

PREM 19 / 2251

SECRET

CONFIDENTIAL FILING

MANAGEMENT DEVELOPMENT.

INDUSTRIAL

POLICY

APRIL 1987

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PREM 19/2251

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NBOM
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Oddi wrth Ysgrifennydd Gwladol Cymru

From The Secretary of State for Wales

THE RT HON PETER WALKER MBE MP

CT/957/88

2 December 1988

MANAGEMENT CHARTER INITIATIVE

In common with other government departments the Welsh Office has been very carefully looking at the implications of joining the Management Charter Initiative. We too have decided that we should join as a founder member. This reflects not only our interest as a significant employer of managers mainly in Cardiff but also my responsibilities for industry and secondary and higher education in Wales.

My particular concern is that the Initiative should make its presence felt outside London and the South East. Although many large companies still have their headquarters in that area the Initiative must reach out to the small and medium size companies in regions and managers in the manufacturing and service bases of UK industry.

A letter conveying the Welsh Office decision is being sent to Bob Reid.

I am sending copies of this letter to the Prime Minister, the other members of the Cabinet, Richard Luce and Sir Robin Butler.

Rt Hon Lord Young of Graffham
Secretary of State
Department of Trade and Industry
Queen Anne's Gate
London
SW1H 9AT



MINISTRY OF DEFENCE WHITEHALL LONDON SW1 2HB

MO 21/8/5V

TELEPHONE 01-218 9000
DIRECT DIALLING 01-218 2111/3

25 November 1988

Dear David,

NBL
RCC
29/11

MANAGEMENT CHARTER INITIATIVE

— will request if required.

I wrote to you on 30th June welcoming generally the Management Charter Initiative and saying that my Department would be looking more closely to see exactly what it would involve for us. I am glad to say that we have now done this and, as a result, the civil service side of MOD is becoming a founder member.

As I said in my earlier letter the advantages to the Services, given their distinctive needs and extensive existing systems, are not so immediately clear. For the time being they will not become members; but we shall keep this under review.

I am copying this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

Yours sincerely,
George.

George Younger



cc PU

Treasury Chambers, Parliament Street, SW1P 3AG

Rt Hon Lord Young of Graffham PC
Secretary of State for
Trade and Industry
Department of Trade and Industry
1-19 Victoria Street
LONDON
SW1H 0ET

NSM

17 November 1988

Dear David

MANAGEMENT CHARTER INITIATIVE

Peter Brooke wrote to you on 17 August about the MCI and the need to investigate the benefits and costs before making a commitment to join.

I am pleased to tell you that HM Customs and Excise have decided to become a "Founder Member" of the Initiative. The Department already expend considerable effort on the kind of activity envisaged under the MCI Code of Practice and will aim to contribute fully to the development of further proposals.

I am copying this letter to the Prime Minister, other members of the Cabinet and to Sir Robin Butler.

Yours ever
Peter

PETER LILLEY

100 Pa

Margaret Davidson

April 1877



C.P.U.



Treasury Chambers, Parliament Street, SW1P 3AG

The Rt Hon Lord Young of Graffham
 Department of Trade and Industry
 1-19 Victoria Street
 LONDON
 SW1H 0ET

14th November 1988

NBLm.

dz

Dear Sir

MANAGEMENT CHARTER INITIATIVE

When Peter Brooke wrote to you on 17 August he said we should need to give further consideration to the Management Charter Initiative before making a commitment to join. Nigel Lawson told you on 20 October that the Treasury had considered the matter and decided to join. I am now pleased to tell you that the Inland Revenue have reached the same conclusion.

The Inland Revenue, like the Treasury, believe that membership will enhance its efforts to promote management development. Though it has some improvements in mind, having looked at its extensive programme of staff development and training, it believes that it matches up to the Code of Practice in all important respects.

I am copying this letter to the Prime Minister, other Members of the Cabinet, Richard Luce and to Sir Robin Butler.

Norman Lamont

NORMAN LAMONT



IND POL: Management
Development
April 87



cc PH

Foreign and Commonwealth Office

London SW1A 2AH

From The Minister of State

8 November 1988

*NBM
RACG
10/11*

Dear David,

MANAGEMENT CHARTER INITIATIVE (MCI)

AC/K

We followed with interest the debate within Government about the MCI - your letter of 9 June and subsequent views from Departments. I particularly welcomed the opportunity of hearing at your meeting last month how some of the larger Departments were making good use of the ideas produced by the MCI.

The whole thrust of the Initiative is very much in line with our own efforts to improve management throughout the FCO. We believe that membership of the MCI is likely to help us in this endeavour, and Chris Patten and I are agreed that the Foreign and Commonwealth Office should become a Founder Member and subscribe to the Code of Practice. Patrick Wright and John Caines are writing to Bob Reid in this sense.

As you know, we have had doubts, which you recognised, about the direct relevance to us of certain aspects of the Initiative, notably the ideas for a hierarchy of qualifications and associated institutional arrangements. And we shall have to keep a close eye on the potential resource implications. We look forward to participating in the discussions of these and other issues in the coming months.

I am sending copies of this letter to the Prime Minister, other Members of the Cabinet, Richard Luce and Sir Robin Butler.

*Yours ever
Simon*

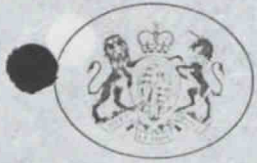
THE LORD GLENARTHUR

The Rt Hon The Lord Young
of Graffham
Secretary of State for Trade and Industry
1 Victoria Street
LONDON SW1H 0ET

120 Pa
Margaret Deady
Apr '87



ce PV



MINISTRY OF AGRICULTURE, FISHERIES AND FOOD
WHITEHALL PLACE, LONDON SW1A 2HH

From the Minister

The Rt Hon Lord Young of Graffham
Secretary of State for Trade and Industry
Department of Trade & Industry
1-19 Victoria Street
LONDON SW1H 0ET

2 November 1988

Dear David,

MANAGEMENT CHARTER INITIATIVE

Since I wrote to you on 14 July I have been considering further whether this Department should join the Management Charter Initiative. Clarification of what is involved has also emerged from discussions at Permanent Secretary level.

