

## General Management Training

### Operating Group Responsibility

1. More clearly focussed on Operating Group
2. Many more managers can attend
3. Local language programmes possible
4. Earlier in careers
5. Responsive to current issues
6. More line managers included

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1995 Tobacco Programmes

		<u>Duration</u> <u>(weeks)</u>
1. Leaf I	Throughout 1995	42
2. Marketing I	22nd January - 10th February	3
3. BATCo GM II	12th February - 24th February	2
4. Finance I	5th March - 17th March	2
5. Marketing II	23rd March - 7th April	2½
6. TSG III	26th March - 6th April	2
7. Finance II	7th May - 19th May	2
8. Marketing II	15th June - 30th June	2½
9. Production I	30th July - 8th September	6
10. BATCO GM I	10th September - 22nd September	2
11. SMFP	18th September - 21st September	1
12. Production I	1st October - 10th November	6
13. Finance II	8th October - 20th October	2
14. BATCo GM I	22nd October - 3rd November	2
15. Marketing I	29th October - 17th November	3
16. Leaf II	3rd November - 24th November	3
17. BATCO GM II	26th November - 8th December	2

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**Overall Objective**

**We aim to have better managers at all levels  
than our competitors**

**We aim to have managers who rank with the  
best in the world by any comparison**

**People are our only real source of sustainable  
competitive advantage**

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Function	BATCo.	BATCE	B&W	S. Cruz	Imperial	Total
HR	143	7	24	46	15	235
Pub. Affairs	36	3	5	10	1	55
Legal	20	3	11	19	1	54
MSD	400	7	73	60	31	571
Total	599	20	113	135	48	925

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## H.R./MSD/LEGAL/PUBLIC AFFAIRS

### COMMON NEEDS

- 1) To learn about the B.A.T Industries Group and the tobacco industry
- 2) To understand the Group Values/Messages/Common Approaches
- 3) To understand the essential elements of the Marketing, Finance, Production and Tobacco Leaf Functions in a tobacco company.
- 4) To fully appreciate the key levers of profit in a tobacco operating company
- 5) To understand the requirement/contribution/expectation of their function
- 6) To have an active self-development agenda/framework and to be provided with the means of pursuing this.
- 7) To receive coaching and development from their line managers through and during their job activity
- 8) To be provided with a means to acquire the technical skills and knowledge needed and to keep up to date
- 9) to be able to obtain the managerial skills they will need as their careers progress.

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## SPECIALISTS

**INPUT**                    The requirement to contribute to the training and development of managers in other functions.

**FUNCTIONAL  
COMPETENCE**        The need for the members of each function to obtain professional training and experience

**BROAD VIEW**        How can functional specialists gain a broad understanding of the business

**THE SPECIALIST  
AS A MANAGER**    The needs of the specialist who also has to manage a department/function

**VERY HIGH  
POTENTIAL**        The specialist who is identified as having potential to reach general management - how can they be developed

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LEGAL

Legal management can be divided into four groups:

New Entrants	Typically degree and some experience. Probably late 20's but could be older specialists.
Technical Specialists	Specialists in a particular field of law at various levels of management but primarily B.A.T Industries Corporate Level II
Heads of Function	Includes those who are, or have potential to become, a head of the legal function in an Operating Group or Operating Company.
High Potential	Individuals who could transfer out of the Legal function into either line or general management.

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### Business Awareness

- International Group structure
- Key industry issues (Smoking & Health, Product Liability etc.)
- Product Knowledge
- Group Values

### Own Function Awareness

- Technical development
- Internal Group relationships within function
- Inter Group conferences including technical subjects

### Other Function Awareness (Courses/Internal Seminars)

- Finance
- Marketing
- Factory and R&D visits
- Orientation visits to other departments within Operating Companies

### Management Skills

- Specific courses based on assessment of individual needs
- Project Management
- People management
- Presentation skills
- Time management

For new entrants, it is suggested that there should be an individually tailored induction programme to include selected elements of those areas set out above. For others, individually tailored development programmes should be agreed on an annual basis to meet training needs at the required level.

