



MALE CHAMPIONS OF CHANGE

FIRE AND EMERGENCY

PROGRESS REPORT
2017-18



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About the Male Champions of Change Fire and Emergency

Male Champions of Change Fire and Emergency was established in April 2017 with support from the Australasian Fire and Emergency Services Authorities Council (AFAC).

The group is convened by the Victorian Equal Opportunity and Human Rights Commissioner Kristen Hilton. It includes Chief Executives, Commissioners and Chief Fire Officers leading 29 agencies responsible for fire, emergency and land management services across Australia and New Zealand.

Involvement in the Male Champions of Change strategy supports and strengthens AFAC's wider focus on diversity and inclusion.

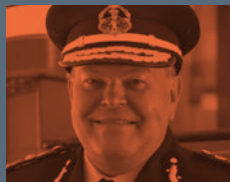
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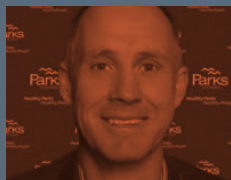
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Dan Stephens QFSM

Chief Officer / Chief Executive Officer

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Naomi Stephens

Acting Executive Director, Park Operations

NSW National Parks and Wildlife Service



Mark Smethurst DSC, AM

Commissioner

NSW State Emergency Service

About AFAC

AFAC is the facilitator and custodian of contemporary fire and emergency service knowledge and practice, for the benefit of our members and through them, the community.



29 Commissioners,
Chief Officers and
Fire Managers



Leading a workforce
of **288,000** staff
and volunteers



Located throughout
metropolitan,
rural and regional
communities across
Australia and
New Zealand



Male Champions of Change is helping us to address a way of working and inherent biases in our sector that have been centuries in the making. Standing beside women, and building and acknowledging their contribution to fire and emergency services will allow us to generate the capabilities required to keep our communities safe.

– Stuart Ellis AM, Chief Executive Officer, Australasian Fire and Emergency Service Authorities Council

A message for our community

We are a group of leaders, focused on advancing gender equality and professional, respectful and inclusive workplaces in the fire and emergency sector.

Women's representation across staff and volunteers sits at 22% overall.

Of particular concern, women make up only 7% of management roles in frontline service delivery - these operational roles include firefighters which are on the critical pathway to many senior leadership and executive level positions in the sector. Only 10% of current operational executives (Key Management Personnel) in Fire and Emergency Services are women.

This is a situation that is out of step with modern workforces as well as community needs and expectations. We are challenging a prevailing stereotype that the best people available for preventing, preparing for and managing fire and emergencies are predominantly men.

AFAC Council joined the Male Champions of Change (MCC) strategy last year looking for a fresh and coordinated approach to tackling these issues. As a part of this, male leaders among our group have stepped up beside their women peers to shift the current system which perpetuates inequality.

We will not leave change to chance.

We have examined the way we personally lead on gender equality. We have publicly stated our commitment to recruiting, retaining and advancing more women in our organisations. This includes a specific focus on the role of leaders in creating welcoming, safe and inclusive environments for all staff and volunteers. We have also listened to thousands of people across the country to better understand what we can do to accelerate change.

Through this process, it has been inspiring to hear from so many passionate people who deeply understand the strengths of our sector, but also see clearly the opportunities for improvement. They told us that improving culture is critical, and so is being accountable for progress on gender equality.

In this report, we share the actions we are taking towards our gender equality goals. We also provide the first-ever public account of gender representation in the fire and emergency sector across member organisations in Australia and New Zealand. While the data is not perfect, it shows the size of our challenge and offers clear leads on how we can focus and intensify our efforts.

We are encouraged by many of the positive initiatives and look forward to seeing lasting change.

We thank our people and communities for your support in this endeavour and welcome your feedback on any aspect of this work.

**Fire and Emergency Services
Champions of Change**

Male Champions of Change strategy

Why does this matter?

Attracting more women is a major strategic workforce planning issue for our sector.

The traditional roles of firefighter and emergency service responder are evolving rapidly, particularly as our work extends into fire and emergency prevention, preparedness, incident response and recovery. This demands new and different skills and capabilities amongst our team.

Given the current make-up of our workforce is predominantly male, it is clear we are only accessing 50% of the best available talent. We also know that in highly masculine environments, gender discrimination can become normalised, with potentially harmful consequences for women and men.

We are focused on gender equality because we know women are significantly under-represented in our sector and particularly in operational roles which serve as key pathways to leadership. This work supports a broader focus on diversity and inclusion and we intend to extend the systems and processes we are putting in place on gender to other diverse groups in the future.

When we focus on gender equality, we capture the missing 50% of our population. Gender equality is the starting point. We know that organisations that don't work for half of the population will never work for minority groups.

We've made a public commitment to lead change

Through the Male Champions of Change Fire and Emergency Charter, we outline our purpose, which is to advance gender equality, inclusive cultures and achieve significant and sustainable improvements in the representation of women in our workplaces, including senior leadership positions amongst our staff and volunteers.

To do this, we are focusing on the following areas: Leadership, Talent Development, Public Advocacy, and Accountability.

Real progress requires gender equality to be integrated throughout our business processes. This includes establishing clear measures; consistent monitoring and management systems; and ensuring there is accountability for progress.

Our approach

Our group is convened by Victorian Equal Opportunity and Human Rights Commissioner, Kristen Hilton. We meet three times a year and are supported by the AFAC Diversity and Inclusion Collaboration Group – who act as Implementation Leaders for individual and collective action on the strategy.

We have applied the Male Champions of Change approach to listen, learn and lead with action.

We listen to peers, gender experts, and our own employees. We learn from current research, what has and hasn't worked in our sector, and other groups in the Male Champions of Change community.

Outside of the formal meetings, we work in smaller groups to develop specific actions and disruptive strategies that will shift systems within our organisations and the sector.

Our priorities

Through 2017/18, we held a series of Listen and Learn forums with staff and volunteers from across our sector to better understand the barriers to gender equality and opportunities for improvement.

Consistent themes emerged. *Seven Action Groups* were formed to lead change on the following issues.

- 1 **Inclusive Leadership:** prioritising inclusive leadership and psychologically safe workplaces. This includes identifying and calling out any behaviour inconsistent with safe, welcoming, and inclusive environments for all employees and volunteers.

- 2 **Flexible Workplaces:** identifying opportunities to normalise flexible roles and mindsets around when and how work is completed, enabling better balance between work and personal commitments.

- 3 **Talent Development:** pursuing gender balance in identifying and developing talent to capitalise on the diverse experiences and capabilities within and available to our sector.

- 4 **Communication:** addressing communication, symbols, icons and language that may support exclusionary or 'boys' club' cultures.

- 5 **Community:** engaging stakeholders in the case for change on gender equality in our sector, recognising we can be better equipped to represent and engage the diverse communities that we serve.

- 6 **Systems:** applying a gender-balance, diversity and inclusion lens to the development of policies, systems and infrastructure to create working environments that enable all our people to thrive.

- 7 **Reporting:** designing and implementing rigorous and transparent reporting systems so we can more effectively track our progress on gender equality.

Throughout this report, we share details of actions taken so far across these priorities, together with examples of progressive work underway within individual member organisations.

We have been inspired by our conversations with women and men throughout our organisations. We know they are ready to lead and champion change to advance gender equality and more inclusive working environments.

– Paul Baxter QSO, Commissioner, Fire and Rescue New South Wales, Chair AFAC Board

1 | Prioritising inclusive leadership

What we heard



Prioritising inclusive leadership is essential for progress. This includes identifying and calling out behaviour that is inconsistent with a safe and welcoming environment for our staff and volunteers.