I am now satisfied that membership will give further impetus to the development of management skills at all levels to which my Department is already committed and my officials are looking forward to helping to develop and put into effect the ideas underlying the Charter.

Copies of this letter go to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

Yours,
JH

JOHN MacGREGOR

MBL
RMB
2/11

gap

IND. Pa: Management Dec April 87



MANAGEMENT CONSULTANTS

ccjv



SECRETARY OF STATE FOR ENERGY
 THAMES HOUSE SOUTH
 MILLBANK LONDON SW1P 4QJ
 01 211 6402

NBLM

FLCB

31/10

The Rt Hon Lord Young of Graffham MP
 Secretary of State
 Department of Trade and Industry
 1-19 Victoria Street
 LONDON
 SW1H 0ET

31 October 1988

Dear David,

MANAGEMENT CHARTER INITIATIVE

I thought you would like to know that the Department of Energy has become a founder member of the Management Charter Initiative. I hope that we can tailor our own review of management development within this Department to build on the Management Charter Initiative proposals.

I am sending a copy of this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

Yours truly,
Cecil Parkinson

CECIL PARKINSON



DEPARTMENT OF HEALTH AND SOCIAL SECURITY

Richmond House, 79 Whitehall, London SW1A 2NS

Telephone 01-210 3000

From the Secretary of State for ~~Social Services~~ Health

The Rt Hon Lord Young of Graffham
Secretary of State for Trade and Industry
Department of Trade and Industry
1-19 Victoria Street
LONDON SW1H 0ET

nbm

24 October 1988

Dear David,

R28/10

MANAGEMENT CHARTER INITIATIVE

You wrote to Kenneth Baker on 9 June encouraging Departments to join the Management Charter Initiative. In the meantime, John Banham (CBI) and Bob Reid (Shell) have written to Permanent Secretaries.

It will come as no surprise to you that I welcome the Initiative and endorse its objectives. I am happy to say that my Department will become a Founder Member and subscribe to the Code of Practice. The Initiative will give additional impetus to many of our existing plans for raising the profile of management development. I believe that for junior and middle managers especially the recognition of management skills by a practically-based qualification will be particularly welcome, and will help us to recruit and retain better managers.

I am sending copies of this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

KENNETH CLARKE

CCP



Treasury Chambers, Parliament Street, SW1P 3AG
01-270 3000

20 October 1988

Rt Hon Lord Young of Graffham MP
Secretary of State for Trade
and Industry
Department of Trade and Industry
1-19 Victoria Street
LONDON
SW1H 0ET

NBM

*REC
20/10*

[Handwritten signature]

MANAGEMENT CHARTER INITIATIVE (MCI)

Since Peter Brooke wrote ^{at 11:45} to you on 17 August about MCI we have been considering whether the Treasury should become founder members.

We believe that membership will enhance our own efforts to promote management development in the Treasury. Our responsibilities with OMCS for the management issues in the Civil Service make it desirable for us to be involved at the outset. Membership of the main economic departments will also be an overt demonstration to employers at large that properly directed management development and training is an important supply side issue.

Copies of this letter go to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

[Handwritten signature]
[Handwritten signature]

NIGEL LAWSON

INDUSTRIAL POL: Management
Development



April 87



DEPARTMENT OF HEALTH AND SOCIAL SECURITY

Richmond House, 79 Whitehall, London SW1A 2NS

Telephone 01-210 3000

cc/10

From the Secretary of State for Social ~~Services~~ Security

The Rt Hon Lord Young of Graffham
Secretary of State for Trade and Industry
Department of Trade and Industry
1-19 Victoria Street
LONDON
SW1H 0ET

20 October 1988

John Moore

NBP

ARC

20.10

MANAGEMENT CHARTER INITIATIVE

You wrote on ^{*19*} June encouraging Departments to join the Management Charter Initiative. In the meantime, John Banham (CBI) and Bob Reid (Shell) have written to Permanent Secretaries.

I welcome the Initiative and endorse its objectives. I am happy to say that my Department will become a Founder Member and subscribe to the Code of Practice. The initiative will give additional impetus to many of our existing plans for raising the profile of management development and the recognition of management skills by a practically-based qualification is particularly welcome.

I am sending copies of this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

John Moore

JOHN MOORE

IND Pa: Management Development. Apr 8.



dti

the department for Enterprise

nbpm

cc [signature]

The Rt. Hon. Lord Young of Graffham
Secretary of State for Trade and Industry

The Rt Hon Kenneth Baker MP
Secretary of State for Education and Science
Department of Education and Science
Elizabeth House
York Road
LONDON
SE1 7PH

Department of
Trade and Industry

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London SW1H 0ET

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Fax 01-222 2629

Direct line 215 5422

Our ref PS3BHD

Your ref

Date 17 August 1988

[Signature: Kenneth Baker]

MANAGEMENT CHARTER INITIATIVE

Thank you for your letter of 10 August. I am grateful to you and colleagues for giving this matter so much careful thought.

I have always been of the view that joining MCI requires real commitment and that each Department would need to consider joining individually in the light of their own circumstances and management development plans.

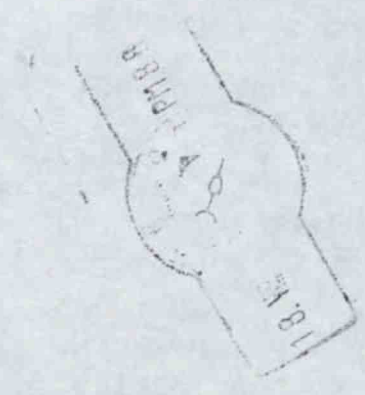
I understand Permanent Secretaries will be discussing the letter from John Banham and Bob Reid on 7 September. Sir Robin Butler has suggested that he sends a collective reply offering overall support for the initiative but making clear that Departments will decide and reply individually about founder membership. I believe this is consistent with both our views. I was planning to hold a meeting in October and, as you suggest, we can all take stock then. We will need to discuss all aspects of the Council's work not just the code of practice; my office will set this up with you and those colleagues who attended the meeting on 27 April. But I see no reason for Departments who are convinced about the benefits of the code to wait until the autumn to join MCI; DTI will be signing up as soon as possible, as promised in our January White Paper.

