

MANAGEMENT REORGANISATION AT GR&DC

This note is to inform the TEC of planned management changes at GR&DC, and to request approval for the grading of three new Research Manager posts [para. 6].

BACKGROUND

1. As intimated in a note to the BMB of 27 November 1980, consideration has been given as to ways in which:
 - (a) the non-technical costs at GR&DC can be reduced
 - (b) the senior management structure can be changed to permit the movement of younger capable staff to positions of key responsibility.

This note is concerned with (b).

REORGANISATION

2. At present, the General Manager (Mr A L Heard) has seven Function Managers reporting to him, all of whom have been at least 22 years at GR&DC. While they all have particular individual strengths and expertise, under previous managerial direction they were neither trained nor encouraged to become strong managers - and in some cases it is now too late to change matters.
3. There are, however, a number of good scientists and engineers in the middle management level who have the potential of becoming forceful and effective leaders, with good career prospects either within R&D or else - where in the Group.
4. The decision is to move four of the existing Function Managers to non-management positions of Research Adviser, and to promote three Group Leaders to the re-designated positions of Research Manager.

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5. The Research Advisers will be:

Mr N E Willis - to relinquish Process Engineering and Development, and become responsible for the commercial exploitation of developments such as DIET and HCE filter within the Group, and also to embrace certain other activities such as competitive intelligence, contracts and licencing arrangements between R&D and external companies.

[Consideration will be given as to how best Mr Willis should work closely with Production Department.]

Mr P J Nicholl - to relinquish Process Technology and become responsible for maintaining expertise on all matters relating to reconstituted sheet and tobacco substitutes, and also for selected economic assessment of new tobacco processes - working closely with Production Planning and Development as appropriate.

Mr D J Wood - to relinquish Leaf, Psychology and Microbiology but maintain the co-ordinating role with respect to the Leaf Steering Committee, and advise generally on agronomy, flavour and related matters.

Dr S R Evelyn - to relinquish management of Technical Services and become, in effect, a special assistant to the General Manager, with particular responsibility for all matters relating to the toxicological status of tobacco materials and additives (via the AGP), for project organisation and control, and for other matters of central importance eg co-ordinating Test Methods throughout the Laboratories of the Group.

6. At the Research Manager level below the General Manager will be Dr C I Ayres (Products and Biological Research) Mr D E Conway (Product Development Services) and the following three new appointments:

Dr M J Harawick - to be responsible for all Process R&D ie primary, secondary automation, filter development and ventilation.

Dr M Oldman - to be responsible for Behavioural Research, ie smoker behaviour, smoke retention and sensory & Preference research.

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Dr R Binns - to be responsible for all supporting Technical Services ie analytical, computing and mathematics/statistics.

7. As a consequence of these moves Dr R E Thornton will become responsible for Biological Studies in place of Dr R Binns, and also, increasingly, for technical aspects of smoking and health - the latter with future succession to Dr Felton in mind.

GRADING

8. Six of the existing Function Manager positions were evaluated in 1979 and Graded 16.
9. It is proposed that Messrs Willis, Nicholl, Wood and Dr Evelyn, retain their present Grade 16, pending evaluation of their new jobs, as appropriate, in the future.
10. After consultation with Personnel Department, it is proposed that the three new positions of Research Manager are slotted into Grade 15 with the line
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F 111 3(528) F 4 57(304) F 4 C (264) = (1096) total
pending job evaluation in one years time.

[It is possible that much of the high knowhow scores of the existing Function Manager grades will remain with the Research Adviser functions, and thus 15 may well emerge as the correct grade for the new Research Managers.]

11. Mr N E Willis will no longer be designated a Deputy Manager, but Dr C I Ayres will retain that position.

The TEC is requested to authorise Grade 15 for the three new Research Manager positions - to be effective from March 1st 1981. The personal details and proposed salary increases are given in Appendix I.

L C F BLACKMAN

6 February 1981

NOTES

(a) All individuals concerned with the changes have been fully counselled, and have accepted the changes.

(b) Mr Pritchard and Mr Dunbar have been consulted.

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GROUP RESEARCH & DEVELOPMENT CENTRE

APPENDIX I

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B.A.T Services Limited, Southampton

PROPOSED SALARY INCREASES FOR: 1 March 1991

Name and Appointment	Age	D.J.Co.	Last Increase			Incre- ment	Promo- tion		Total Incr.	New Salary	G.M.	P./M.T.	Remarks
			Date	From	To								
HARDWICK, Dr. M.J. Snr. Research Engineer	38	04/02/80	01/07/80	11582	13783		2068	2068	15851	23251			Promote to Gr. 15
BINNS, Dr. R Snr. Research Scientist	41	01/05/73	01/07/80	16288	19383		970	970	20353	23251			Promote to Gr. 15
OLDMAN, Dr. M. Snr. Research Scientist	35	01/08/77	01/07/80	13983	16640		832	832	17472	23251			Promote to Gr. 15

RADE: See remarks

Authorisation:

Date:

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