



Visit by 4 Turks
(Met by CDP)

10 DOWNING STREET

From the Private Secretary

Modern
Diplomats

Points for Turks

1. Introduce
2. Describe PM's office.
 - Privy office : 5
 - Press :
 - Honours & Appointments (Peterson)
 - Policy Unit.
 - Policy Unit + M. Secy.
3. Nature of people who staff.
 - origins
 - length of service
 - effect on career prospects
4. Non-political nature
 - matter of debate in this country.
5. Constitutional role: non-existent.
6. What we actually do:.

- rde derives from proximity
- reponer physio.
- ultra instructus

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With Compliments

Charles Powell

|| Please bring forward
on 20 June
am

RIPA

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RIPA

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Professor Brian Griffiths
10 Downing Street
London SW1

23 May, 1986.

Dear Professor Griffiths

Visitors from Turkish Prime Minister's Office

We have been asked by the Technical Cooperation Service of OECD to arrange a programme of visits next month for four officials from the Turkish Prime Minister's Office, who want to study the working of equivalent departments here. Given the relative importance of Britain's relationship with Turkey, plus the fact that they will have spent the previous week looking at government institutions in France, we are doing our best to arrange a really satisfactory programme for them in London.

I enclose a list of the issues in which they are interested. You will see that many of these are matters for the Treasury, the Management & Personnel Office, the Cabinet Office and the secretariat at No.10 (I am in touch with Charles Powell). But it seems obvious that the visitors would benefit greatly from hearing, in addition, about the work of the Policy Unit. Would there be any chance that either you or one of your colleagues could spare the inside of an hour to do this? I am quite sure that it would be useful and greatly appreciated.

They will be here from 23-27 June inclusive. 24 or 25 June would suit them best. We will spend 23 June giving them as extensive an introductory briefing as is possible from outside, so they should not need to ask the most basic questions. They will be accompanied by a representative of the RIPA and, if necessary, by an interpreter.

Yours sincerely

William Plowden

William Plowden

encl.

SUGGESTED LIST OF TOPICS
TO BE COVERED DURING THE VISITS
OF THE OFFICIALS FROM THE TURKISH PRIME MINISTRY

I. LEGAL SETTING AND POLITICAL REALITY

Constitutional setting.

The relationship between Parliament and the Executive (including aspects of regionalisation of the legislative process). Who takes the initiative in policy-making (the government alone or together with the majority in the Parliament)?

The party political scene. Aspects of political coalitions (continuous "coalition negotiations" for most major political decisions?)

Policy "frameworks" (stringency of party programmes for political decision-making; stringency of the Prime Minister's "opening speech" in Parliament after an election for political decision-making).

Position of the Prime Minister and/or the President/Queen.

Selection of Ministers. Degree of ministerial independence after Ministers have been selected. Degree of Prime Minister's control and command over Ministers (general guidelines or day-to-day control?).

Locus of final decision (according to the Constitution and the reality)?

II. GOVERNMENT'S STRUCTURE

Number of Ministries: distribution of political responsibilities.

Types of Ministries (from small policy ministries to "superministries").

Typical Ministry (hierarchy; use of "cabinets" or private offices or political advisers; top management, including whether civil servants or political appointees; how they normally relate to central offices such as a Prime Minister's Office or Cabinet Office).

Special role of the Ministry of Finance?

Does a special "State Planning Organisation" (or similar organisation for economic and social planning, or a strong central advisory unit on social and economic policy matters) exist, as is the case in Turkey? If yes, how is it incorporated into the decision-making process of the government? What is its relationship with the Prime Minister's Office?

Which other public bodies such as advisory councils or commissions (for instance economic advisory councils) exist which influence political decisions? What is their real power and influence? Have they been a positive or negative experience in the country's recent history?

III. WORKING OF OFFICES AT THE CENTRE OF GOVERNMENT

(Prime Minister's Office, or Cabinet Office, or equivalent, notably in all offices which relate to the Head of Government.)

Size of such offices. What percentage of manpower is really involved in the decision-making process? How many really give political or administrative advice? How many collect and process political and governmental information? How many are purely technical staff?

Structure of such offices. Does the structure reflect the ministerial system? (For instance, at least one unit in the Prime Minister's Office covering -"sitting vis-à-vis"- each Ministry or groups of Ministries.) Concept of a "mirror structure".

Evolution and degree of flexibility for change. Are the structures flexible or fixed and set down in a law?

Staffing policies. Is the Prime Minister's Office an attractive place to work in because of higher pay, chances for faster promotion? Is there a rotation of personnel between the Prime Minister's Office and the Ministries?, or a permanent career within the Prime Minister's Office? Advantages and disadvantages of rotation or lack of it? Special examination for candidates who want to work in the Prime Minister's Office (at the time of recruitment or promotion)? The relationship between political appointees and civil servants. Does the Prime Minister have the right to appoint and pay a number of advisors from outside the Civil Service?

