



MALE CHAMPIONS OF CHANGE

FIRE AND EMERGENCY

IMPACT REPORT
2018-19

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.

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.

Sharing our actions and outcomes

In December 2018, Male Champions of Change Fire and Emergency released its first, detailed progress report.

This year, we provide a snapshot update on the actions we have taken, and the outcomes achieved over the past 12 months, against our gender equality priorities.

This brief report also includes a detailed update on gender representation in our workforce, including frontline service delivery roles.

We welcome your feedback on the progress we are making and opportunities for improvement.

As a group, we remain strongly committed to our goals of gender equality, advancing more women into leadership and building professional, respectful and inclusive environments for all in our sector.

This year's results, particularly in the area of recruitment, show that real progress is being made to ensure our emergency services are more representative of the communities they serve. We have also seen an increasing awareness of the importance of having clear policies in place around flexible work, parental leave and dealing with sexual harassment. The real work now is ensuring that all employees and managers are trained in these policies and that they become a critical part of the way the organisation operates.

I thank the members of Male Champions of Change Fire and Emergency and their teams for their continued commitment to building a more diverse and inclusive sector.

– Kristen Hilton
Convenor



Male Champions and Special Advisors



Chris Arnot AFSM
Chief Officer,
Tasmania Fire
Service



Paul Baxter QSO
Commissioner, Fire
and Rescue NSW



Chris Beattie
Chief Officer, SA
State Emergency
Service



Collene Bremner
Executive Director,
Bushfires NT



David Bruce AFSM
Chief Officer and
CEO (Acting),
Metropolitan Fire
and Emergency
Services Board,
Melbourne



Neil Cooper PSM
Senior Manager
Fire, Forest and
Roads, ACT Parks
and Conservation
Service



**Darren Klemm
AFSM**
Commissioner,
Department of Fire
and Emergency
Services WA



Andrew Lea ESM
Director, Tasmania
State Emergency
Service



**Michael Morgan
AFSM**
Chief Officer
and CEO, SA
Metropolitan Fire
Service



**David Nugent
AFSM**
Director, Fires
& Emergency
Services, Parks
Victoria



Rob Porter
Executive
General Manager,
Airservices Australia



Naomi Stephens
A/Executive Director
Park Operations
NSW National Parks
and Wildlife Service



**Andrew Crisp
APM**
Commissioner,
Emergency
Management
Victoria



Ross Dickson
Chief Forester
& Company
Secretary, Forestry
Corporation of NSW



Stuart Ellis AM
CEO, Australasian
Fire and Emergency
Service Authorities
Council



**Shane
Fitzsimmons
AFSM**
Commissioner, NSW
Rural Fire Service



Jason Foster
Executive Director
Regional and Fire
Management Services
(Acting), Department
of Biodiversity,
Conservation and
Attractions, Parks and
Wildlife Service in WA



Chris Gibson
Manager,
Conservation,
Fire and Safety,
Forestry SA



**Steve Warrington
AFSM**
Chief Officer and
CEO, Country Fire
Authority Victoria



**Michael Wassing
AFSM**
Commissioner
(Acting), Queensland
Fire and Emergency
Services



**Georgeina Whelan
AM, CSC and Bar**
Commissioner, ACT
Emergency Services
Agency



David Willing
Executive Director,
Northern Territory
Fire and Emergency
Services



Carlene York
Commissioner, NSW
State Emergency
Service



Fiona Gill
Director, Fire and
Flood Management,
Department for
Environment and
Water SA



Stephen Griffin
CEO, Victoria State
Emergency Service



Chris Hardman
Chief Fire Officer,
Forest Fire
Management
Victoria –
Department of
Environment, Land,
Water and Planning



Mark Jones
Chief Officer, South
Australian Country
Fire Service



Rhys Jones CNZM
Chief Executive, Fire
and Emergency New
Zealand



Ben Klaassen
Deputy Director
General, Queensland
Parks and Wildlife
Services



Convenor

Kristen Hilton
Victorian Human
Rights and Equal
Opportunity
Commissioner

“

The name “male champions” does not imply the leaders are perfect. Rather, that they are genuinely committed to stepping up beside women and using their leadership and influence to champion change on gender equality.

