

# PERSONNEL

THE INDEPENDENT PAPER FOR  
PERSONNEL, TRAINING & RECRUITMENT

*Today*

9 FEBRUARY-22 FEBRUARY 1988

## INSIDE

### The Free Press

This is the first issue of *Personnel Today* the newspaper for the personnel profession. It is a controlled circulation paper and absolutely FREE to those who qualify. To continue receiving the paper it is essential that you complete and sign the card inside. For more registration cards ring 01-661 3441.

### Interview



As the UK faces the most serious industrial disruption for three years Norman Willis, secretary-general of the TUC spoke to Stephen Horn about the way ahead for the unions. Page 20

### Microcomputing

Personal computers have found their way in to most personnel offices. A special report focuses on how individual departments are getting more out of the latest technology. Page 27

### Success

Greville Janner tells you how to manoeuvre your way up the ladder. Page 25

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# Britain's bosses are right behind you!

The top executives of the UK's biggest companies are backing their personnel managers.

In an independent survey carried out to mark the launch of *Personnel Today* we talked to top management and personnel directors about the status of personnel in Britain.

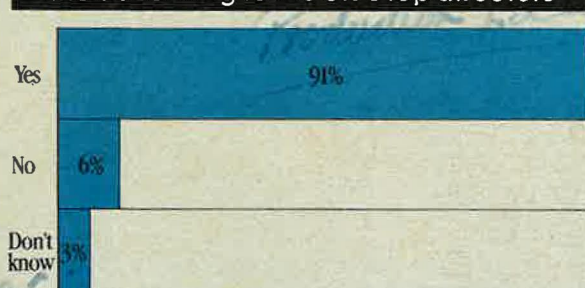
Ninety-one per cent of the bosses believe that the calibre of personnel manager directly affects the bottom line. Seventy-three per cent believe they have increased the use of personnel to achieve their business aims in the last five years. Fifty-six per cent see

an increasing role for personnel over the next five years.

Personnel directors and managers agreed with their bosses that their workload has increased (76 per cent) but they are less confident that respect for their work has increased at the same pace. A smaller proportion, only 66 per cent feel that respect for profession has grown, during the same period.

Surprisingly, a third of personnel managers are prepared to accept the criticism of the profession, that it lacks understanding of the business. Though none thought it

Personnel managers do affect the bottom line according to the UK's top directors



was true of them personally.

Turn to pages 16 and 17 for full details of the survey and

some more illuminating comments that were made to the researchers.

## PRP schemes come under heavy fire

Profit-related pay (PRP) schemes have come under fire from CBI chief John Banham.

"I'm all in favour of the principle," said CBI director-general John Banham, "but the present scheme is far too inflexible for any company to

operate it successfully."

Banham is one among several leading industrialists who believe PRPs are not providing an incentive to workers.

Introduced in last year's Finance Act, PRP schemes still only cover 70,000 em-

ployees, according to Paymaster-General Peter Brooke.

Critics of the present scheme point to the complexity of the legislation.

Senior policy advisor at the CBI, John Cahill said introducing schemes can be difficult for larger firms, because of the difficulty of relating factory units to profits.

Speaking at a recent conference on PRP, Plessey personnel director Adrian Gozzard said profit-related pay may be a symbol of change rather than a facilitator. Pay is not always the prime motivator, according to Gozzard, and in larger companies not everybody's pay is directly related to profit.

The answer he says, is to create a culture based on serving the customer. This comes from good communications with workers, a small part of which might be PRP.



The schemes are too difficult to introduce, says Banham

## Talks open on BA job losses

British Airways (BA) has started discussions with unions over planned job cuts, following its merger with British Caledonian. BA plans to reduce its combined workforce of 46,000 by 2,000.

The company maintained this will be achieved through natural wastage and voluntary severance.

Mark Young, general-secretary of the British Airways Pilots Association who is co-ordinating union activity, said, "The problem for staff will be assimilation with British Airways."

National official for the white collar union ASTMS Roger Ward, who represents 4,000 members at the merged airlines, commented, "It is a voluntary severance package and many have applied. Stories of forced redundancy have been ill-founded."

"Everyone knew that once the merger was agreed everything would go through quickly. If British Airways is to compete effectively it has no choice."