In some pockets of our organisations, male-dominated teams can lead to hyper-masculine environments that exclude or marginalise people who do not fit the 'norm'.

Those considered outside the norm may feel unsupported or that they need to conform in order to advance, fit in or simply feel safe at work. Women shared experiences of everyday sexism, discrimination and sexual harassment in the workplace.

Many women, particularly in frontline roles, also felt they were held to a higher standard on performance, decisions and outcomes compared to their male peers.

2017/18 Actions

- 55% of Male Champions of Change completed the Leadership Shadow exercise. This is an assessment by staff, members, peers and family to help men better understand how they personally lead on gender equality and create respectful and inclusive work environments.
- 100% of the group supported the 'Panel Pledge' – a commitment to only participate in panels and forums when women are also represented. This is not tokenism. It is powerful recognition that women's knowledge and experience is critical to our efforts to evolve, professionalise and ensure the sustainability of our sector. This approach could be seen in practice at AFAC18, the sector's major annual conference held in Perth in September this year.
- Listen and Learn forums were held across all Australian states territories, and in New Zealand, engaging women and men to deeply understand the barriers to gender equality, opportunities for improvement and practical actions leaders can take.
- The group has adopted the Diversity Council of Australia's definition of 'Inclusive Leadership' which will be used to create a common language and framework in talent attraction, development and performance assessment initiatives into the future.

Through the Leadership Shadow exercise, I learned that my 'ear' can be more attuned to ideas and feedback from male voices. This is a blind spot that I didn't know I had. But it impacts how engaged and valued women feel. I am now really conscious about ensuring I am actively listening to all members of my team.

– Commissioner Dominic Lane AFSM,
ACT Emergency Services Agency

We heard that the workforce is looking for a more inclusive style of leadership that ensures welcoming, safe and respectful environments for all. This includes supporting people to call out behaviours that are out of step with modern workplaces and in some instances harmful. It also means holding people to account.

– Kristen Hilton, Convenor and
Victorian Equal Opportunity and
Human Rights Commissioner



Allies of Inclusion

Queensland Fire and Emergency Services (QFES) has introduced the *Allies of Inclusion* program supporting the organisation's long-term strategy to build safe and inclusive workplaces for all employees. More than 100 self-nominated 'Allies', including the entire QFES Leadership team, act as a distributed network of local champions of change across QFES' 46,000 strong workforce.

The *Allies of Inclusion* forms part of QFES' cultural transformation journey which has a specific focus on ensuring actions and behaviours within the service are consistent with QFES shared values of Respect, Integrity, Courage, Loyalty, and Trust.

The approach has been shared with all MCC Fire and Emergency members, so it can be adopted or adapted in other organisations as appropriate.

Staff sign up to be Allies of Inclusion providing local level leadership on equality and inclusion. They are empowered to challenge language, attitudes or behaviour that are not consistent with the culture we are building.

— Katarina Carroll APM, Queensland Fire and Emergency Services Commissioner

Respectful and inclusive workplace policies and training

The New South Wales Rural Fire Service (NSW RFS) launched its Respectful and Inclusive Workplace online training for all staff and volunteers in September 2017. The program reinforces the principles of the Respectful and Inclusive Workplace Service Standard, which specifically address behaviours associated with bullying, discrimination, vilification and sexual harassment.

The training program was introduced and supported by Commissioner Shane Fitzsimmons and is mandatory for all staff. Over the past twelve months, NSW RFS has achieved close to 100 percent completion rate by staff. Although not mandatory for volunteers, many have chosen to undertake the training after it was made available through the e-learning portal.

Listening to and learning from women

Fire and Emergency New Zealand – (FENZ) has held 17 forums over the past 18 months involving some 460 paid staff and volunteer women across the country. The forums sought to better understand what women appreciated about their roles and the challenges they face to build a picture of how FENZ could better support its people.

Senior operational leaders attended the forums and for many, the insights shared had a lasting impact.

'They were really confronting for me. I heard things that some of our women have experienced that didn't align with my values and aspirations or the pride I feel in my organisation. It's made me much more aware of those micro things – the impact of the hard-to-see actions (or non-actions) on our women.

'I'm so aware now of the need to ensure there is a gender lens across everything we do. I'm personally making the effort to understand different perspectives when I'm making decisions or talking to people,' said Brendan Nally, Director of People and Capability.

The forums have been a critical step in creating the new culture we want for Fire and Emergency New Zealand – a new organisation which was formed in 2017.

One of the key planks of building this new organisation is to create a culture that includes and celebrates all of our people. Our fire services are repeatedly voted the most trusted organisation in New Zealand. I want to make sure that Fire and Emergency is as highly regarded by every person who works or volunteers for us as it is by the public. We have a way to go to achieve this and hearing from our people about the things that they love and the changes we need to make is key to that. I want to personally acknowledge all of the women who took the time and the courage to tell us their stories and experiences.

— Rhys Jones CNZM, Chief Executive, Fire and Emergency New Zealand

A perspective from Women And Firefighting Australasia



Women And Firefighting Australasia (WAFA) was incorporated in 2007 and today has 340 members across Australia and New Zealand. We are focused on promoting equity in our sector to empower all women to embrace their strengths.

We work with fire and emergency services organisations to deliver on our mission through a range of projects and our flagship biennial conference which was held in Wellington, New Zealand this year with more than 220 delegates attending.

Fire and Emergency New Zealand (FENZ) hosted the conference, providing Platinum sponsorship and the most significant delegation ever supported by a single agency in attendance. NSW Rural Fire Service, Country Fire Authority, Metropolitan Fire Brigade and Fire and Rescue NSW were Gold Sponsors. Queensland Fire and Emergency Services, Air Services Aviation Rescue Firefighting Australia, ACT Government and the ACT Emergency Services Agency were Silver sponsors.

The conference explored the theme of “looking forward, looking back – shaping the new norm”. Many senior leaders, including a number of agency Champions of Change attended and presented at the conference this year; providing visible leadership on gender diversity and inclusion to the women and men from their agencies and across the sector.

We know we cannot achieve our mission alone. The support of leaders is critical. We welcome the opportunity to comment on this first Progress Report from the Fire and Emergency Male Champions of Change and acknowledge AFAC for their leadership in establishing and committing to the strategy.

It is heartening to see the commitment and insights shared by the Champions of Change in this report and the early action the group has taken. The issues captured accurately reflect the challenges to gender equality in our sector, captured no more starkly than in the representation data included in the report. There is still much work to be done.

There is an opportunity for the Champions of Change to work more closely with WAFA as a group - to better understand our members' experiences and to incorporate our ideas and input in the work they do as part of their priority actions and initiatives. WAFA welcomes the ongoing recognition and support from both AFAC and the member agencies for the important work being undertaken by the Board and the membership across Australasia.

Most importantly, we want to ensure every woman is valued as a respected and equal team member; empowered to share their effort and ideas that contribute to prevention, preparedness and response strategies and activities across all our agencies.

Our sector relies on strong leadership to be successful. We hope that leaders across fire and emergency services take clear direction from this very public statement of commitment to accelerating progress on gender equality from the Champions of Change.

We look forward to a genuine partnership with the Champions of Change, AFAC and all staff and volunteers to create a truly modern, inclusive, respectful and effective sector for the future.

