

20th July, 62.

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The Secretary,
PUBLIC SERVICE BOARD

SUBJECT: Staffing appointments in Establishments

It is anticipated that the new Institution at Thornleigh will be completed in about two months. A separate submission has been forwarded setting out the recommended staffing establishment; but it is desired at this stage to make certain submissions with regard to the appointment of a Superintendent and Deputy Superintendent so that they can enter on duty as early as possible. If the proposed appointments are approved, changes in other establishments will be involved and these are also the subject of this submission.

Training School for Girls, Thornleigh:

The two most appropriate officers to fill the positions of Superintendent and Deputy Superintendent at Thornleigh are:

Mr. J. Henderson, Superintendent, Training School for Girls, Parramatta, and his Deputy, Mr. B. Ward.

Mr. Henderson has acted as Superintendent at Parramatta since February, 1961. In recommending him for confirmation in his present position his achievements at Parramatta were outlined (papers 62/5882) and it is for these reasons that he is considered the Officer most capable of developing Thornleigh into a Training School of the type and standard required.

Similarly, since September 1961, Mr. Ward has given excellent support to Mr. Henderson and will be appropriately placed at Thornleigh with him as Deputy Superintendent.

Both Mr. Henderson's appointment as Superintendent and Mr. Ward's as Deputy Superintendent at Parramatta are subject to Crown Employees Appeals Board action; but as the positions at Thornleigh have been recommended at the same status and salary as other Superintendents and Deputy Superintendents, there will be no further effect on seniority caused by the transfer of these two Officers to Thornleigh.

Training School for Girls, Parramatta:

The next most senior officers available to fill Mr. Henderson's position as Superintendent at Parramatta, who have had Institution experience, are:-

Messrs. J.R. Glasson, Principal, "Anglewood"
D. Goulton, Superintendent, Berry
A. Murdoch)
S. Nicholls) Senior District Officers
L. Crichton)
P. Mayhew, Deputy Superintendent, Mt. Penang

In the submission concerning Mr. Henderson (Papers 62/6082) reference was made to the first four of these officers. It was indicated there that Mr. Goulton, because of health and administrative difficulties

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at Berry, would be an unlikely candidate for the position of Superintendent at Parramatta. There has been a further marked deterioration in his health recently. He is suffering from and under treatment for a heart condition, diabetes, and osteo-arthritis. It is now obvious that he would be unable to cope with the position at Parramatta.

Mr. Crichton elected to return to field duties from an Institution, but, in addition, is a single man and as such could not be recommended for the position of Superintendent.

The next officer in order of seniority is, therefore, Mr. P. Mayhew, Deputy Superintendent, Mt. Penang. Mr. Mayhew has occupied this position since June, 1961. He has proved reasonably successful and at Mt. Penang has received training and experience in the executive control and management of a Training School. He has had some prior experience as a Deputy relieving at Parramatta. At that time he had some difficulties but the establishment is now more stable and better organised than it was at that time. Although reservations must be held about his ability to be wholly successful in the position of Superintendent, there is no more promising officer available at present and it is considered that he should be given a trial.

Consideration has then to be given to the position of Deputy Superintendent, Parramatta, when this position is vacated by Mr. Ward. The two Deputy Superintendents (Relief Staff) are Messrs. Giles and Bradfield. It is not considered that either of these officers should be placed as Deputy at Parramatta. Mr. Giles is a single man and more suitable to remain in the relieving position. Mr. Bradfield has spent most of his time at Parramatta but does not wish to remain there. In addition, he should be given more overall experience at other establishments to equip him for permanent placement.

The two Relieving Deputy Superintendents are Messrs. Fogarty and Kedwell. Another Officer who should also be considered is the Deputy Superintendent at Berry, Mr. Mitchell. These three positions are on the basis of "secondment" only. Mr. Fogarty will be recommended later in this submission for another position as Deputy. Mr. Kedwell's experience is limited to Daruk where he has been since May, 1961. Mr. Mitchell's experience is limited to Berry, which is a ward establishment, and he has only been there since October, 1961. In view of the limited and short experience of these officers neither could be recommended for the position.