Role of the Undersecretary or Permanent Secretary. (meaning the highest ranking civil servant in the Prime Minister's Office fully responsible for managing the Prime Minister's Office). Does all information and advice from the Prime Minister's Office pass through his desk on its way to the Prime Minister? Is he officially charged with the coordination of overall government policy? Can he convene the Undersecretaries of other Ministries in order to coordinate government policy or to prepare cabinet meetings? Can he talk directly to individual Ministers in order to coordinate government policy? Does he have an assigned role in crisis management?

Relationships between the Prime Minister's Office and Parliament. Is there a special political appointee in the Prime Minister's Office who ensures the relationship with the parliamentary majority? Or is the Undersecretary himself expected to fulfill this role? Does the Prime Minister reserve this role for himself? Do civil servants from the Prime Minister's Office have the right to attend parliamentary committee meetings?

IV. DECISION-MAKING PROCESS WITHIN THE GOVERNMENT

(This subject may best be covered through the examination of a concrete example of a government initiative/project, for instance a change in taxation.)

Does the Ministry which prepares the legislative text have to consult the other concerned Ministries before presenting the text to the Cabinet of Ministers?

Must the Prime Minister's Office be notified of a new initiative? When? How?
Is there any formalised information system at the Prime Minister's Office to monitor the preparation and implementation of new initiatives (projects, laws, etc.)? Is there a special unit for this role? Does it keep track of what is coming up for Cabinet consideration and what has been completed in the course of a legislative period? How does this unit relate to other units of the Prime Minister's Office and to the specialists?

Is there a specialist in the Prime Minister's Office for any new governmental initiative? Does his work combine the political and juridicial/legalistic aspects of the initiative? Or is there a separate juridicial division with which he has to cooperate?

The specialist's relationship with other ministries. (Special allies; designated contact points; getting to know Ministry officials; exchanging information.)

Is there a formalised time limit (a week for example) for the Ministries to submit to the Prime Ministry the proposals (initiatives, laws, projects, etc.) which they wish to be included in the Cabinet's agenda, so that the specialists at the Prime Ministry have enough time to examine them and give advice?

If there is a separate "Planning Organisation" (as mentioned in Part II), what is the nature and form of cooperation and coordination (and conflict?) between these advisory institutions and the Prime Minister's Office?

Advising the Prime Minister on policies. How one hears of or decides on issues needing advice? Channels of advice and information to and from the Prime Minister, e.g. correspondence, individual memoranda.

How the advice function is structured within the Prime Ministry? Units or independent advisors? How do they relate to the rest of the office?

Final agenda of Cabinet meetings. Who fixes it? The Prime Minister himself? The Prime Minister on the advice of the Undersecretary of the Prime Ministry? Is there a last chance to mediate between Ministries before the Cabinet meeting, for instance by way of a meeting of the Undersecretary of the Prime Ministry with all other Undersecretaries?

Feedback to the Prime Minister's Office. How do the specialists get the feedback of what has been decided in the Cabinet meetings? Are the Cabinet minutes or records of decisions circulated or made accessible to the civil servants in the Prime Minister's Office?

Formalised internal meetings. Is there a daily meeting between the top civil servants in the Prime Minister's Office? If yes, does the Undersecretary use this meeting to direct the day-to-day activity of the Prime Minister's Office and also give the necessary feedback to top civil servants?

Government information system. Is there a unit in the Prime Minister's Office which manages information for public communications and press relations?

Crisis management. What are the ground rules, communication structures and facilities for crisis management?

Internal co-ordination. Distribution of correspondence or memoranda; staff meetings; staff officers to top management.

Delegation of decision-making and control.

Work plans for daily affairs or business/activity lists.

Uses of technology. For instance special communications networks; use of desk-top computers; electronic mail.

V. OVERALL PUBLIC PERSONNEL POLICIES.

Scope. (Different degrees and levels of "public service".)

Career groups. Their educational prerequisites.

Control of overall pay and numbers.

Recruitment; promotion; career paths.

Training (pre-service and mid-career).

Pay levels, incentives, personnel assessments and rewards.

Mobility. Rotation, especially between Ministries and between the Prime Ministry and other Ministries.

Personnel management in an individual ministry.

VISITORS TO THE UNITED KINGDOM AND FRANCE

France: 16th - 20th June, 1986
United Kingdom: 23rd - 27th June, 1986

Mr. Sener MACUN
Deputy Undersecretary
The Prime Ministry

Mr. Esref SENALP
Adviser at the Prime Ministry

Mr. Nevzat DEMIRTAS
Secretary General of the Council of Ministers
The Prime Ministry

Mr. Necmettin BILEN
Deputy Director General
General Directorate for Laws and Decrees
The Prime Ministry