Donna Wheatley
President
Women And Firefighting Australasia



Reshaping culture and values

Fire and Rescue New South Wales has a specific focus on eliminating unwanted behaviours such as bullying in its organisation as part of a comprehensive cultural improvement program now underway. The *Respect, Reflect, Reset – Stop Bullying Action Plan* aims to create and sustain an organisation that is built on respect and proactive in preventing and responding to incidents of workplace bullying.

Strategies and training provided as part of the plan aim to help staff understand what bullying is; promote and reinforce organisational expectations regarding values-based behaviour in the workplace; support and improve the capacity of frontline managers to manage conflict and inappropriate workplace behaviour; promote bystander awareness; enhance support for staff reporting bullying; and make ongoing improvements to systems and policies for preventing and managing bullying behaviour."

A related-program focuses on *Leading with Emotional Intelligence*, *Leading with Inclusion* and *Leading with Respect*.

The Action Plan, which is being delivered in three phases, will be reviewed in December 2019 and then annually from 2020. Reviews will be published for employee feedback and recommendations integrated to enhance the program.

Engaging leadership on bullying, harassment and victimisation

One hundred executive and senior leaders in WA's Department of Fire and Emergency Services (DFES) have completed compulsory executive management training in the prevention and management of workplace bullying, harassment and victimisation this year. This training is being followed up by a 'masterclass' in investigating bullying and harassment to improve the effectiveness of policy and procedure implementation, complaint management and reporting.

Our work improving the participation of women is starting to gather momentum. While we do have a specific focus on gender equity and inclusion, it is clear that changes in our approach and specifically the behaviours that make up our culture will benefit ALL people in the organisation.

– Commissioner Paul Baxter QSO,
Fire and Rescue New South Wales

2 | Facilitate flexible work practices

What we heard



We can do more to normalise flexible roles and attitudes around when and how work is completed so our teams have better balance between work and personal commitments.

Listening to our staff and volunteers we heard that some cultures in the sector can value and reward presenteeism – that is being visibly present at work for longer periods than actually required. The flipside of this can be a penalty, such as stalled career progression or limited access to opportunities for people with family or caring responsibilities or simply a wider range of interests beyond work.

Presenteeism also diminishes the importance of self-care and wellbeing for staff and volunteers, elevating health risks and absenteeism across the sector. As a sector, we know we are well behind community norms and expectations regarding flexible workplace practices for all.

2017/18 Actions

- Identified and shared practical and successful examples of flexible workplace practices within the sector. Through this process, we saw how modern teams are devising rosters and workloads to support the work-life needs of employees, open up opportunities for others, and enhance the emotional and psychological wellbeing of their people.
- Reviewed modern flexible work policies to identify opportunities for improvement.

Flexible membership aims to help create an organisation that is welcoming and that has a range of roles suitable for people of different genders, ages, cultures, situations and availability.

– Commissioner Shane Fitzsimmons AFSM,
New South Wales Rural Fire Service

Our transformation has been much more than a restructure. We're actively supporting flexible arrangements for employees, which is leading to greater diversity and attraction of talent to NSW SES.

– Commissioner Mark Smethurst DSC, AM,
New South Wales State Emergency Service



Flexibility is key to positive culture change

The Department for Environment and Water (DEW) in South Australia initiated a Flexible Workplace project in 2016 aimed at changing the culture of the organisation. The initiative was driven by the Women in Leadership Committee within DEW, after survey data revealed stigma associated with employees who accessed flexible work arrangements. As this affected part-time workers particularly, it was proposed that adopting an 'all roles flex' approach would lead to a bias toward flexibility, where managers were open to discussing Flexible Working Arrangements (FWAs) for any role.

Since then, there has been a 10% increase in the use of FWAs by women and an 11% increase in the use of FWAs by men. These statistics are particularly significant as initial studies showed that men were less likely than women to use FWA. This was related to a number of issues but, in particular, the perception of a commitment (or lack of) to the organisation, and that an FWA limited career opportunities.

The project focused on turning current thinking about 'work' and workplaces

on its head and challenging existing work practices.

A new flexible work policy was implemented based on the principles outlined in Figure 1.

Examples of flexible work arrangements now offered in DEW include:

- **Scheduling of work:** flexi-time; approved days off; flexible scheduling such as compressed weeks or expanded days; flexible use of leave
- **Amount of working hours:** part-time; job share; purchased leave; transition to retirement; parental leave
- **Place of work:** working from home; working remotely; working across multiple locations; hot-desking and activity-based work

Overall, qualitative survey data indicates that people highly value DEW's focus on flexibility and that flexibility is now being seen and experienced by employees. The analysis of the results shows:

- Improved flexibility is highly valued by men and women in DEW's workforce.
- Flexibility is valued in working

hours, working arrangements, locations, work from home, start and end times, and accommodating temporary and permanent changes.

- Flexible work arrangements are being used for a broad range of reasons.

The project is supported by the South Australian government through legislation and policy. In particular, in 2017 the Commissioner for Public Sector Employment released the Determination and Guideline: Flexible Workplaces. In it, the Commissioner states:

'This Determination and Guideline is intended to assist in creating a more flexible, diverse and inclusive South Australian public sector workforce, to generate productivity, increase workforce participation and improve on workforce culture.'

In 2018, DEW's efforts to support staff wellbeing and improve work life balance were recognised when the agency was announced as the State Government Champion in the 2018 Champions of Flexible Work Awards. DEW is continuing to develop flexibility as a business strategy and to realise the benefits that having an agile, flexible organisation can bring to our workforce and customers.

Figure 1: Principles for flexible work

- DEW is committed to supporting a flexible work culture.
- DEW offers the broadest possible range of flexible work options, across the scheduling of work, the number of working hours, and the place of work.
- Flexible work is the default for all roles.
- All new roles are designed to enable access to flexible work.
- All employees have the right to request a Flexible Work Arrangement (FWA) for any reason, and to have that request genuinely and positively considered.
- FWAs are negotiated through conversations between managers and staff, and documented.
- FWA negotiations start from a point of "Yes, if..." the non-negotiable outcomes of the role are met.
- FWAs must consider the safety and wellbeing of employees, teams and customers.



Flexible workplace practices consistent with current community expectations and the needs of staff and volunteers are essential in creating fairer workplaces where women and men are able to better balance work and caring responsibilities.

– Kristen Hilton, Convenor and Victorian Equal Opportunity and Human Rights Commissioner





Flexible membership and training

NSW Rural Fire Service has developed and implemented a 'Flexible Membership Model' in a bid to attract and retain a wider variety of members – including women. The model responds in part to Bushfire CRC research showing that concern about balancing family and work commitments is one of the key factors discouraging women from volunteering in the fire services.

Many and varied pathways are provided so people can change their role and level of involvement as their availability, capabilities and interests change; for example, members with babies will have different availability from those whose children are older.

A Volunteer Recruitment and Retention Kit provides brigades with practical tools to increase the representation of women across their membership and better use the talent, commitment and skills of women in their communities.

Although the Flexible Membership Model is a long-term strategy, it is encouraging to note that since its introduction there has been a modest increase each year in the percentage of new member applications from women – from 25.6% in 2012 to 28.8% in 2018.

Hot-desking enhances productivity and community connection

NSW State Emergency Service (NSW SES) staff previously worked from the State Headquarters facility in Wollongong, or one of 17 regional offices in NSW.

These working arrangements meant staff were often travelling past multiple units to reach their workplace, and some staff had limited interaction with volunteers. The travel requirements also limited the pool of talent who chose to or were able to work for the agency.

In response, staff were empowered with more flexible working arrangements, either working from home or at one of the 240 unit facilities across the state in addition to existing offices.