I am copying this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

[Signature: Kenneth Baker]

the
Enterprise
Initiative

IND POL: Management Development, Apr 87.





20/80

NBRM

Treasury Chambers, Parliament Street, SW1P 3AG

The Rt Hon Lord Young of Graffham PC
Secretary of State
Department of Trade & Industry
1-19 Victoria Street
LONDON SW1H 0ET

17 August 1988

Dear David,

MANAGEMENT CHARTER INITIATIVE

Thank you for sending Nigel Lawson a copy of your letter of 9 June to Kenneth Baker.

2. I generally welcome the MCI, and am pleased to see that our current management practices are endorsed by the Code of Practice.

3. However, given the need to absorb any costs from the MCI, we should need to investigate the benefits and costs before making a commitment to join.

4. I am copying this to the Prime Minister, other members of the Cabinet, Richard Luce and to Sir Robin Butler.

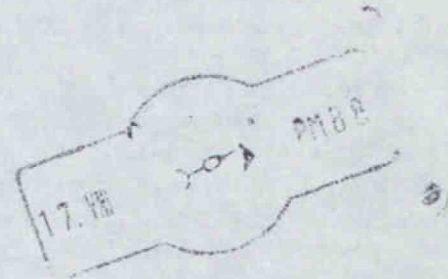
*L
Lawson*

Pm

PETER BROOKE

1nd Pd - Management Development

April 87





cc: P...
nbpm

ELIZABETH HOUSE
YORK ROAD
LONDON SE1 7PH
01-934 9000

The Rt Hon Lord Young of Graffham
Secretary of State for Trade and Industry
Department of Trade and Industry
1-19 Victoria Street
LONDON SW1H 0ET

Dear Sir,

10th August 1988.

MANAGEMENT CHARTER INITIATIVE

You wrote to me on 9 June about the Management Charter Initiative and copied your letter to colleagues encouraging them to put their Departments forward for membership. In the meantime I understand that John Banham (CBI) and Bob Reid (Shell) have written to Permanent Secretaries.

Those colleagues who have replied to your letter have welcomed the Initiative and endorsed its objectives of improving the quality of management education in both the private and public sectors. This support is welcome. Most of those whose letters I have seen, however, have expressed doubts about the benefit of individual membership for their Departments against the cost of the commitment. It seems to me that for those Departments with plans already in train to jack up the management training of their staff - and Malcolm Rifkind and I, for example, appear to be in that position - the Initiative would mainly serve to highlight or focus these changes. For those working closely with the private sector in the way that your own Department does, for example, there may be more direct benefits from membership when it leads to joint training. There are probably a range of positions between these two. Indeed, individual membership by Departments may be less important than some form of collective commitment. What is important is that all colleagues consciously consider whether the Initiative can help advance their own efforts to improve the management development of their own staff.

I suggest that we take stock in the autumn when the Departments have had time to consider the direct approach from John Banham and Bob Reid and to weigh the advantages of different forms of membership.

I am sending copies of this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

Herbert

Herbert

IND. PA: Management Development

- April 1987



ccfo



Foreign and Commonwealth Office

London SW1A 2AH

1 August 1988

From The Minister of State

The Lord Young
Secretary of State
Department of Trade & Industry
1-19 Victoria Street
LONDON

nbpm

Dear David

MANAGEMENT CHARTER INITIATIVE

Thank you for sending Geoffrey Howe a copy of your letter of 9 June to Kenneth Baker.

I very much favour the ideas behind the Management Charter Initiative (MCI). Many of the requirements in the draft Code of Practice are already carried out in the Foreign and Commonwealth Office as indeed they are in other Government Departments. We have also done a good deal recently to improve the effectiveness of management in the FCO. In particular, we make extensive use of management development courses at the Civil Service College, and we have improved our internal management training courses. We shall continue to give this high priority.

While supporting the principles embodied in the Code of Practice I should like to learn more about the new resources which I understand will be required from Departments joining the MCI. Resources, both financial and manpower, are scarce and it is important that we give careful consideration before entering into new commitments. I propose that my officials should talk to yours about this.

I am copying this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

Yours ever

Lynda

Mrs Lynda Chalker

IND POL: Management Development,

Apr 87.





SCOTTISH OFFICE
WHITEHALL, LONDON SW1A 2AU

celo

The Rt Hon Lord Young of Graffham
Secretary of State for Trade and Industry
Department of Trade and Industry
1-19 Victoria Street
LONDON
SW1H 0ET

NBam

*RACG
19/7*

19 July 1988

Dear David,

MANAGEMENT CHARTER INITIATIVE

at a lap

Thank you for copying to me your letter of 9 June to Kenneth Baker.

I am writing to express my support in principle for the Management Charter Initiative and to commit the Scottish Office to be a member of the Initiative. We currently have a Working Group reviewing training (in the widest sense) in the Scottish Office. Although the Group is not due to report until the end of October and has just completed a major analysis of staff development needs, it is likely to make recommendations which are entirely compatible with the thrust of the MCI. We are in any case already committed, not least by a number of recent central initiatives, to a programme of improved management development. Membership of the MCI will focus on efforts in that direction and I believe that only good can come of it.

We shall also draw the attention of our NDPBs to the MCI.

I am sending copies of this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

*Yours ever
Malcolm Rifkind*

MALCOLM RIFKIND

Inv Pd: Management
Development
April 87





QUEEN ANNE'S GATE LONDON SW1H 9AT

14 July 1988

NBM

REC 6

1/7

Dear David,

MANAGEMENT CHARTER INITIATIVE

Thank you for sending me a copy of your letter of 9 June to Kenneth Baker.

I very much support the aim of improving management training and development. In the Home Office, we have been working hard to do just that. The Department has sought to make the best use it can of the new management development programmes to which your letter refers and, over the past few years, has been devoting a good deal of effort to the continuous improvement of its internal management courses. We plan to make further advances in these areas in the future.