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 provide an update on actions taken in 2018 across these priorities, together with examples of progressive work underway within individual member organisations.

Our progress and outcomes

The Male Champions of Change Fire and Emergency Group includes 29 members who lead some 288,000 employees and volunteers.

The group includes representatives located throughout metropolitan, rural and regional communities across Australia and New Zealand.

Members are focused on advancing gender equality, women in leadership and professional, respectful and inclusive workplaces

within and across the fire and emergency sector.

A particular priority is building the representation of women in frontline service delivery positions which serve as a critical pathway to leadership positions in the sector.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 77.6% of employment categories in 2019

24.2% women's representation achieved overall across the group, compared to 22.0% in 2018 when the group released its first report

40.1% of overall hires across the group were women

79.3% of members now have mainstreamed flexible working strategies in place

92.9% of members have flexible parental leave policies in place

79.3% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes



Focus areas and impact for 2018-19

1. Prioritising inclusive leadership

- Engaged in the Leadership Shadow with 57.1% of members having undertaken this foundational MCC activity. All MCCs will complete or refresh this exercise in 2020, recognising the change in leadership that has occurred across the group over the past year.
- Committed to the Panel Pledge with 85.2% of members signing up so far. A number of new members joining the group will formally support the Panel Pledge as part of their induction to the MCC strategy. Members have also extended the reach and impact of the Panel Pledge within the sector. For example:
 - AFAC19 is the major conference for the sector attracting some 2000 delegates from Australia and New Zealand. Speakers for the conference were gender balanced overall; panels contained at least one woman and suppliers involved in the significant trade show that accompanied the conference, were asked to consider gender and diversity in all aspects of their stands / presentations
 - NSW Rural Fire Service has implemented the Panel Pledge as part of its 2019 Leadership and Young Members Forum and other senior management events
 - AFAC CEO Stuart Ellis continues to publicly lead on gender equality through AFAC's various communication channels. This includes thought leadership pieces on machoism and conscious and unconscious bias impacting the advancement of women in the sector

2. Facilitate flexible work practices

Reviewed flexible workplace practices and workplace policies with 79.3% of members implementing flexible work policies. However, many staff report that these policies are not always designed in ways that meet their needs. As a first step, members have agreed to better communication and consistent application of policies across their organisations. Further work on this action will be completed in 2020.

3. Gender equality in talent development

Reviewed gender representation amongst sector leadership, policy and talent development forums. An annual review was completed and presented to members at their July meeting. This review showed that in 2019:

- The AFAC Executive Forum had 20.0% women's representation, down from 23.0% last year
- The Strategic Command Program had 10.0% women's representation, down from 12.0% last year
- The Senior Officer Cohort had 29.0% women's representation
- The AFAC Collaboration Groups had 25.0% women's representation, up from 16.0% last year

The review found that proactive and consistent focus was required to achieve, and reap the benefits of, gender equality in sector leadership forums. Members have supported a targeted strategy to address issues identified in the review.

Prepared a "Sponsorship of Talent" program and guideline to help identify and accelerate the development of women leaders in the sector. Members have agreed to adopt/adapt the MCC Sport Women in Sport Sponsorship program and pilot it across the Fire and Emergency sector. A sector-specific program guide and recruitment process has been developed and sponsor/sponsee arrangements will be finalised and launched for the first meeting of the MCCs in April 2020.