Commissioner Mark Smethurst led the organisational transformation which has resulted in new ways of working.

Flexible arrangements have enabled staff to reduce their commute time, have a more positive experience in the workplace and gain insights into challenges facing volunteers. The increased interactions with volunteers is also leading to improved support and understanding of the volunteer experience.

Flexible work arrangements benefit all

In 2018, the Ambulance Service, which forms part of the ACT Emergency Services Agency, released new policies and work instructions to better support flexible work arrangements within its 24/7 ambulance and patient transport workforce.

The service now offers many different ways for employees to come to work including part-time work on rotating rosters, set shifts, part-time hours and 'day-only shifts'.

'We are committed to improving the work life balance of our officers, whilst meeting the increasing demands of the community we serve. Our rostering flexibility very much reflects the needs of our team where we found that traditional 10/14 rostering arrangements were no longer preferable,' explained Mark Molloy, Operations Manager, ACT Ambulance Service.

Originally driven by employees with the primary aim of supporting women in the workforce, the new flexible work arrangements have proven attractive to all employees. Currently, 12% of the ACT Ambulance Service is working flexibly and, of this cohort, 51% are women.

Director, People and Culture, Brendan Stevens, says that a flexible mindset about how work gets done has supported implementation of the policies.

'Being adaptive to support flexibility whilst maintaining operational capability has been a key aspect of the program. This has involved supporting and empowering managers and supervisors to offer flexible work arrangements tailored to each employee's unique circumstances – whether these include personal passions or responsibilities such as tertiary study, children or providing care for older family members,' said Brendan.

3 | Gender equality in talent development

What we heard



We can capitalise on the benefits of diversity by seeking greater gender balance in our talent development programs. This also helps to normalise the experience of working alongside people with different backgrounds, capabilities and perspectives amongst future top teams.

Staff and volunteers told us through the *Listen and Learn* forums that operational and technical experience can be prioritised in roles over a wider set of skills and capabilities needed in the sector.

Given the current gender representation in operational roles in particular, this meant that key pathways to leadership and leadership roles remain dominated by men. Opportunities are also directed towards 'like' talent rather than 'diverse' talent.

Outdated job specifications and sector-based norms around 'merit' can also prevent lateral entry and women's advancement.

2017/18 Actions

- Undertook an assessment of gender representation amongst sector leadership, policy and talent development forums. This found that:
 - 6% of Chairs and 23% of 1079 people who make up 35 AFAC Collaboration Groups are women.
 - 23% of Executive Forum participants in 2018 were women, up from 3% in 2012.
 - 12% of Strategic Command Program participants in 2018 were women, up from 0% in 2012.
- Supported an aspirational goal to increase women's representation as Chairs and members of AFAC Collaboration Groups to at least 30% by the end of 2019 and 40% by the end of 2020.

People can tend to hire and develop in their own image. In Fire and Emergency Services this means women can be excluded from formal and informal development and mentoring opportunities that are often so critical to advancement. We have seen the value of breaking the mould, investing in our women leaders and setting an example for others.

– Commissioner Darren Klemm AFSM,
West Australian Department of Fire
and Emergency Services



Shadowing offers accelerated development opportunity

The 2018 Commonwealth Games held in Queensland this year provided a unique development opportunity for Station Officer Lisa Bishop who works for the West Australia Department of Fire and Emergency Service (DFES).

Lisa was the successful applicant for the experience with Queensland Fire and Emergency Services (QFES) organised by DFES. Lisa shadowed Chief Superintendent Darryl King, QFES' Head of Operation Paratus – which involved the deployment of resources from Fire and Rescue Service, Rural Fire Service and the State Emergency Service to the Gold Coast and other 2018 Commonwealth Games event cities across Queensland.

As part of the sponsorship arrangement, Lisa saw the outcome three and a half years of QFES planning to prepare for, mitigate and manage the Fire and Emergency Management risk during the games.

'It was an extraordinary privilege to see operations such as the Joint Emergency Services Co-ordination Centre; Emergency Control Centre and the Venue Command Centre stood up for the games. It might otherwise have taken me a lifetime to experience and learn as much as I did in those two weeks,' commented Lisa.

Lisa prepared a detailed report on the experience for Commissioner Klemm to ensure the lessons were shared for the benefit of everyone at DFES.

Local programs to support the participation of women

The NSW Rural Fire Service supports district-level activities as part of efforts to attract and retain female volunteers. Some examples are the 'Female Fires Networking Breakfast', an annual event in the Sutherland District, and the South West Slopes Zone's 'Women in the RFS' recruitment and demonstration day in Young. The idea for these events came about following the formation of a District working group of female members to encourage more women to join and seek leadership roles locally.

Developing women leaders of the future

Women Leading @FRNSW is a pilot program providing a unique professional development experience for women leaders at Fire and Rescue New South Wales. Among 20 participants in the pilot are 17 firefighters and 3 corporate staff. The program forms part of wider action to increase the number of women in leadership positions – particularly amongst uniformed ranks where representation is unacceptably low.

'We do not have nearly enough women in leadership roles in Fire and Rescue New South Wales and we need to find ways of breaking through the barriers that exist for them, particularly in our progression systems. This includes identifying and supporting talent and providing flexible opportunities for them to build and demonstrate the skills and attributes required of leaders,' said Mal Connellan, Deputy Commissioner and Executive Director, People and Culture.

Women Leading @FRNSW aims to develop a successful model for mentoring women across Fire and Rescue New South Wales and ensure participants, in turn, become mentors and role models for future cohorts of engaged and high-achieving women.

Ongoing feedback is sought from participants to help shape and improve the concept. For example, some participants expressed concerns they would be viewed as receiving 'special treatment' by male peers and that absences for program activities would be unwelcome among some Commanders. These are perceptions that need to be carefully managed. The Commissioner's personal address to participants at a preliminary information session was effective in countering these initial concerns. Engaging Commanders in the purpose and benefits of the program, for both individuals and teams, will be essential in extending and promoting the program following the pilot period.

4 | Communications and symbols

What we heard



We've investigated how communications, language, and status symbols within our sector can act as barriers to inclusion for women and other diverse groups.

This includes stereotypical, highly masculine language together with imagery that does not reflect the full range of roles and responsibilities available across the sector.

Staff and volunteers told us that it was important to honour and celebrate our history and heroes, but ensure they are not used to define or determine the future of our services.

2017/18 Actions

- Conducted an initial audit of the 'public presence' of our organisations to better understand how exclusionary cultures are perpetuated and reinforced through the use of outdated stereotypes, language and physical barriers to inclusion. This included a review of websites and social media feeds, training programs and materials, award and recognition systems, and built infrastructure.
- Adapted and customised for our sector the Male Champions of Change 'Quick Tips' for creating a more gender-balanced and inclusive presence for the Fire and Emergency Services sector. These will be made available to our communications, human resource, supply and training teams through our Implementation Leaders ahead of a group-wide audit we will conduct next year led by the AFAC Senior Officers Cohort.
- Through key AFAC Forums and communication channels, we have worked to raise the profile of eminent women within the sector to celebrate their impact and provide role models that others can aspire to. This includes promoting the diverse careers that women can have within the sector and the value they contribute.