As you say, participation in the Initiative would require resources up front. The Home Office, like all Departments, is facing many new demands for manpower, while few existing tasks are dropping away. It is therefore important that we make sound judgments about priorities in allocating our scarce resources. With this in mind, I should like to know a little more about the investment required by the Initiative and the benefits we would get from it, and I am accordingly asking my officials to talk to your people in your Quality, Design and Education Division who I understand have done much of the work on the Code.

I am copying this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

*Yours,
Douglas*

IND. POL. Management Development

April '87





From the Minister

MINISTRY OF AGRICULTURE, FISHERIES AND FOOD
WHITEHALL PLACE, LONDON SW1A 2HH

The Rt Hon Lord Young of Graffham
Secretary of State for Trade & Industry
Department of Trade & Industry
1-19 Victoria Street
LONDON
SW1H 0ET

NOBAM

*Rec'd
14/7*

14 July 1988

Dear David,

Thank you for copying to me your letter of ^{*14/7*} 9 June on the Management Charter Initiative.

I have read the draft code of good management practice with interest and applaud the principles which it embodies. Indeed, I note that many of the strategies which it advocates - development planning, personal target setting, performance appraisal and feedback - are already in use in my Department as in other parts of the Civil Service.

We do, however, need to consider the cost effectiveness of some sections of the code for the public sector - for example, the obtaining of recognised management qualifications - and I am concerned about some of the resource implications. I am therefore arranging for the cost-benefit equation for my Department to be studied more closely. My officials will also be considering how this initiative relates to other on-going exercises on management training and improving understanding of industry which will also be making substantial calls on our resources in the future.

I am sending copies of this letter to the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

*Yours ever,
JH*

JOHN MacGREGOR



[Faint, illegible text, likely bleed-through from the reverse side of the page]

ow

dti

cejs

the department for Enterprise

The Rt. Hon. Lord Young of Graffham
Secretary of State for Trade and Industry

The Rt Hon Kenneth Baker MP
Secretary of State for Education
and Science
Department of Education and Science
Elizabeth House
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Department of
Trade and Industry

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Our ref PS3AXB
Your ref
Date 9 June 1988

NBBM

Rec'd
15/6

Ken Baker

When we met to review progress on the Management Charter Initiative on 27 April, it was agreed that I should write to Cabinet colleagues encouraging Departments to join the Management Charter Initiative (MCI).

The Initiative stems from a challenge which I issued when I was Secretary of State for Employment. A number of reports had confirmed what we already knew, that in general British firms do not give nearly enough priority to the training and development of their managers. So in November last year, the CBI and the British Institute of Management together launched what was then known as the Charter Group with the aim of raising the status and competence of managers throughout the private and public sectors.

... The MCI has now produced its first major output, a code of good management practice, of which I enclose a copy. The Code stresses the continuous improvement by member organizations of their management development practices with the aim of securing better managers, both now and for the future. The Code has no nationally prescribed targets, but member organizations are required to commit themselves to make progress, to have annual top level corporate review of progress, and to set fresh targets for further improvements. The results will be reported to the MCI and communicated to staff.


the
Enterprise
Initiative

The Code will be launched at the CBI Conference in November. In the meantime, there will be a publicity campaign starting at the end of this month, and the MCI will be signing up organizations as founder members. Closely related to this work will be the drawing up of a new and simplified framework of management qualifications. This is likely to be a long job, although it is hoped that an outline will be ready by the end of the year.

As I have already said, the Initiative covers organizations in the public sector. In a number of respects Government Departments have a good story to tell. The annual staff reporting system, for example, almost certainly compares favourably with that of many companies, and the design of our new management development programmes is good. But there is still plenty of room for improvement. Although, like any other worthwhile investment, it may call for resources up front, I am sure that the potential benefits of membership more than justify any outlays. DTI, Cabinet Office and the DE Group have already stated their commitment to join the Initiative. I urge you, and other colleagues whose Departments have not yet done so, to commit them to join, to include the improvement of management development in Departmental Management Plans and also to draw the MCI to the attention of those non-departmental bodies which report to you.

I look forward to hearing from you and colleagues.

I am sending copies of this letter of the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

J. L.
Pais

CODE OF PRACTICE (THE MANAGEMENT CHARTER)

- 1 Management development - a prime corporate objective: We are dedicated to the sustained success of our organisation by making the most of the existing talents and future potential of each employee. To this end, we will translate our corporate objectives and the related plans into complementary programmes for the development of our managers at all levels throughout the organisation. The way in which this is done will be appropriate to the scale and nature of our organisation.

- 2 The means - systematic self development: We will encourage all practising and aspiring managers to engage in individual programmes of continuous self-development, each consistent with the best interests of the organisation. In adapting the organisation in response to change, we will strive both to enhance its performance and, where possible, to reinforce this by providing suitable development opportunities for those involved in the changes. We will encourage our managers to regard each work assignment as offering potential for self-development.

- 3 Planned development and corporate support: We will work jointly with individual managers to meet the career options open to them and plan the associated programmes of functional and management development - recognising that management responsibility often follows the development and practice of functional expertise (engineering, finance, marketing, etc). Consistent with the needs and demands of the job, we will ensure that they have access to relevant, timely sources of knowledge, advice, coaching and complementary events or activities. We will provide the

requisite support, including time released from the job. As regards the latter, we will set ourselves demanding standards, allowing that the management of change creates frequent opportunities for in-house developmental activity which directly serves a business need.

- 4 **Recognised qualifications - a stimulus to self-development:** We want to motivate our managers to go on developing and updating their management expertise by giving them the opportunity to obtain recognised management qualifications in the course of their planned self-development. We will encourage such employees to obtain qualifications relevant to their work-based development - functional and managerial. To facilitate this, we will co-operate with the professional bodies concerned.

- 5 **A manager's responsibility for the individual and collective development of colleagues:** We want all managers responsible for supervising people, leading teams and task forces to contribute actively to the individual and collective development of those working with them, as well as their units of the organisation - coaching, participating in development-related events such as courses, seminars, workshops and briefing sessions, and where appropriate acting as personal advisers to other employees. The performance of the individual manager or supervisor in this regard will be given full weight in his or her assessment.

