

DRAFT MANAGEMENT ARRANGEMENTS AFTER DIRECTOR'S DEPARTURE

Peter Walsh is due to leave ACHCEW for a new job on 1st January 2003. (Technically he remains in post up to and including 31st December 2002, but will be using up accumulated leave entitlement from 5th December). Prior to leaving, the Director will work with staff and Honorary Officers to produce a detailed plan on the management of transition; eventual wind-down and redundancies; and revised work programme for 2003. He will also make himself available even after his departure for advice and occasional meetings, if appropriate, either on an informal or formal basis in agreement with Honorary Officers. This paper discusses potential approaches to ensuring the sound management of ACHCEW after 4th December, for discussion and decision at the Honorary Officers' meeting on 11th September.

OPTION 1 ADVERTISE FOR REPLACEMENT

If we advertised in September, it may be possible to have someone take up the position in November, and for a 'handover' to take place between Peter and the new post-holder. The chances of attracting applicants could be improved by inviting applications on either a part-time or full-time basis.

It might be difficult to attract applicants – especially those able to assume responsibilities with almost immediate effect. However, it should be open to both ACHCEW, CHC staff and external applicants to apply. The job description/objectives would need amending to emphasise the role of managing transition/wind down of ACHCEW and managing relationships with key stakeholders. There would be additional financial expenditure on advertising and any overlap with employment of the current Director.

OPTION 2 MEMBER OF EXISTING STAFF GIVEN MORE RESPONSIBILITY

If option one is considered undesirable or impractical an individual member of staff could be asked to 'act up' in the position of Director.

This option is reliant on there being a senior member of staff willing to take on this role and considered suitable for this level of responsibility by Honorary Officers. There would be savings on advertising costs and in salary costs of the vacated position. Advantages include the familiarity with people, issues, structures and processes of ACHCEW. One or more 'candidates' should still have to convince an interview panel of their suitability for the post. If this option were to be pursued as the favoured option, there might still be time to fall back on Options 1 or 3, if appropriate.

OPTION 3 STAFF TAKE RESPONSIBILITY FOR OWN DEPARTMENTS AND COLLECTIVE RESPONSIBILITY FOR DAY TO DAY MANAGEMENT UNDER GUIDANCE FROM CHAIR AND HONORARY OFFICERS

If neither options 1 or 2 are considered appropriate/practical, staff responsible for the main sections of ACHCEW (eg. Legal; Policy; Administration) could each be given added responsibility for managing their own section and working together over corporate issues. The Chair and Honorary Officers would be consulted in the event of there not being a consensus over an issue. If this option were to be favoured, one of the senior staff would need to be designated the main contact for Honorary Officers, the Department of Health and other key stakeholders, such as the new Commission. Consideration would need to be given as to whether Training and Communications staff need to be delegated additional responsibility under this option, or to which section they will relate.

There would be some saving on potential advertising and the salary costs of the Director, but these would be at least partially offset by payments to the senior staff assuming greater responsibility. The senior member of staff designated the main contact might be at a disadvantage in representing the Association at a senior level without being accredited with the status of Director.