4. Communications and symbols

Completed a review / audit of the public presence of 72.0% of member organisations to ensure they are presenting a respectful and inclusive environment for women. For example:

- WA Department of Fire and Emergency Services (DFES) has undertaken a complete redesign of its corporate website and its volunteer portal aligned with its charter to represent diversity and inclusion. All language in internal and external communications is reflective of their organisational commitment to equity and diversity

5. Engaging our community in change

Guided and supported research over two years into gender equality, diversity and inclusion, led by the Bushfire and National Hazards Co-operative Research Centre and academics from Victoria University. Emergency Management Victoria is currently using lessons arising from this research, and the collective experience of the group, to develop a detailed, sector-specific case for change on diversity and inclusion in fire and emergency, together with supporting communication and engagement resources.

Other examples of community engagement on the issue of gender equality include:

- Metropolitan Fire Brigade (MFB) led and coordinated the Emergency Management Sector's preeminent International Women's Day event for 2019 in Federation Square. Emergency Management Victoria (EMV), the Country Fire Authority (CFA), and AFAC supported and participated in the event. Over 10,500 people experienced the event which promoted careers and volunteer opportunities for women. The event showcased the achievements of women in natural hazards, as well as provided information, activities and advice to the public

- Queensland Fire and Emergency Services is participating in the MCC Founding Group's Gladstone Project on whole of community responses to domestic and family violence

Metropolitan Fire Brigade (MFB) and Country Fire Authority introduced significant Family Violence resources including paid leave, Family Violence Contact Officers, training, guidelines and information resources for people affected by family violence and their managers. MFB also ran major campaigns supporting 16 Days of Activism and Men's Health Week, giving information, tools and referrals to ensure that this remains a current and relevant issue amongst their team.

6. Systems and environment to assist inclusion

Reviewed sexual harassment policies benchmarking existing approaches against good practices recommended by the Australian Human Rights and Equal Opportunity Commission. A number of members have since commenced development of standalone sexual harassment policies tailored to specific issues that arise in the fire and emergency sector. For example:

- An Inclusion and Fairness framework is in development to support the Victorian Country Fire Authority (CFA) in embedding a range of systems, processes and initiatives that will support women in the organisation. This includes a focus on addressing sexual harassment, developing resources

and education to build the skill and confidence across management levels to proactively prevent and respond to incidents of sexual harassment in the workplace

Reviewed and contributed to the MCC "40:40:20" Talent Processes toolkit developed and released by MCC this year. The Toolkit has been shared with MCC members, HR teams and line managers across our organisations and is available either through AFAC or the MCC website.

Implemented a range of initiatives to support gender equality and the advancement of women in the sector. For example:

- Fire and Emergency New Zealand and the SA Metropolitan Fire Services each released the findings of independent reviews into workplace culture, sexual harassment and bullying within their organisations. Their Commissioners publicly led communication of the findings with both accepting and now addressing all of the recommendations in the respective reports
- WA DFES conducted comprehensive recruitment training and masterclasses focused on unconscious bias throughout the organisation. It has also made comprehensive changes to recruitment and promotion processes to eliminate bias, with the aim of advancing more women

- Fire and Rescue NSW's long-term commitment to gender parity recruitment for permanent firefighters has seen a dramatic increase in the percentage of female firefighters and an increase in the number of women applying for roles with the organisation. It also held its pilot Women Leading at Fire & Rescue Mentoring program, with the aim of creating a pipeline of talented women to join the sector
- Queensland Fire and Emergency Services increased women firefighter representation in its 2019 recruit courses to 20.7%, with 83.3% of women graduating from the courses
- Victorian State Emergency Service delivered its Respect and Equity training to ensure all members understands expectations and policies and procedures to identify, address and report unacceptable behaviours

- Department of Biodiversity, Conservation and Fires & Emergency Services WA, Parks Victoria established a specific objective to maximise representation of female operational staff in overseas and interstate fire deployments to provide accelerated development opportunities
- NSW Parks and Wildlife Service conducted their first all-female hazard reduction burn in July 2019