TEST THE MESSAGES YOU PROJECT

Quick Tips for Fire and Emergency Services

- ✓ Elevate the visibility and portrayal of women in communications collateral to challenge stereotypes and historic imbalances.
- ✓ Ensure gender equality goals are considered in commercial arrangements, partnerships and shared activities.
- ✓ Promote the diverse and expansive careers available to women and the contribution they make.
- ✓ Ensure gender-diverse audiences – aim for at least 30% women at key conferences and flagship development programs.
- ✓ Take the Panel Pledge to participate only in panels and fora when women leaders are included. This helps to ensure a diversity of voices and perspectives in discussions.
- ✓ Evenly distribute people in senior positions of power at events and functions – avoid all-male 'top tables'.
- ✓ Reconsider involvement in events that exclude or diminish women
- ✓ Ensure honour, award and recognition criteria do not unconsciously exclude women or other diverse groups, for example, through criteria that focus on traditionally male-dominated roles or functions.
- ✓ Recognise and celebrate leaders who are building diverse teams and respectful and inclusive workplaces.
- ✓ Include a critical mass of women on tender evaluation teams for major investments and purchases to ensure gender equity criteria and a diversity of perspectives are considered, for example, so women's amenities are appropriately considered in the design of new premises.



Heroes come in all packages

In 2018, Victoria's Country Fire Authority introduced a fresh approach to recognition for its staff and volunteers.

Historically, CFA awards primarily celebrated either length of service or acts of valour. A review found that of all awards, 81% were awarded to men and 100% of the elite Australian Fire Services Medal Recipients, Certificates of recognition and Citations for Courage, were given to men.

The Spirit of CFA awards were designed and launched in 2018 to recognise members who champion every day, the organisational values of Safety, Teamwork, Adaptable, Integrity and Respect.

In 2018, nine Individual Spirit of CFA Awards were awarded, including the Youth Award, Inclusion and Fairness Champion Award, and Living the Values Award. Of the recipients, 40% were women and 60% were men. The awards recognised the excellent work being undertaken across CFA, including by Fiona Macken, an operational firefighter who works with local community groups to address their specific needs. Fiona was awarded the 2018 Spirit of CFA Community Engagement Award.

Addressing a gender blind spot in service recognition

NSW National Parks and Wildlife Service undertook a detailed review to better understand why women were under-represented among those awarded the prestigious National Medal.

The recognition is for staff who have completed at least 15 years of firefighting service and recipients have traditionally been disproportionately men. At the 2015 presentation ceremony, for example, just one of the 30 medals was awarded to a woman.

A review found more men were typically eligible for the National Medal given their level of representation in the organisation and longevity in roles; however, male firefighters were also more likely to apply for the recognition than women. In addition, staff in non-fire-ground roles erroneously thought they were not appropriate or entitled to receive the award.

In 2017, workforce data was reviewed to identify women who met the eligibility criteria. Each was contacted directly and encouraged to apply.

Following these actions, 26 of 75 (35%) of National Medals/clasps were presented to women in 2017. This compares favourably with workforce gender data of NPWS firefighters (20% women), fire managers (21% women) and senior fire managers (25% women).

In talking to our women, we found that many were reluctant to seek recognition for themselves, and sometimes needed to be convinced that they were in fact eligible and worthy recipients. We also wanted to emphasise how important it was for them to be visible role models for other women and for the awards to accurately reflect the diversity of our workforce.

– Naomi Stephens, Acting Executive Director, Park Operations, NSW National Parks and Wildlife Service

The Spirit of CFA Awards recognise the efforts of outstanding people working right across our organisation. Through them, we set and celebrate new standards for the actions and behaviours we value in building a positive culture within CFA.

– Paul Smith, Chief Executive Officer, Country Fire Authority, Victoria

5 | Engaging our community in change

What we heard



Developing a professional, capable and diverse workforce that reflects the community we serve is a cornerstone of our capacity-building strategy for the fire and emergency sector.

This means we need to attract and develop new talent from diverse backgrounds to work with us.

As the complexity and frequency of demands on the sector escalate, we also need to ensure that communities are at the heart of our prevention, preparation, protection and sustainability strategies.

This involves helping our workforce and the wider community to recognise that our service is more than firefighting and rescue missions. Avoiding and preparing for emergencies is now a critical focus of the work we do.

We can do more to shift the way we engage with communities and represent our services:

- **FROM** profiling operational first responders **TO** profiling whole of service and whole of community contribution.
- **FROM** perpetuating rescue stereotypes **TO** celebrating the diversity of contributions to community safety.
- **FROM** prioritising stories of 'saved', 'rescued', 'confronted and overcome' in emergencies **TO** include prevention, preparation and engagement outcomes.

2017/18 Actions

- In 2018, the group commenced work to better understand what the community expects of the Fire and Emergency Services sector.

Our communities are changing and so must we. Greater reflection of our community leads to greater understanding enabling us to help build true resilience.

– Commissioner Darren Klemm AFSM,
West Australian Department of
Fire and Emergency Services

It is critical that we commit to working collectively with people at every level of the emergency management sector to advocate for and champion gender equality. An emergency management sector that reflects the community we serve will benefit us all.

– Commissioner Andrew Crisp APM,
Emergency Management Victoria



Building Connection with future women as firefighters and for the emergency service sector

In a unique collaboration, the first Girls Fire & Emergency Services Camp of its kind in Australia will be held in December 2018 at YMCA Camp Yarramundi, Richmond, NSW.

AFAC's Workforce Management Group agreed to pilot the camp concept after a presentation by Fire and Rescue New South Wales Station Officer, Bronnie Mackintosh and Monash University researcher, Karen Lambert.

Based on the North American model of girls fire camps, 'Camp Firestorm' will be a 7-day residential camp for teenage girls aged 15–17. The multi-agency camp, led by Fire & Rescue NSW, has been created in partnership with NSW SES, NSW RFS, YMCA NSW, Girls on Fire and Monash University.

Firefighters Mutual Bank are the naming rights sponsor of the camp and got involved from the outset due to the collaborative efforts and the unique community reach.

The aim of the camp is to teach the participants the skills of firefighting and emergency services with a packed program that reflects their roles in urban and rural fires as well as storm and flood emergencies. As well as technical skills, the camp concept is to increase the confidence and resilience of the participants, encourage problem-solving, teamwork and leadership. This early exposure introduces them to the possibility of future involvement in the fire and emergency sector.

The other significant objective of the camp is in the leadership development of the agency staff who volunteer on the program as team leaders and facilitators of activities. The mentoring relationship between volunteers and participants is integral to the camp outcomes and will form part of the research component by Monash University.

A full report on the camp, including research results, will be presented back to AFAC's Workforce Management Group in April 2019. Pending the impact, the camp may be replicated across Australia and New Zealand.

Engaging young people

The NSW Rural Fire Service supports the *Secondary School Cadet Program* which provides Year 9 and 10 students with an insight into fire safety and prevention while also developing practical life skills and an appreciation of community service and volunteerism. Increasingly, the NSW RFS Secondary School Cadet Program is serving as a pathway to membership for many young people. Many cadet program coordinators are also observing greater participation rates by female students.

Local community partnerships

The CFA has established a three-year partnership with women's rugby in Victoria. The agreement aims to support grassroots rugby in communities across the state, raising the profile of community safety messages through local sport and connecting CFA with future female staff and volunteers.

Changing community perceptions

Station officer Bronnie Mackintosh of Fire and Rescue New South Wales is on a mission to positively influence traditional community perceptions of fire services. This involves helping the community to understand the evolving role of fire crews as first responders and community educators.

Speaking at TEDX Sydney in June 2017, Bronnie described how attending fires accounts for only around 7 per cent of work activity today, with the remaining 93 per cent spent saving lives in prevention, preparedness and working alongside other emergency services.

