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Foreign and Commonwealth Office

London SW1A 2AH

31 October 1988

Prime Minister
I think this is a
helpful proposal but
you could deploy during
your visit.
Dear Charles,

CAF 31/X

Prime Minister's Visit to Poland

As you noted in your letter of 26 October, the Secretary of State has undertaken to devise a proposal on management training assistance which the Prime Minister could put forward in her talks with the Polish authorities.

Whitehall departments have learned a lot from a pilot scheme they have been putting together for training managers from the Soviet Union. This has uncovered a number of pitfalls, the most difficult being that the Eastern Europeans do not yet know what they really want from management training, and need a lot of preliminary help in assessing their needs and identifying appropriate candidates for training. The departments involved have concluded that in future we should design any country programmes in Eastern Europe on the basis of the advice and recommendations of qualified management training consultants sent under official auspices to the market.

In putting forward the scheme of assistance outlined below, it would be helpful if the Prime Minister could emphasise this and say that the specific proposals are a range of options, only some of which would be pursued, depending on the advice of the British experts we were offering at the outset.

With that caveat, the Prime Minister could put forward to the Poles the offer of a programme with the following ingredients:

- (a) Expert consultancies; a team could visit Poland at UK government expense to determine Poland's needs and resources in the management training field and assess how these could be matched to what Britain has to offer. (Arrangements are already in hand for one consultant to visit Poland shortly: other visits could be arranged as necessary).

(b)

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(b) Management training seminars in Poland or Britain; a prototype seminar - on marketing - is being organised by the British authorities next March in Warsaw.

(c) Participation by Poles on courses at management schools in Britain. Courses could be specially designed to meet Polish needs, with tuition at the high professional standards for which British management schools are famed. Classroom work could be complemented by attachments to UK companies.

(d) Courses in Poland organised and run by British management training experts. In-country courses offer the advantage of reaching a large number of people.

(e) "Distance learning"; correspondence courses, or video-learning courses run from Britain for Polish managers; they could be linked to occasional seminars and tutorials.

(f) Attachments to British industry and commerce.

(g) Courses for trainers - either in Britain or Poland - who can broadcast the skills they learn widely within Polish institutions and enterprises.

(h) Help with associated English language training can also be provided - both through the British Council and through the British private sector's new involvement in this field in Poland, which we have warmly encouraged. (International House have an affiliate at Crakow and are seeking to extend their interest to other Polish universities).

Specifics about the programme and its finance are best avoided, but if the Prime Minister wishes to give some indication of the scale of assistance currently envisaged, she could say that while the number to benefit would depend on variables such as the length of courses, where they are held, and the availability of training places within industry, we would expect that next financial year between 100 and 200 Polish managers could benefit from one or other of the proposed options.

Lowes

L Parker

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Edward - PM's vessel
March 11