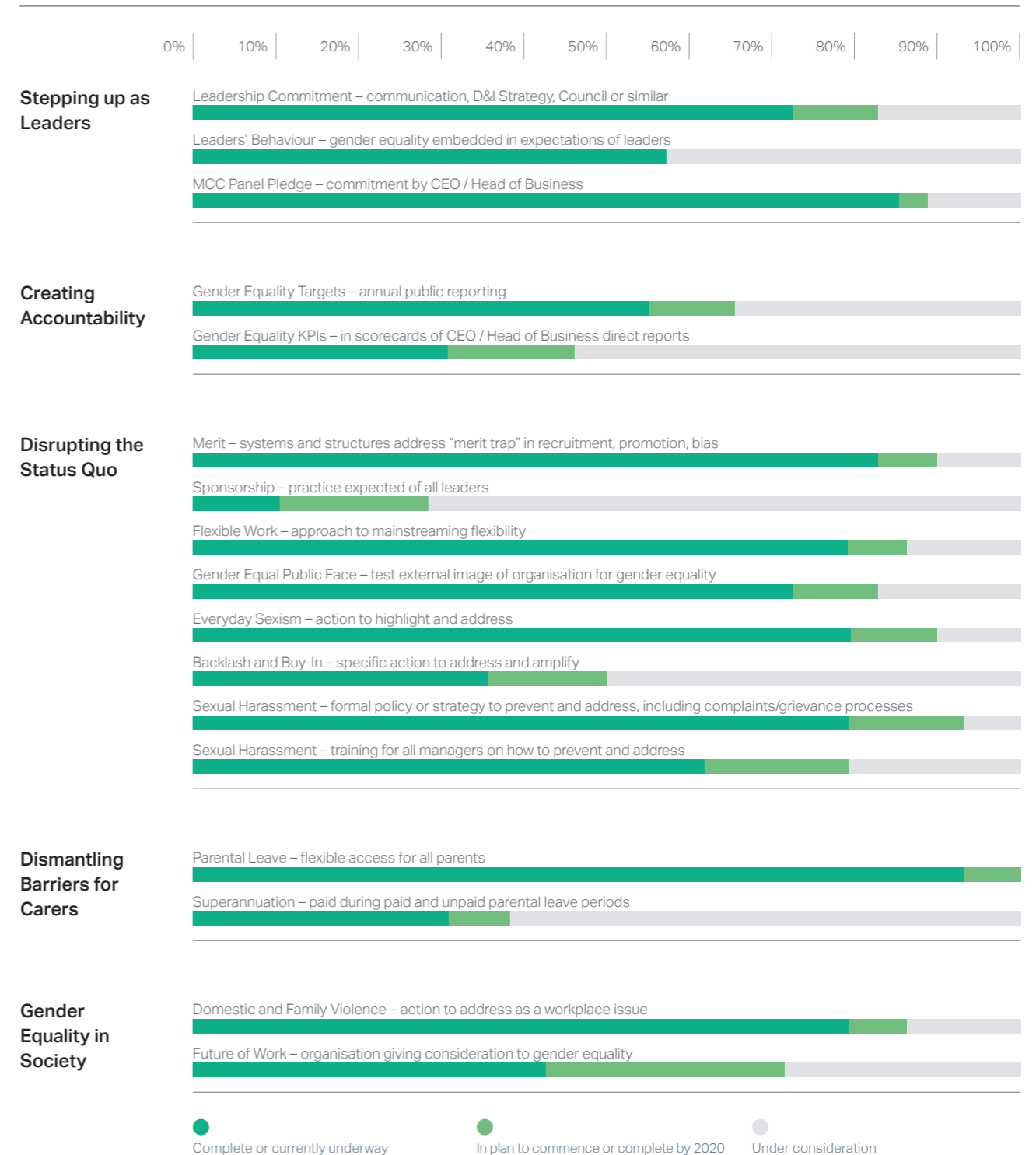
7. Reporting on gender equality

Reviewed a standard approach for capturing and reporting gender representation across member organisation aligned to the MCC Coalition reporting methodology, with customisation to suit the specific needs of the fire and emergency sector.