Bronnie's message was that a diverse fire and rescue workforce which reflects society is vital to community safety. Differences in gender, age, height and cultural background can all offer distinct advantages in the services provided by fire and emergency service crews.

'We are more effective in public safety when we look, speak and think like you,' she told the 5,000 strong audience.

Bronnie's presentation was shared widely across social media channels and was used to kickstart a discussion on Communication and Inclusive Leadership at the July 2018 meeting of the Male Champions of Change.



Community Action Teams are an important part of our service's preparedness and response arrangements within local communities. The minimal membership requirements ensure CATs are truly reflective of local communities and encourage greater gender diversity than is typically found in emergency services.

– Commissioner Mark Smethurst DSC, AM,
New South Wales, State Emergency Service





New ways to engage communities in emergency management

The NSW State Emergency Service (NSW SES) had strict attendance requirements for volunteer members, including participation in activities at least once per month to remain an 'active' member. This meant that communities were represented by those who had the time to contribute to NSW SES activities, not necessarily the most suitable community members.

This requirement limited the potential pool of applicants who could volunteer with the NSW SES and represent their local community. For example, the workforce includes 36% women which could be higher if membership requirements offered greater flexibility.

Using research and feedback from members, new categories of membership were introduced. These included Community Action Teams (CATs) which are generally located in areas of higher risk.

Volunteers in this category of membership have basic training and meet only occasionally to maintain relationships, exercise preparedness and response arrangements, and ensure they are operationally ready.

The introduction of Community Action Teams has encouraged the recruitment of community members who wouldn't previously have considered joining NSW SES as a volunteer. Communities with CATs have the capability to support themselves during periods of isolation and CATs are known by local residents. Flexibility in membership requirements has enabled this to occur.

As a result of the change, more than 50 Community Action Teams are currently planned with several already operational. These will continue to be established in areas across NSW to ensure the diversity of the community is reflected within the NSW SES.

6 | Systems and environment to assist inclusion

What we heard



There is more we can do to integrate gender equality and inclusion in policy and system design and implementation.

Policies, practices, equipment and physical spaces have historically been developed through a predominantly male lens, creating systemic limitations to advancing women and people who work in non-operational roles.

There is more we can do to establish simple and consistent explanations of core inclusion policies (flexible work practices, parental leave, training) to ensure they are applied correctly and consistently.

2017/18 Actions

- Convenor Kristen Hilton led a detailed discussion with our group on the topic of sexual harassment, everyday sexism and the impact of low-level gendered behaviour on women's careers. The session was later extended to include Fire and Emergency leadership teams in South Australia, Tasmania and New South Wales.
- Eleven members of the group publicly supported the practical actions outlined in the Male Champions of Change report: 'We set the tone – eliminating everyday sexism in the workplace.' More broadly, this resource has been shared across our organisations to encourage conversations about modern, respectful workplace behaviour.
- Commenced a review of sexual harassment policies, benchmarking existing approaches against good practices recommended by the Australian Human Rights and Equal Opportunity Commission.
- Commenced work on a 'recruitment toolkit' to assist members with gender-equal recruitment policies, practices and communication.

Fostering diversity and inclusion requires significant investment, particularly in systems, policies, education and training. We need to clearly establish principles and expectations of our team while also explaining the benefits of diversity for the community and our organisations.

– Michael Morgan AFSM, Chief Officer and Chief Executive Officer, South Australian Metropolitan Fire Service

Personal Protective Clothing that is designed specifically for women may seem like a small thing to some, but it makes a big difference to comfort and functionality - and appropriately, it sends a clear signal that women have a critical and equal role to play on the frontline of emergency services.

– Shane Fitzsimmons AFSM
Commissioner, NSW Rural Fire Service



Independent evaluation of recruitment processes

The West Australian Department of Fire and Emergency Services (DFES) Australia has commissioned an independent evaluation of applicant perceptions of fairness in its recruitment, appointment and promotion practices. The evaluation is being conducted by the University of Western Australia and will be used to identify and implement targeted interventions to improve the experiences of applicants and selection panel members.

The evaluation responds to DFES' 2017 Employee Opinion Survey results which revealed that while 73% of respondents felt employment policies and procedures were clearly documented, only 60% reported confidence in those procedures. Just over half of respondents thought recruitment decisions were fair; less than half thought promotion decisions were fair; and less than half thought decisions to permanently transfer employees were fair.

All applicants (internal and external) to all appointments within DFES (except trainee firefighters and station transfers) from September 2018 to June 2019 will be surveyed on their experience with the recruitment process.

DFES is seeking to better understand the factors throughout the process that are most problematic for applicants, including the quality and usefulness of feedback provided to applicants. Expected benefits of the evaluation include improved selection decision making; improved applicant experience; and better understanding and management of applicant expectations. The final report will be completed by December 2019.

Commissioner Darren Klemm has also announced that all people involved in recruitment for DFES are required to have equality and unconscious

bias training. Further, all selection panels now include at least one woman and one voting member who is independent.

Designing protective clothing for women

Through extensive consultation, the NSW Rural Fire Service (NSW RFS) has designed Personal Protective Clothing (PPC) to be functional especially for women. The original PPC was designed for the male body and, subsequently, was uncomfortable and at times inhibited women's free movement. Feedback showed that difficulties with the shape and size of PPC can act as a deterrent to women's participation in operational activities.

For the first time, the NSW RFS now has PPC that has been specifically designed to fit women. The final design and fabric was approved through consultation with women members over 2017/18 and a staged distribution has now commenced.

Fixing the system for workplace trainers/assessors

New South Wales Parks and Wildlife Services (NSW PWS) uses an internal workplace trainer/assessor model for the development and delivery of fire, incident management and aviation specialist training. Prior to September 2018, only 19% of trainer roles were held by women.

'The issue was raised with us through the *Listen and Learn* process, and once highlighted, was quickly addressed by Acting Executive Director, Park Operations Naomi Stephens,' explained Paul Seager, Manager, People and Training.

'We absolutely want to capitalise on and develop these capabilities amongst women in our team and role model the opportunities available for others. But our existing system was not actively enabling that,' Paul said.

In response, an expression of interest (EOI) for four new roles as Fire, Incident Management and Aviation Specialist trainers was prepared. Senior women were engaged to ensure the language, pitch and tone of the EOI did not create any unconscious barriers.

Successful applicants will be in place by the end of the year and have the opportunity to complete a fully funded Certificate IV in Training and Assessment. Flexible delivery options will be available, including fast-track and self-paced learning.

Systems and environment assist inclusion

The South Australian State Emergency Service (SASES) is focused on improving systems and environments to help build an inclusive workplace and more diverse workforce.

Led by the SASES Diversity and Equity Advisory Group, the service is reviewing infrastructure, systems, tools and equipment to identify and address barriers for women.

For example, it has budgeted for upgrades to change rooms after an audit found deficiencies impacting women. It is also investigating lighter road crash rescue equipment to neutralise a previous impediment to women's participation in this vital aspect of SASES' work.

Improvements to volunteer recruitment practices have included a broadening of selection criteria beyond physicality and creating more flexible ways for people to contribute.

SASES has also developed Respect in the Workplace and Domestic Violence policies; while Senior Managers are undertaking professional development to better understand how unconscious biases can influence actions, decisions and workplace cultures.

7 | Reporting on gender equality

What we heard



A problem that can't be quantified can often be ignored or diminished in importance.

Our sector has not had a consistent approach to reporting gender representation, meaning we are unable to deeply understand any inequalities or track progress.

Individual organisations who do monitor their diversity data can often feel deflated by a lack of progress. Women can also feel disempowered when seemingly achievable targets are set and not met.

