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## NSWA gives up on staff and recruits externally

NSWA recently advertised for Deputy Director Clinical Operations (DDCO) and Deputy Director Control Centre roles externally for the first time. They also dropped of the requirement to have a clinical or even an emergency service background.

This change was not announced without any consultation whatsoever. If you read the NSWA newsletter announcing the process and the appointment, you'll see that they were looking for the 'required attributes of our future leaders'.

We ran a survey when we were first tipped off about the external advertisements asking members if they thought the operational arms of NSWA should be run by meritorious paramedics rather than external non-paramedics.

This survey was put out at a time when less than 20% of NSWA staff say they trust senior management, and even less have faith in selection processes. Nearly everyone knows that NSWA's current culture is unsustainable and needs significant change. The results reflected that context. 83% said they believe NSWA should be operationally run by paramedics, and a rather large 17% said no (mostly for cultural change).

The 17% had given up on the hope that NSWA has a credible system of encouraging, identifying, mentoring, schooling, and promoting the type of leader NSWA wants and needs. Clearly NSWA Executive Directors have given up on internal processes too.

However, as unionists we should always expect an organisation to do better than give up. Whenever you allow an employer to externally recruit into senior management or clinical positions, you allow them to give up on the effort and expense of building up its own staff as future leaders. An organisation that recruits externally is one that is happy to wait for others to do the work in building leadership and simply poach their staff whenever needed. Of course, this could happen with ICPs and ECPs as well.

We should be fighting for a system where NSWA only recruits into entry positions and promotes from within. That way those members who are ambitious in the management or clinical streams have the real opportunity to contribute according to their abilities.

Many of our Superintendents members are pretty annoyed with what's happened with this recruitment process, as are our state-wide delegates. We are currently looking at options industrially or otherwise to force NSWA to invest in its own staff as future leaders.

In unity,

Gerard Hayes  
Secretary, HSU NSW/ACT/QLD