- 6 **A coherent framework for systematic development:** We will operate a system of development planning, personal target setting, performance appraisal and performance-related advancement and reward which is understood by the managers concerned, makes clear what is

expected of them and provides feedback on individual performance.

- 7 Mutually-beneficial collaboration through networks: To derive greater benefit from management development and thereby contribute to the success of our organisation, we will participate actively in the appropriate networks of the Management Charter Movement, notably for example Local Employer Networks. Through such networks we aim to encourage the providers of educational and training support for management development to meet the needs of our organisation and the other participants in the most effective way as regards relevance, accessibility, convenience and cost. Also through such networks we will share ideas, experience and resources - in all advancing the practice of management.
- 8 The two-way benefits of close links with the providers: Directly, or through the networks in which we participate, we will establish and maintain close links with those providers of management education and training which meet our management development needs. Through these links we will encourage a two-way flow of ideas and experience; the providers contributing to the achievement of our corporate objectives by helping our managers tackle live problems; and our managers enhancing the provision of management education by contributing their firsthand knowledge and experience.
- 9 Strengthening the links between business and education: Further strengthening of the links between business and education will increase the stock of well-educated young people motivated to enter organisations and develop their potential as managers. Where possible, and where

there is scope for our organisation to contribute in this regard, it will do so.

10 Commitment to make progress to review and to communicate: We will publicise our commitment to the undertakings of this Code of Practice to our employees, to the providers of management education and training support with which we have associations, and the other participants in our networks. A director or equivalent member of the top management team will be made responsible for overseeing the fulfilment of this commitment. Initially, and at least once a year thereafter, we will conduct a board-level review - or equivalent corporate review - of our progress in relation to the undertakings of this Code, with the aim of increasing the scope and effectiveness of our investment in management development. The highlights from this review (including quantitative measures of the effort devoted to management development) and our new targets will similarly be publicised.

dti

the department for Enterprise

NBPM

AR16

9/6

ABC

The Rt. Hon. Lord Young of Graffham
Secretary of State for Trade and Industry

The Rt Hon Kenneth Baker MP
Secretary of State for Education
and Science
Department of Education and Science
Elizabeth House
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Fax 01-222 2629

Direct line 215 5422
Our ref PS3AXB
Your ref
Date 9 June 1988

Kenneth Baker

When we met to review progress on the Management Charter Initiative on 27 April, it was agreed that I should write to Cabinet colleagues encouraging Departments to join the Management Charter Initiative (MCI).

The Initiative stems from a challenge which I issued when I was Secretary of State for Employment. A number of reports had confirmed what we already knew, that in general British firms do not give nearly enough priority to the training and development of their managers. So in November last year, the CBI and the British Institute of Management together launched what was then known as the Charter Group with the aim of raising the status and competence of managers throughout the private and public sectors.

... The MCI has now produced its first major output, a code of good management practice, of which I enclose a copy. The Code stresses the continuous improvement by member organizations of their management development practices with the aim of securing better managers, both now and for the future. The Code has no nationally prescribed targets, but member organizations are required to commit themselves to make progress, to have annual top level corporate review of progress, and to set fresh targets for further improvements. The results will be reported to the MCI and communicated to staff.



The Code will be launched at the CBI Conference in November. In the meantime, there will be a publicity campaign starting at the end of this month, and the MCI will be signing up organizations as founder members. Closely related to this work will be the drawing up of a new and simplified framework of management qualifications. This is likely to be a long job, although it is hoped that an outline will be ready by the end of the year.

As I have already said, the Initiative covers organizations in the public sector. In a number of respects Government Departments have a good story to tell. The annual staff reporting system, for example, almost certainly compares favourably with that of many companies, and the design of our new management development programmes is good. But there is still plenty of room for improvement. Although, like any other worthwhile investment, it may call for resources up front, I am sure that the potential benefits of membership more than justify any outlays. DTI, Cabinet Office and the DE Group have already stated their commitment to join the Initiative. I urge you, and other colleagues whose Departments have not yet done so, to commit them to join, to include the improvement of management development in Departmental Management Plans and also to draw the MCI to the attention of those non-departmental bodies which report to you.

I look forward to hearing from you and colleagues.

I am sending copies of this letter of the Prime Minister, other members of the Cabinet, Richard Luce and Sir Robin Butler.

J. L. Davis

10
MR WYBREW

Thank you for your minute of 23 October about under investment in management development. The Prime Minister is content to endorse the wording:

"There is no task more vital to the future success of the British economy.

I am delighted that the leaders of British business are taking up Lord Young's challenge with such vigour and commitment.

ANDY BEARPARK

26 October 1987

ATS

Prime Minister.

MR BEARPARK

Content to endorse the

23 October 1987

Wording at X ASD/23/10

UNDER-INVESTMENT IN MANAGEMENT DEVELOPMENT

Yes me

Compared with our principal international competitors, we are under-investing in our 'human capital' - the skills and professionalism needed to sustain the future competitiveness and dynamism of the economy. The Handy and Constable reports have drawn attention to serious shortcomings in regard to management education and development; for example over a third of our middle managers have had no management training since starting work; 20% of our largest companies made no provision at all for management training last year; only a fifth of all our managers have degrees or professional qualifications of any sort, compared with 63% in West Germany and 85% in the USA.

Lord Young drew attention to the seriousness of this problem and issued a challenge to British business when speaking at the 25th anniversary of the NEDC:

"I want to find 100 leading companies to start the crusade. And then 100 more. Give us the benefit of your experience. I should like Chief Executives to make the following pledge: that their company recognises the professionalism and enterprise of their managers at all levels as a key to their business success. That they will develop the talents of their managers as an essential part of their business strategy. That they wish to add their company's name to those prepared to back an initiative to improve management standards in Britain today."

Taking up Lord Young's challenge with encouraging alacrity and commitment, the leaders of British business have launched the so-called Charter Group Initiative. They recognise that success in the fast-moving, diverse and increasingly global business arena of the future will depend more than ever on the people engaged in it - on their proficiency, motivation,

creativity and enterprise. Whilst also recognising that the Government has done much to create a business environment conducive to enterprise, they feel strongly that primary responsibility for developing the business skills and management professionalism needed to capitalise on the new found enterprise must rest with business itself.