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## TSG SECONDMENTS PROGRAMME

### Objectives

- 1) To offer a significant management development opportunity for the participants.
- 2) To provide an additional source of talent for companies with posts to fill.
- 3) To make full use of the Group's entire management population.
- 4) To encourage the development of a groupwide/global perspective.
- 5) To provide distinctly different development experiences for managers
- 6) To accommodate managers who are temporarily blocked in their current position
- 7) To break down barriers between businesses
- 8) To speed the exchange of best practice
- 9) To provide a wider range of international career opportunities and thus aid retention.

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## TSG SECONDMENTS PROGRAMME

### Criteria for Selection

- 1) Those for whom the secondment will be a **significant management development opportunity.**
- 2) **At least 5 years experience in Group. (Age 30-40)**
- 3) **Completed Level I Functional programme (and possibly Level II)**
- 4) **Has a specific skill/competency which requires developmental exposure**  
  
**and/or**
- 5) **Be considered "high potential". Identified as candidate for:-**
  - **Operating Group Board**
  - **Large Operating Company Board**
  - **GM position**
  - **Head of Function HQ**
  - **At least two career step potential**
- 6) **Must gain relevant experience not available within own company**
- 7) **Must be of value/benefit to receiving company**
- 8) **Be geographically mobile for future posts**

**Note: These criteria are indicative in nature, and will be applied in the light of job availability as well as the practicality of release of individuals.**

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## B.A.T. INDUSTRIES - GRADUATE RECRUITMENT TARGET

By the year 2000 B.A.T Industries will feature in the top twenty consumer goods companies that the 'Best' graduates from the world's top educational institutions would choose to join if they had the opportunity for the following reasons:

- International career opportunities
- Speed of progression to positions of 'real' responsibility
- Quality and breadth of development opportunities
- Evidence of well managed career development policies
- Range of opportunities for training and development
- Quality and competitiveness of the reward package
- Professional and ethical management standards
- Evidence of positive attitudes on social, community and environmental issues
- Evidence of positive policies on equal opportunity and discrimination
- Overall commercial success of the business
- The business is financially strong and robust
- Consistently good performance in terms of total return to shareholders
- Evidence of long term investment in both people and the business
- High proportion of recruits have achieved positions of significant responsibility
- Senior management is perceived as responsive and forward looking
- Skills and knowledge of intrinsic value can be acquired
- Current management are perceived as 'high quality'
- Quality of products and strengths of brands
- Innovative and creative working environment
- Evidence of overall ability to attract and retain talented people

The combined impact of these attributes will be sufficient to significantly outweigh any negative product related concerns.

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## WHERE WE WISH TO GO

- 1) Training and development is regarded as a source of competitive advantage and is linked to the needs of the business.
- 2) Training is function specific and carried out within the setting of the overall business.
- 3) Focus on development through a continuous process of training, both on and off the job, and planned career moves. Managers are trained and retrained as necessary to keep them abreast of the changing business environment
- 4) There is a continuous process of training and development
- 5) Training is only directive when designed to input knowledge
- 6) Trainers adopt a wider role as support staff for line managers
- 7) The emphasis is on on-the job development backed up by highly participative off-the-job programmes
- 8) Specialist training courses are available across the knowledge/skill/ technique spectrum
- 9) A variety of methods of learning are used such as distance learning and self development programmes
- 10) Management Development concentrates on ensuring managers understand their function and its interactions within the business and managers' mistakes are treated as learning opportunities.
- 11) Attendance on courses is a joint manager/subordinate decision
- 12) Training and development focussed on current and near future job activity so implementation is automatic.
- 13) Training courses are attended as part of the natural progression of the individual
- 14) Training and development are a natural and essential feature of day to day activity.
- 15) The main responsibility for training and development lies with line management who recognise that a successful record of developing subordinates is a key criterion for their own progression

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