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Extract of Minutes of Meeting of the Chairman's Policy Committee held on Thursday, 6th September 1990.

RESTRICTED

210. BAT INDUSTRIES - MANAGEMENT TRAINING/CHELWOOD

Reference: Mr Broughton's note of 16th August 1990.

The CPC reviewed Management Development practices of the Group based on Mr Broughton's note of 16th August 1990.

The CPC believe that the strengths and weaknesses of the current management training practices must be further analysed using a "clean sheet of paper" approach.

The Centre must undertake further study to clearly define the structure and role of management training within management development. The study must bring forward objective evidence of the strengths and weaknesses and also of the best practices in management development that we can have within the Group. Only when this has been properly assessed should the role of Chelwood within an agreed structure be reviewed. The CPC recognised that the role of management training may be different for Tobacco and Financial Services and that separate studies are therefore desirable for each. The CPC further requested that a detailed profile of recruitment currently within the Group should be developed and discussed as part of the study.

After definitions of the structure and role have been agreed, outside consultants should be utilised to assist in the development of proposals separately for Tobacco and Financial Services. In this regard, the CPC emphasised (a) that the current practices do not focus sufficiently on programmes for new and lower level employees as a means of induction into the Group, as these programmes are very unevenly applied throughout the Group, and (b) that the whole of management training should be more challenging and more universal in its application. Consideration might be given to the award of B.A.T "diplomas" in specialised skills.

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The CPC request Mr Broughton to give consideration to identifying an appropriate employee within the Group to assist in the study throughout, including working with the consultants.

(Mr Broughton)



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