The aim of the Initiative is to promote high standards of modern management practice and business skill at all levels and across the economy. To this end, the Council for Management Education and Development has been formed under the aegis of the Foundation for Management Education, the CBI and the British Institute of Management. The Council is led by Mr R P Reid, the Chairman of Shell UK and is strongly supported by the Government and the academic world. I am closely involved in the principal working party.

The theme of this year's CBI Conference is 'Project Excellence' and one of the formal Conference sessions is dedicated to management development in the context of the Charter Group Initiative. This provides an excellent opportunity to publicise the Initiative. Accordingly, we are preparing complementary publicity material including a news sheet headed by Lord Young's challenge to business and hopefully including the following endorsement from the Prime Minister:

X / "There is no task more vital to the future success of the British economy. I am delighted that the leaders of British business are taking up Lord Young's challenge with such vigour and commitment."

Would it, I wonder, be possible to obtain the Prime Minister's approval?

J.M. Yes not.

JOHN WYBREW

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Treasury Chambers, Parliament Street, SW1P 3AG

George Walden Esq
Parliamentary Under Secretary of State
Department of Education and Science
Elizabeth House
York Road
LONDON SE1 7PH

21 May 1987

Dear George,

MANAGEMENT DEVELOPMENT AND EDUCATION

ATTACHED

Thank you for sending me a copy of your letter of 19 May to Geoffrey Pattie.

2. I cannot agree to your proposal for a series of co-ordinated departmental statements, prior to 27 May, launching a public consultation exercise on the Handy and Constable Reports. This would be wholly contrary to the course envisaged in earlier correspondence. The Chief Secretary's Private Secretary, in her letter of 15 April to No 10, made it clear that proposals with expenditure implications should be discussed with the Treasury in the first instance, and also volunteered that I should join Geoffrey Pattie's existing group on management development with a view to full, critical appraisal of any such proposals. This approach was endorsed by the Prime Minister's Private Secretary in his letter of 24 April, which also said the Prime Minister saw "no need to dash into new initiatives without asking why existing expenditures do not work".

3. I believe it would also be a serious mistake to publicise Government consideration in any way at this stage. This could imply that we accepted the onus of responsibility for any necessary reforms. This would be most unfortunate, given that the CBI has already accepted that the onus lies with business, and has promised to report back on its consultations in the autumn. Until we have the response from business I believe Government publicity would be premature.

4. We have not yet had the opportunity to study fully the recommendations in the Constable Report, let alone meet to discuss them (and Professor Handy's ideas) in Geoffrey Pattie's group,

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on the basis of a critical appraisal by officials. I cannot therefore agree to any statement being made concerning the reports for the time being. Once we have met after the Election to consider the proposals collectively, consultation with other interested bodies may or may not then be appropriate, depending on the conclusions of the Ministerial group. But, even then, we will have to consider very carefully the desirability of publicising any such consultations.

5. I am copying this letter to the Prime Minister, Kenneth Clarke, Geoffrey Pattie, Bryan Nicholson, John MacKay and Wyn Roberts.

As I am, I think, the only MBA in the Government, I am not without sympathy for the cause, but, especially during an election, orderly procedure would seem to be the order of the day.

hus even

Pm

PETER BROOKE



CCBG

DEPARTMENT OF EDUCATION AND SCIENCE
ELIZABETH HOUSE YORK ROAD LONDON SE1 7PH
TELEPHONE 01-934 9000

FROM THE PARLIAMENTARY UNDER-SECRETARY OF STATE

The Rt Hon Geoffrey Pattie
Minister of State
Department of Trade and
1-5 Victoria Street
London SW1

Dear Mr Pattie

MANAGEMENT DEVELOPMENT AND EDUCATION

Apart from David Young's speech at the NEDC conference on 29 April, there has been no Government statement in response to the two recent reports on management development and education.

X1
While we should not announce new policy in the run-up to the election, let alone commit new expenditure, I do think it would help those concerned with management education to say publicly what the responsible Government Departments are doing. I understand that the Foundation for Management Education is holding a conference on 27 May in response to the two reports. We might aim to coordinate a series of statements just before that conference, launching a public consultation exercise in neutral terms.

If you agree, Kenneth Baker has it in mind to write to the University Grants Committee, National Advisory Body and Open University. I enclose a draft. Our officials would write similarly to some of the other education bodies. I wonder whether, at the same time, you might publicly consult the CBI, Chambers of Commerce and Institute of Directors, and perhaps Lord Young the Manpower Services Commission? If so, we contemplate issuing a Press statement along the lines of the enclosed draft, putting on record our respective interests.

Would you be content to proceed in this way? If so, perhaps we might aim for a publication date of 26 May and exchange drafts of our public statements during the coming week.

I am sending copies of this letter to Kenneth Clarke, Peter Brooke and Bryan Nicholson, and to John MacKay and Wyn Roberts because of their interest in public sector higher education in Scotland and Wales.

Yours sincerely
for *G Walden*

GEORGE WALDEN
Approved by Mr Walden and
signed in his absence

DRAFT STATEMENT BY SECRETARY OF STATE FOR EDUCATION AND SCIENCE

Education Secretary, Mr Kenneth Baker, wrote today to the University Grants Committee and National Advisory Body on Public Sector Higher Education about two reports on management education.

Issuing the letters on the reports by Professor Handy and by Dr Constable and Mr McCormick, Mr Baker said:

"The Government very much welcomes the publication of these two reports. Their subject matter - the quality of management and its development - is critically important to the future success of UK industry and commerce. We hope to encourage the widest public debate about the important issues that the reports raise.

Within Government, I share responsibility for management development, training and education with the Secretaries of State for Trade and Industry and for Employment.

The Department of Trade and Industry for its part is concerned to generate the commitment of industry to management development and welcomes the launch by the Confederation of British Industry of a major campaign to promote that commitment. The DTI will be seeking the views of employers on the recommendations in the two reports.

