

examination. However, here concern has been heightened by uncertainty over what is the new exam format and how it will work, and by changes in the clinical examination, with the introduction of mentally handicapped patients and a new approach to the oral examination.

During the day trainees were asked to complete a questionnaire. The larger part of this related to manpower matters, training audit and CTC issues. This has also been sent to all trainees who were not able to attend and it is hoped that the results will be reported in due course. The remainder of the questionnaire was an audit of the day's proceedings. This was satisfactory with 88% of trainees thinking there was enough academic content to the day's programme, 76% happy with the exam content, and 82%

satisfied with the time spent on practical training issues. The workshops were considered helpful by 82%, and 100% rated the speakers as good rather than bad or indifferent. I would like to thank all who helped to make this first Welsh Division Trainees Day a success.

REFERENCES

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Inaugural Meeting of the Scottish Division's Management Group

DAVID TAIT, Consultant Psychiatrist, Murray Royal Hospital, Perth

The Scottish Division has formed a group with a special interest in management, which held its first meeting in Murray Royal Hospital, Perth on 7 November 1986. Over 60 delegates attended, representing three quarters of all Scottish mental illness and mental handicap hospitals, the Mental Welfare Commission and the Scottish Home and Health Department. Local interest was also high, with Dr Ronnie Graham, General Manager of Tayside Health Board and three of his medical colleagues from the Board present, as were heads of clinical departments from Murray Royal.

Dr John Scott, Physician Superintendent at Murray Royal, took the Chair, and Dr David Tait, also from Perth, presented the first paper. He summarised the position of the younger consultant with a developing interest in management, in terms of Griffiths' original ideas and their application in Scotland, opportunities for formal training and practical experience, and the nature of general managers and their work as described in the business world.

The second paper from Judith Brearley, a social worker and a member of the Scottish Institute of Human Relations, explored the changes which are part of management from a psychodynamic viewpoint. Drawing on her experience in organisational consultancy she used the model of crisis, with its dual components of danger and opportunity, to identify the challenges to be met.

After lunch Raymond Miquel, recently appointed Chairman of Belhaven, past Chairman of Bell's and also visiting Professor of Business Development in Glasgow University,

spoke of management techniques in business. He addressed a number of themes including the importance of the size of the unit to be managed, the need for simplicity of organisation, for clear lines of communication and for motivation of staff.

Readers of the *Bulletin* will have relished Dr James Affleck's 'Perspective' in the September 1986 issue. He presented the day's final paper, reflecting on his own career and the changes in the management of psychiatric services wrought by successive NHS reorganisations. These have ultimately been to the detriment of patient needs and Dr Affleck made a call for "management by clinical objective". Such management calls for recognition of the sapiential authority of the psychiatrist and in turn his willingness and ability to co-ordinate a comprehensive service crossing hospital/community and organisational boundaries.

Those clinicians who attended decided that a Management Group of the Scottish Division should be inaugurated, and elected Dr Tait as Chairman, and Dr Alasdair McKechnie, Physician Superintendent of Bangour Village Hospital, Broxburn, West Lothian, as Secretary. The next meeting will be held in Bangour on 23 January 1987 and will be concerned with local management issues and with how best to continue clinical input into management of psychiatric services as Unit General Managers in Scotland take up post. Any Scottish psychiatrist (including trainees) wishing to join the Management Group should write to the Secretary.