Tracked and monitored progress for 2019 with 100% of MCC Fire and Emergency members sharing their latest gender representation data (benchmarked against 2018 results) and progress building the conditions and cultures that enable women to thrive. This represents the most consistent and comprehensive reporting on gender equality ever undertaken in the fire and emergency sector.

This table describes how MCC Fire and Emergency is tracking against key actions identified for accelerating change on gender equality as identified by the MCC coalition.

Table 1: MCC practical actions



Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 2: Gender balance in leadership

Fire & Emergency Group Organisations	Benchmark Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
ACT Emergency Services Agency^*	2018	25.8	25.0	28.6	28.0	14.8	27.8	20.0
ACT Parks & Conservation	2018	31.7	10.0	-	33.3	-	37.2	-
Airservices Australia	2018	17.7	-	28.6	21.3	-	-	37.5
AFAC	2018	64.8	62.5	50.0	66.7	25.0	76.7	7.9
Bushfires NT*	2018	38.2	33.3	50.0	28.6	100	35.0	-
CFA Victoria	2019	26.3	-	34.5	15.1	23.2	27.0	55.6
Dept for Environment & Water SA*	2018	50.4	25.0	30.0	46.1	-	51.5	-
Dept of Biodiversity, Conservation & Attractions WA	2019	44.4	50.0	20.0	17.1	28.9	46.0	46.3
Dept of Fire and Emergency Services WA	2018	21.8	0.0	30.9	22.2	16.2	23.6	-
Emergency Mgmt VIC	2018	58.9	-	45.5	46.9	33.3	72.9	-
Fire & Rescue NSW	2018	12.0	23.1	25.2	21.7	8.5	12.0	-
Fire & Emergency NZ^	2018	18.1	20.0	21.9	13.0	5.0	19.2	60.0
Forest Fire Mgmt Victoria	2018	24.4	27.8	30.4	27.3	44.6	19.4	-
Forestry Corp of NSW	2018	20.4	0.0	50.0	7.7	16.3	21.8	42.9
Forestry SA	2019	34.5	40.0	-	0.0	-	36.7	33.3
Metropolitan Fire and Emergency Services	2018	11.6	33.3	13.8	6.5	10.6	12.1	71.4
NSW Rural Fire Service^	2018	22.6	33.3	17.7	12.1	12.6	24.7	-
NT Fire, Rescue and Emergency Services	2018	30.0	66.7	50.0	28.6	12.5	30.1	-
NSW SES*	2018	34.5	50.0	57.1	40.7	29.1	34.9	-
Office of Environment and Heritage NSW*	2018	24.4	50.0	26.7	27.1	37.7	23.3	-
Parks VIC	2018	36.3	45.0	42.9	36.9	37.7	35.9	52.9
Queensland Fire & Emergency Services	2018	26.5	11.8	29.1	24.6	12.4	26.8	-
QLD Parks and Wildlife	2018	37.5	30.8	42.6	29.9	52.4	36.4	-
SA Metropolitan Fire	2018	5.9	9.1	3.2	25.0	3.4	6.7	-
SA Country Fire Service	2018	45.2	33.3	23.1	46.2	44.4	48.6	-

Fire & Emergency Group Organisations	Benchmark Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
South Australian SES^	2018	29.6	0.0	0.0	63.6	0.0	29.4	0.0
Tasmania Fire Service	2018	17.7	100	50.0	16.7	33.3	17.6	33.3
Tasmania SES^	2018	28.5	0.0	-	20.0	8.3	29.8	-
Victoria SES	2018	39.1	31.9	60.0	27.8	30.6	45.0	66.7
Fire & Emergency Group Total	2018	24.2	29.0	27.4	22.2	13.7	25.6	37.9

