

<p>SYSTEMS RELATING TO DISTRIBUTION OF RESOURCES</p> <ul style="list-style-type: none"> • Centralised • Lay members consider non-routine bids • Regional pressure for budgetary devolution • Space allocation centrally driven; managerial pressure for outcome • Consultation on layouts within parameters; full consultation in one region • Financial and space utilisation factors drive open plan working 	<p>SYSTEMS RELATING TO COGNITIVE RULES</p> <ul style="list-style-type: none"> • Extent of influence of General Secretaries and lay members contested space • Cultural environment affected by senior management conflict • Staff seeking culture of trust; managers one without fear • Perceptions different on how managerial authority affected • Management historically undervalued or problematic • Consequent constraints perceived on managerial activities 	<p>SYSTEMS RELATING TO MORAL RULES</p> <ul style="list-style-type: none"> • 'Fairness' • Attention to the need to involve lay activists although the extent, method and value of this not wholly shared
<p>RESOURCES</p> <ul style="list-style-type: none"> • Available by central disposition • Government organisation constantly impacts on resources required in particular locations • Head office solution broadly acceptable 	<p>'MEANINGS'</p> <p>arising from:-</p> <ul style="list-style-type: none"> • Conflict at senior level • Accretions of partner union cultures • Perceived undervaluation of management 	<p>'NORMS'</p> <p>arising from</p> <ul style="list-style-type: none"> • Conceptions of trade union principles in which fairness is the principal component • Nature of lay activist involvement problematic in view of unresolved conflict and Principal Rules
<p>DEPLOYING RESOURCES</p> <ul style="list-style-type: none"> • No institutional link between planning process and allocation and monitoring of performance • Minority rights in resource allocation of significant importance • Retrospective awareness of cultural issues in use of old CPSA office • Positive attitudes to contribution of open plan space to teamworking 	<p>'MEANINGFUL' MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • Little corporate attention to merger management • Individual managers managed process as staff came together • Little attention to managerial communication for at least two years after formation • Evidence of positive attitude to managing through people • No corporate approach to performance management; some managers incorporate it in development reviewing • Staff and management development opportunities made available, initially menu driven • Managers value team working and development • Leadership people or vision orientated 	<p>'LEGITIMATE' MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • Organisational conflict exacerbates lack of clarity in stakeholder boundaries • Lack of clarity impacts on stakeholder claims for power and influence • Stakeholder management involves management of managerial and political boundaries but no shared approach to doing so
<p>MANAGEMENT STYLE:</p> <ul style="list-style-type: none"> • Some demonstration of people orientation in management style 		

EXHIBIT 6.1 A model of managers in PCS (Adapted from Hales 1999)