As Lord Young announced in a speech to a National Economic Development Office Conference on 29 April, he has asked the Manpower Services Commission, in consultation with my Department, to fund experiments in management education. The Commission will keep Ministers informed of the lessons learned from the experiments, and the Government will consider with the funding bodies how to act on those lessons.

My main concern lies with the response of the publicly funded education sector to the needs of companies for management education. The two reports make far-reaching recommendations about the future of management education provision, and I shall be looking to see how employers view these recommendations.

I should also welcome the views of the providers of education. That is why I have written today to the University Grants Committee and the National Advisory Body for Public Sector Higher Education and the Open University."

YOUR REFERENCE

OUR REFERENCE:

TO
Sir Peter Swinnerton-Dyer KBE FRS
University Grants Committee
14 Park Crescent
London W1N 4DH

George Walden Esq CMG MP
Chairman
National Advisory Body for Higher Education
Metropolis House, 22 Percy St, London W1P 9FF

Dr J H Horlock FRS
Vice-Chancellor
The Open University
Walton Hall
Milton Keynes MK7 6AA

Sir Henry Chilver
Cranfield Institute of
Technology
Cranfield
Bedford MK43 0AL

COPIES TO BE SENT TO

(FULL ADDRESSES,
if necessary)

LETTER DRAFTED FOR SIGNATURE BY
SECRETARY OF STATE
..... (name of signatory)

DRAFTING OFFICER

DATE:

MANAGEMENT EDUCATION

As you will know, the reports by Professor Handy and Dr Constable and Mr McCormick on management development and education were published on 28 April. They deliver some important messages about the need for more commitment to the training and development of all Britain's managers. The Government is looking to employers in the first place to take up that challenge.

The reports also pose serious questions about the framework of management education available in our universities, polytechnics and business schools. With the MSC, we hope to launch experiments to see how provision might be adapted to meet the needs identified.

But before coming to firm conclusions on the far-reaching recommendations in the reports, the Government wishes to consult widely and encourage debate among all interested parties. As part of that process I should welcome the views of the bodies responsible for funding higher education on all the recommendations bearing on education provision. While all views would be welcome, I should be particularly grateful for your responses to the questions annexed to this letter. You should

bear in mind the likely constraints on future public funding, and the Government's plans for higher education described in the recent White Paper Cm 114.

May I ask for your replies by 30 June if possible? I am writing similar to [~~Christopher Ball~~/Peter Swinnerton-Dyer/John Horlock/Henry Chilver].

George Walden, as Chairman of the National Advisory Body,

QUESTIONS ARISING FROM THE REPORTS ON MANAGEMENT EDUCATION

- A. Undergraduate degrees. Are adjustments needed to present plans for the expansion of degree provision in business and management studies in response to student demand? What about the content of degree courses in other subjects?
- B. A new Diploma in Business Administration. The report by Dr Constable and Mr McCormick advocates a new Diploma in Business Administration, to be taken by young people during their first 3 to 4 years of work, following completion of higher education. Most would take it part-time. It would also be available to those entering on a managerial career without having completed higher education. The diploma would provide basic literacy in managerial subjects.

How do you view this recommendation? How could such a diploma be piloted? How could it be instituted on a national basis, bearing in mind the limited availability of public funds?

- C. Post-experience provision.
1. MBA programmes. The report records employers' preferences for MBA programmes which are flexible and modular in structure. They advocate part-time provision, the use of distance learning and the possibility of gaining credits for in-company provision. Do you agree with this emphasis? If so, what implications does it have for future funding policy? How should the flexible, modular approach be developed? What view do you take of the report's arguments for an expansion of MBA provision to 5,000 enrolments annually within 5 years and 10,000 by the year 2000?
 2. Other provision. What other post-experience provision should be made?

- D. Access. The report emphasises the importance of open and distance learning. How could such approaches to management education be developed? How can access to management education and training be increased? What role does the Open University have to play?
- E. Teachers of management. The report argues for improvements in the supply of high quality post-graduate teachers of management. Do you agree with the analysis? If so, how should improvements be achieved?
- F. Responsiveness. Are other measures needed, through changed funding mechanisms for example, to improve the responsiveness of management education provision to the needs of companies? Should more short courses be provided for companies? What role can the UGC and NAB play, in the light of the view expressed in the report that the funding of post-experience provision should move to the customers?

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ccBG



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Tim Abraham Esq
Department of Trade and Industry
1 Victoria Street
London SW1H 0ET

28 April 1987

Dear Tim:

MANAGEMENT DEVELOPMENT

My Secretary of State has seen your Minister's minute of 6 April to the Prime Minister; the Chief Secretary's comments recorded in Jill Rutter's letter of 15 April and the Prime Minister's views set out in Andy Bearpark's letter of 24 April.

My Secretary of State shares the view that the recommendations of Professor Handy and Professor Constable need careful assessment in the light of the responsibilities of employers and of what the Government is already doing.

As you know, my Secretary of State is tomorrow opening the NEDC Conference, "People - the Key to Success" and thinks that directing Press attention to the reports themselves and to his and other speeches at the Conference is the right way to ensure appropriate coverage.

The substantive issues raised by the reports - which were themselves intended to stimulate debate - should be considered by officials to prepare the way for collective Ministerial discussion of how the vital need to improve industrial performance can be addressed in part through the further development of education and training policies.

I am copying this letter to Andy Bearpark (No 10), Jon Shortridge (Welsh Office), Jull Rutter (Chief Secretary's Office), Andrew Lansley (Chancellor of the Duchy of Lancaster's Office), Rob Smith (Department of Education and Science), Robert Gordon (Scottish Office), Cathy Roberts (Mr George Walden's Office), Katherine Jenden (Mr David Trippier's Office), Bryan Nicholson and Trevor Woolley (Cabinet Office).

*Yours sincerely
John Turner*

JOHN TURNER
Principal Private Secretary



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ccBly

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

24 April 1987

Dear Tim

MANAGEMENT DEVELOPMENT

The Prime Minister has seen your Minister's minute of 6 April. She has also noted the Chief Secretary's views as expressed in Jill Rutter's letter of 15 April to David Norgrove.

