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SOCIAL WELFARE DEPARTMENT
 YOUTH WELFARE DIVISION

1 Macarthur Street,
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BAK: CW

THE DIRECTOR-GENERAL

6th May 1971

Mrs. M. Gaffney, Superintendent,
 Winlaton Youth Training Centre

Further to my report of the 23rd April 1971 and to discussions with the Director-General and the Minister, I have summarised below the main problems associated with Mrs. Gaffney's work as Superintendent.

1. She is not sufficiently acquainted with the girls themselves or with their background and history. Winlaton is not a large Institution and the Superintendent should have a thorough acquaintance with all girls, knowing them by name and be in a position to offer informed advice and opinions about each trainee. Superintendents of other Youth Training Centres, including the much larger Turana, are able to do this.
2. Her attendance on duty is irregular and unsatisfactory. She absents herself without permission and is frequently not available when required. Regardless of the personal or family reasons for these absences it is impossible to manage Winlaton unless constant attention is given to the duties of Superintendent. She does not carry out adequately her responsibilities for evening or weekend work and in this respect fails to match the service of Superintendents of other Youth Training Centres.
3. Her handling of staff is arbitrary and bad for morale. There have been unwarranted forced resignations and she has created significant anxiety among certain members of staff. She is inconsistent in that a member who is well favoured for a time may well be suddenly censured and faced with the alternative of resigning or enduring the Superintendent's displeasure. Several incidents of this kind have been recorded. There have been others and the total number is considered to be significant. The Secretary and the Deputy Superintendent have lost confidence in her entirely.
4. The respective duties and functions of Superintendent and Deputy Superintendent have been clearly set out in the attached Duty Statements. The Superintendent was made responsible for the training of Miss Gunn but this was not carried out and it was necessary for the Supervisor of Classification and Treatment to plan and Supervise Miss Gunn's training at Winlaton. When the Deputy Superintendent has been required to become Acting Superintendent, the Supervisor of Classification and Treatment and I have become aware of the way Mrs. Gaffney's non-communicative methods have handicapped Miss Gunn.

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5. Mrs. Gaffney has failed to introduce satisfactory staff training in spite of repeated instructions and advice. Staff training is of paramount importance.
6. The assessment and classification of all female trainees in the Youth Welfare Division is carried out at Winlaton. Mrs. Gaffney does not have the ability or knowledge to perform her vital role in this process. She makes very little contribution to the meetings.
7. She has failed to implement adequate treatment programmes in the sections at Winlaton. The disturbances at Goonyah, Warrina and Winbirra (Remand) are symptomatic of poor programmes, inconsistent and confusing directions to staff and the lack of intensive individual work with the girls in these sections on the Superintendent's part. She gives far too little time to personal support of these sections and is therefore not prepared for emergencies when they arise.
8. Her relationships with specialist staff are inconsistent and unreliable. Following her appointment in 1966 she obstructed the attempts of Social Workers to do their duty at Winlaton. The present Social Workers refer their queries to Miss Gunn.
9. Mrs. Gaffney has never familiarised herself adequately with the business side of the administration at Winlaton, although as Superintendent she is entirely responsible for it. The Secretary has complained of the lack of communication and irregular directions issued by the Superintendent in respect to stores and supply matters. The Auditor quite correctly pointed out in his last report that section inventories were incomplete and must be brought up to date. He was able to complete all the work except for the Superintendent's flat and it was only after a long delay that the Superintendent finally permitted the Secretary to enter her flat and take the required inventory.
10. Mrs. Gaffney appears to be ignorant of elementary requirements of the regulations relating to vital legal procedures and is unable to give adequate advice to her staff on these matters. This is a fundamental responsibility of the Superintendent.

In view of the fact that Mrs. Gaffney is not qualified for permanent appointment having regard to current requirements, and in view of the unsatisfactory features of her management, I maintain that her permanent appointment should not be confirmed.



B.A. Keddie
Director of Youth Welfare