In selecting an Officer as Deputy Superintendent at Parramatta it must be accepted that Mr. Mayhew, if appointed as Superintendent, Parramatta, will need to be given as much support and assistance as can be made available. The appointment of an officer of very limited experience would throw a great responsibility on him and this is a more serious consideration when there are reservations concerning his own ability to cope with the duties there. If he is to manage successfully his Deputy should preferably be an officer with some years of success in institutional work. At present there is no available officer in the Clerical or Educational Divisions with the required background who can be recommended on this basis. The most suitable officer available is considered to be Mr. G. Gilford, Manager of the Institution for Boys, Tamworth, who is in the General Division. He is a permanent officer of some intelligence, with a Leaving Certificate pass. He was first appointed as an Instructor at Mt. Penang in 1949 and has since occupied positions of Chief Instructor at Tamworth and at Mt. Penang. He became Manager at Tamworth in May, 1958. He has managed Tamworth successfully since then. He is regarded as a positive thinker, is adaptable and knows the value of firm routine and control. He is young and active and has been prominent in a variety of sports, representing N.S.W. at basketball. Apart from the advantage of the experience he has had, his abilities and interests would make a valuable contribution to the work at Parramatta.

It is admitted that Mr. Gilford has had no experience in a Girls' Training School. This is accepted as a disadvantage; but his overall

service during the past 13 years gives him a background which no available and eligible officer in the other Divisions possesses. It has been the accepted policy to recommend Officers in the General Division for executive positions in Training Schools only when no suitable Officer is available in the other Divisions. There is no intention to depart from this policy; but, as outlined above, the situation at present makes Mr. Gilford's trial in this position the most desirable choice.

As he is in the General Division no seniority will be affected should he be appointed.

Mt. Penang Training School, Gosfords

Mr. Mayhew's placement as Superintendent at Parramatta will create a vacancy for a Deputy Superintendent at Mt. Penang.

As already indicated there is a serious shortage of mature men with sufficient experience. Mr. Giles and Mr. Bradfield should continue as Deputy Superintendents (Relief Staff) for reasons already stated. The senior Relieving Deputy Superintendent is Mr. Fogarty. His experience is limited to a relatively brief period as Relieving Deputy Superintendent at Mt. Penang where he started in June, 1961. In this position he has shown some potential although he had difficulties in establishing himself and gaining proper recognition with some of the staff. Despite reservations which are held concerning him, however, it is considered that he shows more promise than either Mr. Kedwell or Mr. Mitchell, who are junior to him. Hence, despite his short limited period in Institutional work, it is felt that he is the most suitable officer to be given a trial as Deputy Superintendent at Mt. Penang.

At Mt. Penang the present Superintendent, Mr. Fowler, has only been in charge for 12 months. He has shown certain weaknesses and indications of administrative immaturity, suggesting that he is not confidently in control of the situation. His position will be weakened by the promotion of Mr. Mayhew and the appointment of Mr. Fogarty. It is proposed therefore to transfer Mr. Kedwell as Relieving Deputy Superintendent to Mt. Penang. He has had previous experience at Mt. Penang as a Junior Clerk from 15.2.54 to 3.3.55 and as a Senior Clerk (Grade III O.S.) from 19.5.58 to 20.11.59. He knows and understands the general organisation. His transfer there is considered preferable to placing a new Relieving Deputy Superintendent with no previous experience at Mt. Penang.

Daruk Training School, Windsor

A Relieving Deputy Superintendent will be needed to replace Mr. Kedwell at Daruk. An Officer who for some time has indicated an interest in this type of work is Mr. J. Selman, Educational Officer, Yarra Bay. There has been a hesitation in recommending him for this position, particularly as he failed during a short period of trial at Mt. Penang in 1958 (P.S.B. papers 58/4903). At that time, after a few days, he stated that he was incapable of continuing as a Relieving Deputy Superintendent because of health and asked to return to the duties of an Educational Officer. He had been absent from duty earlier due to a nervous disorder which, it was claimed, was caused mainly by family trouble. Since then Mr. Selman's family situation has stabilised, his health has been improved, and he has persistently contended, in applying for a further trial as Relieving Deputy Superintendent; that he is now fully capable of carrying out the duties. Although retaining reservations as to whether he can cope with the pressure of executive institutional duties, it is an opportune time at present to try him at Daruk. Here the pressures will not be so great as at Mt. Penang. If he cannot cope, he will be regarded as unsuitable for this type of work. On the other hand, if he achieves success at Daruk he can be given further experience elsewhere. The position of Relieving Deputy Superintendent is a seconded one and any appointment is always by way of trial and training.

Institution for Boys, Tamworth

If the Board approves of Mr. Gilford's transfer to the position of

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Deputy Superintendent, Parramatta, it will be necessary to appoint a new Manager to Tamworth.