2017/18 Actions

- Developed and agreed a standard approach for capturing and reporting gender representation across our organisations. The Workplace Gender Equality Agency's reporting framework has been adopted and adapted to suit the specific needs of the fire and emergency sector.
- Committed to transparently understanding, monitoring and tracking our progress over the coming years.
- Released our first public report as Male Champions of Change describing progress we are making on gender equality including the first detailed account of gender equality across frontline service delivery and enablement roles (see pages 29–31).

This report shares data collected this year, representing some 90% of organisations involved in the Male Champions of Change initiative. We want to be upfront in saying this data is imperfect. Many of us still have work to do to accurately capture and report on all staff and volunteers in our workforce.

We offer the charts on the following pages as a raw baseline upon which we will build.

We welcome support from our people and the communities we serve in responding to the current situation.

A robust and consistent approach to reporting on gender equality across the sector will help us to understand the challenges, learn from pockets where there has been success and identify opportunities for improvement.

– Chris Beattie, Chief Officer, South Australian State Emergency Service

Our fire and emergency services play a vital role in keeping our community safe. This work is an important step towards recognising what needs to change and how. The sector and the community will benefit from organisations that are fairer, more diverse and great places for both men and women.

– Kristen Hilton, Convenor and Victorian Equal Opportunity and Human Rights Commissioner

WOMEN'S REPRESENTATION: OVERALL

**includes volunteers*

	Overall Workforce	Board	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers
Organisation	% Women	% Women	% Women	% Women	% Women	% Women	% Women
ACT Emergency Services Agency*	22	20	0	32	12	9	24
ACT Parks and Conservation Service	45	N/A	0	0	N/A	0	47
Airservices Australia – Aviation Rescue Fire Fighting Services	6	N/A	0	0	10	2	7
Australasian Fire and Emergency Service Authorities Council	42	13	83	0	33	100	66
Bushfires NT	25	50	100	25	38	24	26
Country Fire Authority Victoria*	15	45	30	2	10	6	15
Department of Environment and Water (SA)	52	N/A	40	27	46	N/A	53
Department of Fire and Emergency Services WA*	23	N/A	11	27	24	8	25
Emergency Management Victoria	54	50	67	50	43	20	65
Fire & Rescue NSW	11	N/A	20	23	20	8	10
Fire and Emergency New Zealand*	17	35	25	3	29	3	18
Forest Fire Management Victoria – Department of Environment, Land, Water and Planning	29	N/A	27	28	30	47	25
Forestry Corporation of New South Wales	11	43	20	7	6	19	9
Metropolitan Fire and Emergency Services Board, Melbourne	12	63	33	19	5	10	12
NSW Rural Fire Service*	23	20	38	16	11	12	25
NT Fire, Rescue and Emergency Service	29	33	0	9	75	10	32
NSW State Emergency Service*	36	N/A	50	33	42	29	36
NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage)	24	N/A	50	27	27	34	23
Parks Victoria	37	47	33	37	36	26	40
Queensland Fire and Emergency Services*	26	N/A	6	25	27	13	27
Queensland Parks and Wildlife Services	32	N/A	14	39	27	47	31
SA Metropolitan Fire Service	5	N/A	8	3	25	3	6
South Australian Country Fire Service*	7	N/A	33	33	10	4	7
South Australian State Emergency Service*	30	N/A	0	0	44	9	31
Tasmanian Fire Service	7	20	11	N/A	10	1	8
Tasmania State Emergency Service*	29	N/A	0	N/A	60	8	30
Victoria State Emergency Service*	32	44	50	31	28	23	33
OVERALL	22	31	27	20	23	11	23

■ Less than 30% women
 ■ More than 60% women
 ■ 30%–40% women
 ■ 40%–60% women

Frontline Service Delivery

Frontline Service Delivery (FSD) includes any person whose primary role is to directly engage with the community to deliver a service that assists in the prevention, preparedness, response or recovery of incidents. They can be uniformed or non-uniformed.

WOMEN'S REPRESENTATION: FRONTLINE SERVICE DELIVERY

**includes volunteers*

	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers
Organisation	% Women	% Women	% Women	% Women	% Women
ACT Emergency Services Agency*	N/A	29	3	5	24
ACT Parks and Conservation Service	N/A	N/A	0	0	47
Airservices Australia – Aviation Rescue Fire Fighting Services	0	N/A	4	1	4
Australasian Fire and Emergency Service Authorities Council	N/A	N/A	N/A	0	N/A
Bushfires NT	100	0	33	21	24
Country Fire Authority Victoria*	N/A	2	N/A	3	14
Department of Environment and Water (SA)	N/A	N/A	47	N/A	25
Department of Fire and Emergency Services WA*	N/A	4	2	7	20
Emergency Management Victoria	N/A	N/A	N/A	N/A	N/A
Fire & Rescue NSW	14	2	0	2	9
Fire and Emergency New Zealand*	N/A	3	29	3	16
Forest Fire Management Victoria – Department of Environment, Land, Water and Planning	N/A	28	30	47	25
Forestry Corporation of New South Wales	N/A	7	6	0	9
Metropolitan Fire and Emergency Services Board, Melbourne	0	0	3	3	4
NSW Rural Fire Service*	25	7	5	5	23
NT Fire, Rescue and Emergency Service	0	0	0	8	31
NSW State Emergency Service*	0	25	33	28	36
NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage)	N/A	11	26	21	20
Parks Victoria	25	43	31	20	23
Queensland Fire and Emergency Services*	0	18	24	11	26
Queensland Parks and Wildlife Services	N/A	13	10	38	25
SA Metropolitan Fire Service	N/A	0	N/A	2	3
South Australian Country Fire Service*	20	33	8	4	7
South Australian State Emergency Service*	N/A	N/A	0	6	30
Tasmanian Fire Service	13	N/A	0	0	5
Tasmania State Emergency Service*	0	N/A	60	8	30
Victoria State Emergency Service*	0	0	13	23	30
OVERALL	10	11	21	7	21

■ Less than 30% women
 ■ More than 60% women
 ■ 30%–40% women
 ■ 40%–60% women

Frontline Service Delivery Enablers

Frontline Service Delivery Enablers (FSDE) include any person whose primary role is to enable the operations of frontline service delivery. They don't have direct engagement with the community, but their function is vital to the sustainability of Frontline Service Delivery. They can be uniformed or non-uniformed.