The Prime Minister has noted that we have two business schools in London and Manchester which receive considerable public funding. She sees no need to dash into new initiatives without asking why existing expenditures do not work. She has commented that there are also management courses at polytechnics and technological colleges. The Prime Minister has also noted that the Minister of State at the Treasury has offered to join your Minister's group to ensure that the Treasury are kept in touch with its thinking, and that there is a full and early discussion of any proposals with expenditure implications. She supports this.

I am copying this letter to Jon Shortridge (Welsh Office), Jill Rutter (Chief Secretary's office), Andrew Lansley (Chancellor of the Duchy of Lancaster's office), John Turner (Department of Employment), Rob Smith (Department of Education and Science), Robert Gordon (Scottish Office), Cathy Roberts (Mr. George Walden's office), Katherine Jenden (Mr. David Trippier's office), Bryan Nicholson and Trevor Woolley (Cabinet Office).

Lous em

Andy

(P. A. BEARPARK)

Tim Abraham, Esq.,
Department of Trade and Industry.

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Prime Minister!

Mr Pattie's minute is attached. Content for me to write strongly endorsing the points made by the Chief Secretary?

Treasury Chambers, Parliament Street, SW1P 3AG

David Norgrove Esq
Private Secretary
10 Downing Street
London
SW1

We have two
Business schools
hand-on Manchester
what receipts considered
Public funds. I see
no need to dash into
new initiatives without
at least some
expenditure
don't work

April 1987

Dear David,

MANAGEMENT DEVELOPMENT

The Chief Secretary has seen Mr Pattie's minute of 6 April to the Prime Minister. He recognises the importance of improving British management capabilities, and getting more of our brightest and best educated young people into management careers in British industry.

The Chief Secretary believes it is necessary to consider the Handy and the Constable reports together. He does not believe any commitments should be made before both are properly evaluated. He believes it would be wrong to give them an immediate blanket endorsement with possible implications for public funds before the Reports have been discussed by Ministers.

The Chief Secretary believes that it would be right for Mr Pattie's existing group to appraise critically, and without commitment, the recommendations in the Handy and Constable reports, when they emerge, and to discuss them with the CBI and BIM. Such rigorous analysis by DTI and DES should include costings and discussion of responsibilities, both within Government and between Government and industry, taking into account the views expressed at the February NEDC meeting, that much of the onus for improvement lay with employers. Nigel Wicks' letter of 9 April re-iterated the standing instructions that proposals with expenditure implications should be discussed with the Treasury. The Minister of State at the Treasury has offered to join Mr Pattie's Group and the Chief Secretary thinks that this could be helpful in ensuring that the Treasury were kept in touch with the Group's thinking and that there was full early discussion of any proposals with expenditure implications.

There are also management courses at polytechnics or technical colleges. Please see that it is followed - i.e. Treasury join the committee and

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The Chief Secretary therefore suggests Government Ministers should simply respond to publication of the Handy and Constable reports by saying they will be giving serious consideration to all the recommendations involved and pointing to the fact that much of the onus lies with employers, not Government.

I am copying this letter to Jon Shortridge (Welsh Office), Andrew Lansley (Chancellor of the Duchy of Lancaster), John Turner (Employment), Rob Smith (Education), Robert Gordon (Scottish Office), Cathy Roberts (George Walden's Office), Katherine Jenden (David Trippier's Office), Bryan Nicholson and Trevor Woolley (Cabinet Office).

Yours sincerely

Ms Felstead

PP

JILL RUTTER
Private Secretary



IND POL : myt Dent April 1987





TO:
PRIME MINISTER

B/F 24/4

FROM:
GEOFFREY PATTIE
6 April 1987

MANAGEMENT DEVELOPMENT

The education and training of managers has long been a concern of my Department, a concern shared by others such as the British Institute of Management (BIM) which ran the 'Excellence in Industry' workshops for Industry Year. Recently this concern has been thrown into sharp relief by a report entitled 'Managers in Five Countries' by Professor Charles Handy of the London Business School. It examines the ways in which managers are developed in the USA, Japan, West Germany and France and draws out the implications for the UK. The research is thorough, the



arguments persuasive and the conclusions inescapable. In practically every respect - though of course with notable exceptions - our managers are outclassed by their competitors overseas.

This disturbing report has been given preliminary consideration by the NEDC, where there was widespread agreement on the need for urgent action. Terry Beckett at once committed the CBI to an initiative on management development and I understand that this is one of John Banham's top personal priorities on taking office. The CBI are likely to make this a central feature of this year's November Conference.

I believe that we need to make management development a Government priority and to work with the CBI and BIM in a national campaign to encourage:

- a) training for managers already in post;
- b) a flow of the brightest and best educated young people into management careers; and



c) the development of a structured approach to both the initial training of managers and their updating throughout working life.

The emphasis of the campaign will be on identifying and highlighting best practice in British industry and encouraging all companies to aspire to the same standards. The point that industry itself must assess its needs and develop solutions will be stressed throughout. While it would be unrealistic to expect industry to meet the total costs of such a campaign, the call on the public purse will be kept to a minimum. The Handy report is to be published on 29 April. That report will be a centrepiece of the NEDO Silver Jubilee Conference, when David Young is to speak, and I expect it to spark off a great deal of interest, of which I would like to take advantage.

The Management Development Group which I chair at DTI and whose membership includes George Walden, (David Trippier, / Bryan Nicholson, Brian Griffiths and others, has already been considering how best to co-operate to promote management development. We all agree that management development needs to be a Government priority.



If you agree therefore, I will begin urgent discussions with colleagues in Government and with the CBI and BIM with a view to agreeing a programme of action which we will all pursue through the year starting at the end of April.

Management holds the key to competitiveness and I firmly believe that, without a concerted national effort on this front, industry will not be adequately prepared to take advantage of the economic recovery resulting from our policies.

I am copying this to Nigel Lawson, Nicholas Edwards, Norman Tebbit, David Young, Kenneth Baker, Malcolm Rifkind, George Walden, David Trippier and Bryan Nicholson; and to Sir Robert Armstrong.

A handwritten signature in blue ink, appearing to be 'G. Pattie', with a long horizontal stroke underneath.

GEOFFREY PATTIE

IND POL: MGL DEU, Apr 1987





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