The next most senior officers in the General Division eligible for promotion to the position are:

Messrs. J. Lawrie, Vocational Instructor, Mt. Penang
 A. Trevenen, Manager, Tasmar
 J. Ranken, Chief Instructor, Mt. Penang
 P. Green, A/Manager, Hay
 H. Russell, Chief Instructor, Tamworth

Mr. Lawrie is a Vocational Instructor and therefore his experience is limited to his particular duties and he has not had the required experience to occupy the position of Manager. Messrs. Trevenen and Ranken have been seen by the Chief of the Establishments Division, and neither is interested in transfer to Tamworth. If Mr. Green's appointment at Hay is confirmed, his position will be equivalent to that of Manager, Tamworth. Mr. Russell is therefore recommended for the position. He has made considerable progress since his appointment to his present position and is familiar with the special requirements of the Institution and is worthy of a trial as Manager.

General:

Messrs. Henderson and Ward are in the process of being appointed as Superintendent and Deputy Superintendent respectively, and, because of their achievements at Parramatta, there is no hesitation in recommending their appointment to Thornleigh without any trial period.

Concerning the other appointments, however, it will be observed that there are reservations concerning the officers involved and it is felt that each should be given a trial period of six months, at the end of which the situation can be reviewed generally in the light of each officer's response in his new position.

It is therefore recommended that the Board approve of:-

- (1) The appointment of Mr. J. Henderson as Superintendent, Training School for Girls, Thornleigh, at a salary of £2413 + £78.
- (2) The appointment of Mr. R. Ward as Deputy Superintendent, Training School for Girls, Thornleigh, at a salary of £1953 + £78.
- (3) The appointment in an acting capacity, with review after six months of:-
 - (a) Mr. P. Mayhew, Deputy Superintendent, Mt. Penang Training School, as Superintendent, Training School for Girls, Parramatta, with an allowance to make his total remuneration equal to £2328 + £78.
 - (b) Mr. G. Gilford, Manager, Institution for Boys, Tamworth, as Deputy Superintendent, Training School for Girls, Parramatta, with an allowance to make his total remuneration equal to £1953 + £78.
 - (c) Mr. A. Fogarty, Relieving Deputy Superintendent, as Deputy Superintendent, Mt. Penang Training School, with an allowance to make his total remuneration equal to £1953 + £78.
 - (d) Mr. H. Russell, Chief Instructor, Institution for Boys, Tamworth, as Manager, Institution for Boys, Tamworth, with an allowance to make his total remuneration equal to £1475 + £78.

with effect from date of entry on duty in each case.

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(4) the secondment to the position of Relieving Deputy Superintendent of Mr. J. Selman, Educational Officer, with an allowance to make his total remuneration equal to £1868 + £78, with effect from date of entry on duty.

(A. C. THOMAS)
Under Secretary

	<u>J. Henderson</u>	<u>R. Ward</u>	<u>P. Mayhew</u>
<u>Date of Birth:</u>	19/8/22	21/2/29	30/5/20
<u>First apptd.</u>	27/6/51	16/4/51	5/9/55
<u>Salary:</u>	£2113 + 300 + 78	£1763 + 190 + 78	£1922 + 191 + 78
<u>Dating from:</u>	25/2/62	9/2/62	9/2/62
<u>Permanent Serial No.</u>	512126	511769	552119

	<u>G. Gilford</u>	<u>H. Russell</u>	<u>R. Bradfield</u>
<u>Date of Birth:</u>	1/7/22	15/7/17	3/9/21
<u>First apptd.</u>	7/2/49	29/6/53	27/7/51
<u>Salary:</u>	£1529 + 78	£1394 + 78	£1578 + 375 + 78
<u>Dating from:</u>	9/2/62	9/2/62	9/2/62
<u>Permanent Serial No.</u>	491513	531928	512185

	<u>A. Fogarty</u>	<u>J. Selman</u>	<u>S. Mitchell</u>
<u>Date of Birth:</u>	27/3/29	23/11/26	17/7/26
<u>First apptd.</u>	21/4/54	1/3/49	28/6/54
<u>Salary:</u>	£1708 + 160 + 78	£1628 + 90	£1708 + 160 + 78
<u>Dating from:</u>	9/2/62	9/2/62	9/2/62
<u>Permanent Serial No.</u>	541660	491604	541988

<u>W. Kedwell</u>	
<u>Date of Birth:</u>	15/12/34
<u>First apptd.</u>	2/10/51
<u>Salary:</u>	£1533 + 335 + 78
<u>Dating from:</u>	9/2/62
<u>Permanent Serial No.</u>	512589