WOMEN'S REPRESENTATION: FRONTLINE SERVICE DELIVERY ENABLEMENT

**includes volunteers*

	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers
Organisation	% Women	% Women	% Women	% Women	% Women
ACT Emergency Services Agency*	0	40	36	46	33
ACT Parks and Conservation Service	N/A	N/A	N/A	N/A	0
Airservices Australia – Aviation Rescue Fire Fighting Services	0	N/A	27	13	30
Australasian Fire and Emergency Service Authorities Council	83	0	33	100	66
Bushfires NT	N/A	50	40	33	71
Country Fire Authority Victoria*	30	N/A	26	42	67
Department of Environment and Water (SA)	N/A	N/A	N/A	N/A	47
Department of Fire and Emergency Services WA*	50	47	36	52	68
Emergency Management Victoria	67	50	43	20	65
Fire & Rescue NSW	33	40	46	49	64
Fire and Emergency New Zealand*	25	N/A	N/A	0	42
Forest Fire Management Victoria – Department of Environment, Land, Water and Planning	27	N/A	N/A	N/A	0
Forestry Corporation of New South Wales	20	N/A	N/A	19	0
Metropolitan Fire and Emergency Services Board, Melbourne	100	42	22	42	53
NSW Rural Fire Service*	44	38	35	29	32
NT Fire, Rescue and Emergency Service	N/A	33	75	50	65
NSW State Emergency Service*	100	40	45	34	66
NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage)	50	50	100	81	92
Parks Victoria	40	33	41	47	61
Queensland Fire and Emergency Services*	33	49	59	63	72
Queensland Parks and Wildlife Services	14	48	43	49	76
SA Metropolitan Fire Service	8	8	25	8	35
South Australian Country Fire Service*	50	33	31	N/A	N/A
South Australian State Emergency Service*	N/A	0	67	50	40
Tasmanian Fire Service	0	N/A	17	13	50
Tasmania State Emergency Service*	N/A	N/A	N/A	N/A	N/A
Victoria State Emergency Service*	60	63	38	N/A	57
OVERALL	34	40	38	32	42

■ Less than 30% women
 ■ More than 60% women
 ■ 30%–40% women
 ■ 40%–60% women

Data Definitions

Every effort has been made to align Fire and Emergency sector roles to the Workplace Gender Equality Agency (WGEA) gender reporting categories for consistency and comparability. The approach we have taken is detailed below and covers staff and volunteers.

Definition

Category definition aligned with WGEA reporting

Sector Roles

Examples of sector roles included in category

Governing Body / CEO

A governing body is defined as the board of directors, trustees, committee of management, council or other governing authority of the employer. This includes voluntary boards of not-for-profit organisations. Organisations may have a number of governing bodies, for example a board of directors and an executive committee of management. GEI2 refers to the composition of the highest level of governance body within your organisation. In this case, the board of directors would be reported on, not the executive committee of management.

The Chief Executive Officer (CEO) (or equivalent, however named) is the highest ranking corporate officer (executive) or an administrator in charge of management of an organisation. The CEO (or equivalent) is reported on separately to other key management personnel. Examples of the CEO could (depending upon the nature of the organisation) also be the managing director, general manager, managing partner, principal or vice chancellor.

Board
AFAC Council
Commissioner
Chief Fire Officer
Chief Executive Officer
Fire Services Board of Management
Senior Assistant Commissioner
Fire Manager

Definition

Category definition aligned with WGEA reporting

Sector Roles

Examples of sector roles included in category

Key Management Personnel (KPM)

Key Management Personnel (KPM) have authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124.

A defining feature of KMPs is that their influence is at the entity level. They are likely to be functional heads such as heads of operations or heads of finance and direct how that component contributes to the entity's outcome, with a strategic focus.

The KMP is a manager who represents at least one of the major functions of an organisation.

Frontline Service Delivery

Deputy Commissioners
Assistant Commissioners
Non-Executive Directors

Frontline Service Delivery Enablers

Deputy Chief Officers
Executive Director People and Culture
Executive Director Infrastructure Services
Executive Director Volunteers and Strategy
Executive Director Communications and Government Relations
Assistant Chief Officers
Executive Directors

Other Executives / General Managers

An 'other executive' or general manager holds primary responsibility for the equivalent of a department or a business unit. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO.

Alternatively, this manager could have influence in organisation-wide decision-making forums to provide expertise or project development but because they do not actually hold authority at an entity level, they would not be defined as a KMP.

Frontline Service Delivery

Chief Superintendent
Superintendent
SES – Local Controller, Deputy Local Controller
Operations Managers
Managers Community Safety

Frontline Service Delivery Enablers

Director
A08 and equivalent

Senior Managers

Senior Managers are charged with one or more defined function, department or outcome. They are more likely to be involved in a balance of strategic and operational aspects of management. Some decision making at this level would require approval from either of the two management levels above it.

Senior Managers are responsible for resourcing, a budget and assets (capital expenditure).

Frontline Service Delivery

Inspectors, Group Officers
Group Leader, Deputy Group Leader
Operations Officers
Fire Communications Manager
Officer Level 3, Officer Level 2
Group Captain, Deputy Group Captain

Frontline Service Delivery Enablers

A07 and equivalent

Data Definitions

Definition

Category definition aligned with WGEA reporting

Sector Roles

Examples of sector roles included in category

Other Managers

'Other managers' plan, organise, direct, control and coordinate an operational function. They usually oversee day-to-day operations, working within and enforcing defined company parameters.

They might implement, determine, monitor and review strategies, policies and plans to meet business needs as it relates to their own function/work area.

An 'other manager' is accountable for a defined business outcome which usually involves the management of resources that also includes time management, coordination of different functions or people, financial resources, and other assets (for example facilities or IT infrastructure).

Frontline Service Delivery

Senior Station Officers
Station Officers
Captains
Leading Field Operations Member
Senior Field Operations Member
Captain, Senior Deputy Captain, Deputy Captain
Officer Level 1

Frontline Service Delivery Enablers

Area Training and Support Officer
Building Approval Officer
Fire Communications Supervisor
AO6 and equivalent
First Officer

Non-Managers

Non-Managers organise defined tasks or groups of tasks, and supervise one person or a team of people.

They consider budgetary implications, carry out activities within defined parameters, handle work assignments, time-keeping and problem solving, but have limited decision-making authority.

Frontline Service Delivery

Firefighters, all ranks up to SO
Lieutenants, Leading Firefighters
Community member, Field Operations member, Senior Field Operations Member, and Leading Field Operations Member
Auxiliary/ Retained Firefighter

Frontline Service Delivery Enablers

Fire Communications Officer
AO3-5 and equivalent
RFS members
All members unless specified above

Male Champions of Change for Fire and Emergency Services

Charter

As Male Champions of Change, we commit to actively advancing gender equity across our organisations and the wider community – stepping up beside women leaders in our sector who will act as our Special Advisors.

Our purpose is to advance gender equity, inclusive cultures and achieve significant and sustainable improvements in the representation of women in our workplaces, including senior leadership positions amongst our staff and volunteers. This includes a focus on:

Leadership

- Building gender equity into our organisational strategy and operations, driven by the Male Champions of Change, Special Adviser and their leadership teams.
- Changing conditions, cultures and mindsets to enable both women and men to advance equitably within our organisations.
- Working to increase women on our boards/governing bodies, executive committee and in line management at both staff and volunteer levels.

Talent development

- Recruiting, developing and retaining diverse people as a priority.
- Adopting and implementing policies and practices that eliminate gender discrimination and bias in areas such as recruitment, rewards and promotion.
- Developing workplaces that are respectful and inclusive, where health and safety are prioritised and all forms of violence – including verbal, physical and, sexual – and sexual harassment, are prohibited.
- Developing mechanisms to foster balance between work and family life for women and men.

Public advocacy

- Sharing experiences and strategies for advancing gender equity across the corporate, government, public, community and volunteer sectors.
- Creating a catalogue of best practices for achieving gender equity.
- Being spokespersons for the promotion of gender equity, both individually and collectively.
- Working together to increase dialogue among our peers and to build our network of Champions.

Accountability

- Assessing and publicly reporting on our individual and collective progress and results on gender equity, consistent with applicable local and global leading practice reporting frameworks.





01 Emergency Management Victoria 02 NSW Rural Fire Service 03 Fire and Rescue NSW 04 NSW Rural Fire Service 05 Emergency Management Victoria 06 NSW Rural Fire Service 07 Country Fire Authority, Victoria 08 Country Fire Authority, Victoria 09 South Australia Department of Environment and Water 10 NSW Rural Fire Service 11 NSW State Emergency Service





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