- Gender balance achieved (40%-60% women's representation)
- Increase in under-representation of women since benchmark year
- First year reporting
- Moving closer to gender balance since benchmark year
- % Unchanged since benchmark year
- Increase in over-representation of women since benchmark year
- Not applicable
- ^ Includes volunteers
- * CEO / Head or Business (or equivalent) is a woman

Table 3: Gender balance in leadership (frontline service delivery)

Fire & Emergency Group Organisations	Benchmark Year	Women's Representation (%)				
		Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers
ACT Emergency Services Agency ^{^*}	2018	-	25.0	22.2	13.0	27.3
ACT Parks & Conservation	2018	10.0	-	33.3	-	37.2
Airservices Australia	2018	-	0.0	4.3	-	3.6
Bushfires NT	2018	-	0.0	33.3	-	16.7
CFA Victoria	2019	-	8.3	0.0	1.8	5.2
Dept of Biodiversity, Conservation and Attractions WA	2019	50.0	20.0	17.1	28.9	46.0
Dept of Fire and Emergency Services WA	2018	0.0	6.9	2.7	7.1	19.8
Fire & Rescue NSW	2018	12.5	1.6	0.9	1.8	10.0
Fire & Emergency NZ [^]	2018	0.0	2.6	3.7	3.0	14.7
Forest Fire Mgmt Victoria	2018	-	30.4	27.3	44.6	19.4
Forestry SA	2019	40.0	-	0.0	-	34.6
Metropolitan Fire and Emergency Services	2018	0.0	0.0	2.9	1.4	4.1
NSW Rural Fire Service [^]	2018	20.0	8.1	4.7	7.1	23.0
NT Fire, Rescue and Emergency Services	2018	50.0	0.0	0.0	20.0	29.5
NSW SES [*]	2018	0.0	66.7	33.3	29.0	34.4
Office of Environment and Heritage NSW [*]	2018	-	10.0	25.5	26.2	21.1
Parks VIC	2018	27.3	66.7	22.2	34.1	31.1
Queensland Fire & Emergency Services	2018	0.0	3.4	8.3	3.8	13.5
Queensland Parks & Wildlife	2018	-	28.6	10.3	20.0	28.3
SA Metropolitan Fire	2018	-	0.0	-	1.7	3.9
SA Country Fire Service	2018	33.3	23.1	46.2	44.4	48.6
South Australian SES [^]	2018	-	-	33.3	6.1	27.9
Tasmania Fire Service	2018	0.0	0.0	0.0	1.8	9.7
Tasmania SES [^]	2018	0.0	-	20.0	8.3	29.8
Victoria SES	2018	38.2	75.0	33.3	33.3	45.3
Fire & Emergency Group Total	2018	22.0	11.9	9.4	7.9	21.5

- Gender balance achieved (40%-60% women's representation)
- Increase in under-representation of women since benchmark year
- First year reporting
- Moving closer to gender balance since benchmark year
- % Unchanged since benchmark year
- ^ Includes volunteers
- Increase in over-representation of women since benchmark year
- Not applicable
- * CEO / Head or Business (or equivalent) is a woman

Table 4: Gender balance in leadership (frontline service delivery enablement)

Fire & Emergency Group Organisations	Benchmark Year	Women's Representation (%)				
		Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers
ACT Emergency Services Agency ^{^*}	2018	25.0	33.3	42.9	40.0	46.3
Airservices Australia	2018	-	-	38.5	-	34.4
AFAC	2018	62.5	50.0	66.7	25.0	76.7
CFA Victoria	2019	-	50.0	29.8	44.6	55.0
Dept of Biodiversity, Conservation and Attractions WA	2019	50.0	20.0	17.1	28.9	46.0
Dept of Fire and Emergency Services WA	2018	0.0	57.7	39.3	52.9	66.9
Emergency Mgmt VIC	2018	-	45.5	46.9	33.3	72.9
Fire & Rescue NSW	2018	40.0	42.7	48.8	54.0	64.9
Fire & Emergency NZ	2018	33.3	33.3	16.7	5.9	36.0
Forest Fire Mgmt Victoria	2018	27.8	-	-	-	-
Metropolitan Fire and Emergency Services	2018	100	33.3	33.3	42.0	52.7
NSW Rural Fire Service [^]	2018	44.4	57.9	43.1	28.9	30.7
NT Fire, Rescue and Emergency Services	2018	100	100	50.0	9.1	90.0
NSW SES [*]	2018	100	50.0	42.9	31.0	59.8
Office of Environment and Heritage NSW [*]	2018	50.0	50.0	100	81.3	78.6
Parks VIC	2018	66.7	45.0	55.2	44.4	53.1
Queensland Fire & Emergency Services	2018	50.0	55.2	58.6	73.0	81.6
QLD Parks and Wildlife	2018	30.8	45.3	40.8	58.0	76.6
SA Metropolitan Fire	2018	9.1	9.1	25.0	9.8	35.4
South Australian SES [^]	2018	0.0	0.0	71.4	50.0	51.7
Tasmania Fire Service	2018	100	50.0	40.0	83.3	59.6
Victoria SES	2018	25.5	0.0	44.4	75.0	21.0
Fire & Emergency Group Total	2018	34.9	45.7	42.5	33.1	40.3

- Gender balance achieved (40%-60% women's representation)
- Increase in under-representation of women since benchmark year
- First year reporting
- Moving closer to gender balance since benchmark year
- % Unchanged since benchmark year
- ^ Includes volunteers
- Increase in over-representation of women since benchmark year
- Not applicable
- * CEO / Head or Business (or equivalent) is a woman

Table 5: Gender balance in recruitment and promotions

Fire & Emergency Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
ACT Parks & Conservation	-	37.5	-	31.7
Airservices Australia	-	29.5	-	17.7
AFAC	-	66.7	66.7	63.6
Bushfires NT	-	16.7	100	38.2
CFA Victoria	-	50.2	-	26.3
Dept for Environment and Water SA*	66.7	42.9	-	50.4
Dept of Biodiversity, Conservation and Attractions WA	-	51.0	45.7	44.4
Dept for Fire and Emergency Services WA	-	46.6	25.5	21.8
Emergency Mgmt VIC	-	57.9	-	58.9
Fire & Rescue NSW	-	27.9	12.7	12.0
Fire & Emergency NZ	21.3	57.5	12.5	18.1
Forestry Corp of NSW	-	25.4	31.8	20.4
Forestry SA	-	33.3	-	34.5
Metropolitan Fire and Emergency Services	-	30.1	14.7	11.6
NSW Rural Fire	-	34.9	33.3	22.6
NT Fire, Rescue and Emergency Services	-	30.3	15.4	30.0
NSW SES*	-	53.2	47.1	34.5
Parks VIC	-	56.2	43.1	36.3
Queensland Fire & Emergency Services	-	34.4	27.2	26.5
QLD Parks and Wildlife	-	45.9	42.5	37.5
SA Metropolitan Fire	-	12.8	9.1	5.9
South Australian SES^	100	66.7	50.0	29.6
Tasmania Fire Service	100	31.7	9.1	17.7
Tasmania SES^	-	45.8	0.0	28.5
Victoria SES	-	56.0	50.0	39.1
Fire & Emergency Group Total	26.5	40.1	24.0	24.2

Recruitment

- Gender balance achieved (40%-60% women in graduate and overall recruitment)
- Women graduates or hires under 40%, and not improving gender balance in the organisation
- Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
- Women hires over 60%, but not improving overall gender balance in the organisation
- ⊖ Not applicable
- First year reporting

Promotions

- Women promotions equal to or more than women's representation overall
- Women promotions less than women's representation overall
- ⊖ Not applicable



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
<p>Governing Body / CEO</p> <hr/> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> 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
<p>Key Management Personnel (KPM)</p> <hr/> <p>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.</p> <p>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.</p> <p>The KMP is a manager who represents at least one of the major functions of an organisation.</p>	<p>Frontline Service Delivery</p> <ul style="list-style-type: none"> Deputy Commissioners Assistant Commissioners Non-Executive Directors <p>Frontline Service Delivery Enablers</p> <ul style="list-style-type: none"> 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
<p>Other Executives / General Managers</p> <hr/> <p>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.</p> <p>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.</p>	<p>Frontline Service Delivery</p> <ul style="list-style-type: none"> Chief Superintendent Superintendent SES – Local Controller, Deputy Local Controller Operations Managers Managers Community Safety <p>Frontline Service Delivery Enablers</p> <ul style="list-style-type: none"> Director A08 and equivalent
<p>Senior Managers</p> <hr/> <p>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.</p> <p>Senior Managers are responsible for resourcing, a budget and assets (capital expenditure).</p>	<p>Frontline Service Delivery</p> <ul style="list-style-type: none"> Inspectors, Group Officers Group Leader, Deputy Group Leader Operations Officers Fire Communications Manager Officer Level 3, Officer Level 2 Group Captain, Deputy Group Captain <p>Frontline Service Delivery Enablers</p> <ul style="list-style-type: none"> AO7 and equivalent

Definition

Category definition aligned with WGEA reporting

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).

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.

Sector Roles

Examples of sector roles included in category

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

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.

Our thanks

The work of Male Champions of Change is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and challenge each Male Champion, Special Advisor and Convenor with their expertise and passion for gender equality. Our Implementation Leaders are as follows:

Organisations	Implementation Leaders
FIRE & EMERGENCY SERVICES	
ACT Emergency Services Agency	Rebecca Hughes
ACT Parks and Conservation Service	Neil Cooper PSM
Airservices Australia – Aviation Rescue Fire Fighting Services	Libby Keefe
Australasian Fire and Emergency Service Authorities Council	Noreen Krusel & Madeleine Kelly
Bushfires NT	Andrew Turner
Country Fire Authority Victoria	Natalie Kenely
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in Western Australia	Stefan Dehaan & Carol Logue
Department for Environment and Water SA	Ian Tanner AFSM
Department of Fire and Emergency Services WA	Nancy Appleby & Hannah Tagore
Emergency Management Victoria	Dr Claire Cooper
Fire and Emergency New Zealand	Brendan Nally
Fire and Rescue NSW	Wayne Phillips AFSM
Forest Fire Management Victoria – Department of Environment, Land, Water and Planning	Chris Eagle
Forestry Corporation of New South Wales	Ross Dickson
Forestry SA	Lisa Greig
Metropolitan Fire and Emergency Services Board, Melbourne	Colin Thomas
New South Wales Rural Fire Service	Trina Schmidt PSM
Northern Territory Fire and Emergency Services (NTFRES)	Jenny Nelson-Willis
NSW Emergency Service	Andrew McCullough
NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage)	Paul Seager
Parks Victoria	David Nugent AFSM
Queensland Fire and Emergency Services	Stephen Smith
Queensland Parks and Wildlife Services	Rosie Amatt
SA Metropolitan Fire Service	Peter Button
South Australian Country Fire Service	Ann De Piaz
South Australian State Emergency Service	Derren Halleday
Tasmania Fire Service	Shane Batt AFSM
Tasmania State Emergency Service	Matthew Brocklehurst
Victoria State Emergency Service	Katrina Bahen



AFAC

Dr Noreen Krusel

Director of Knowledge and Research Implementation
AFAC | Australian Institute for Disaster Resilience
noreen.krusel@afac.com.au

Male Champions of Change

Julie Bissinella

Program Director

Male Champions of Change Ltd

Julie@MaleChampionsofChange.com

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