



# FIXING THE SYSTEM – NOT FIXING THE WOMEN

Noreen Krusel



## ABOUT AFAC

AFAC is the Australian and New Zealand **National Council** for fire and emergency services.

Working for our members to build safer,  
more resilient communities.

*'We are here for you'*

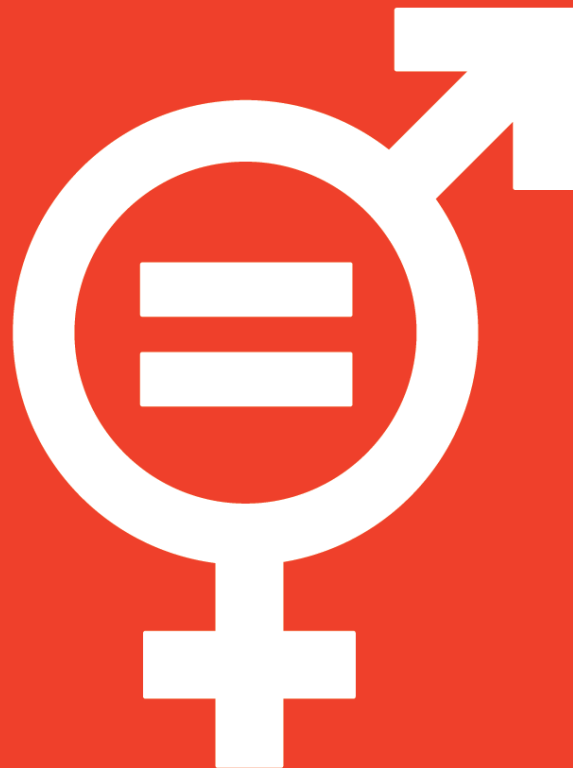






**5**

**GENDER  
EQUALITY**







# WORKPLACE DISCRIMINATION

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YOUR RIGHTS & ENTITLEMENTS







Homogeneous groups result in homogeneous solutions. A homogeneous group, even a very smart one, cannot offer insights outside the collective realm of its experience, and because the members all resemble each other in the way they think, they don't even know What they don't know.







N.S.W. RURAL FIRE SER





## CORE INCIDENT MANAGEMENT CAPABILITIES

### Incident Management Capabilities



### Hazard

Specialist understanding of the risks, consequence and behaviours of hazards.

### Technical

Solid understanding and application of policies, systems and doctrine and their strengths and limitations.

## Hazard Context Capabilities



# Answering the call national survey

Beyond Blue's National Mental Health and Wellbeing Study  
of Police and Emergency Services – Executive summary



















# Words At Work

Building inclusion through  
the power of language





## Harassment training for the #MeToo era

- ✓ Nuanced scenarios
- ✓ Insightful survey questions
- ✓ Anonymous reporting



## WORTHY CAREER

Believe most tasks are  
mundane & repetitive

Improving knowledge

*"He's staunch, brave looking, white.  
He's manly, rugged and not afraid to  
get his hands dirty. That's exactly the  
person I imagine to be a firefighter."*

Brave

Learning  
life skills

MAKES THEM  
ATTRACTIVE TO  
WOMEN

Hyper-masculine

COOL

Hard to rationalise being a  
firefighter to family

Shift time = less time  
with family/partner

Keeping fit

GAINS CONFIDENCE

# YOUNG MEN

## STRONG PURPOSE

Difficult to fit in and  
be respected

Passing physical test is hard  
and rate of failure high

Feel they would let down  
male peers as not as fit or  
strong enough

*"People would look down on me  
because I am female and I am tiny."*

DO NOT SEE THEMSELVES  
AS FIREFIGHTERS

Fears the weight of the  
PPE as it weigh them  
down and impact their  
effectiveness

Serving the community

Has a boys  
club culture

Assume women work on the  
front desk, answering phones  
and not on the front line

FEEL THEY WOULD  
NEED TO PROVE  
THEMSELVES MORE

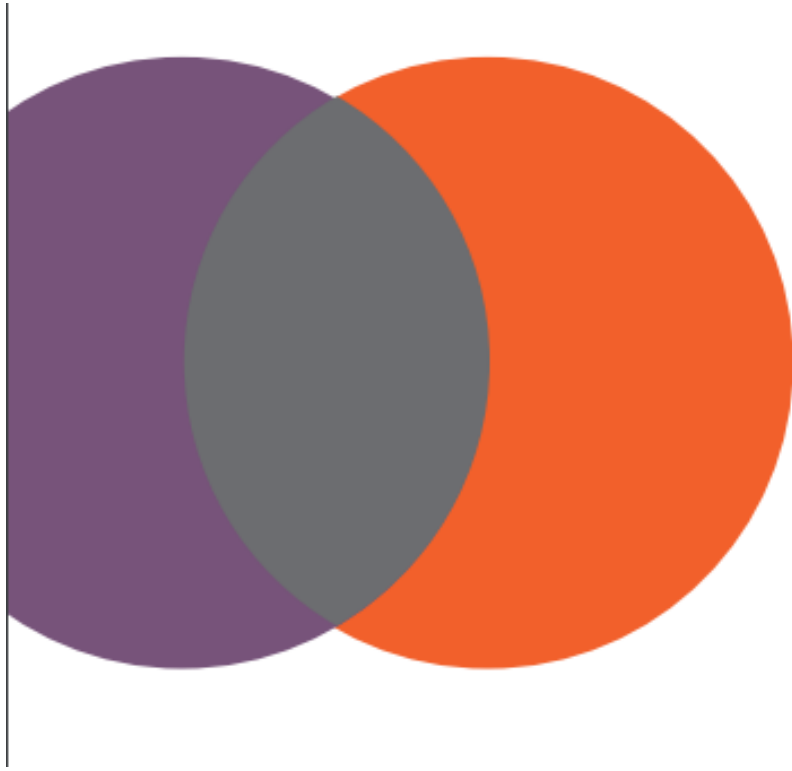
# YOUNG WOMEN











**BACKLASH & BUY-IN**  
RESPONDING TO THE CHALLENGES  
IN ACHIEVING GENDER EQUALITY





# MALE CHAMPIONS **OF CHANGE**

FIRE AND EMERGENCY

Male Champions of Change  
**Fire and Emergency Group**





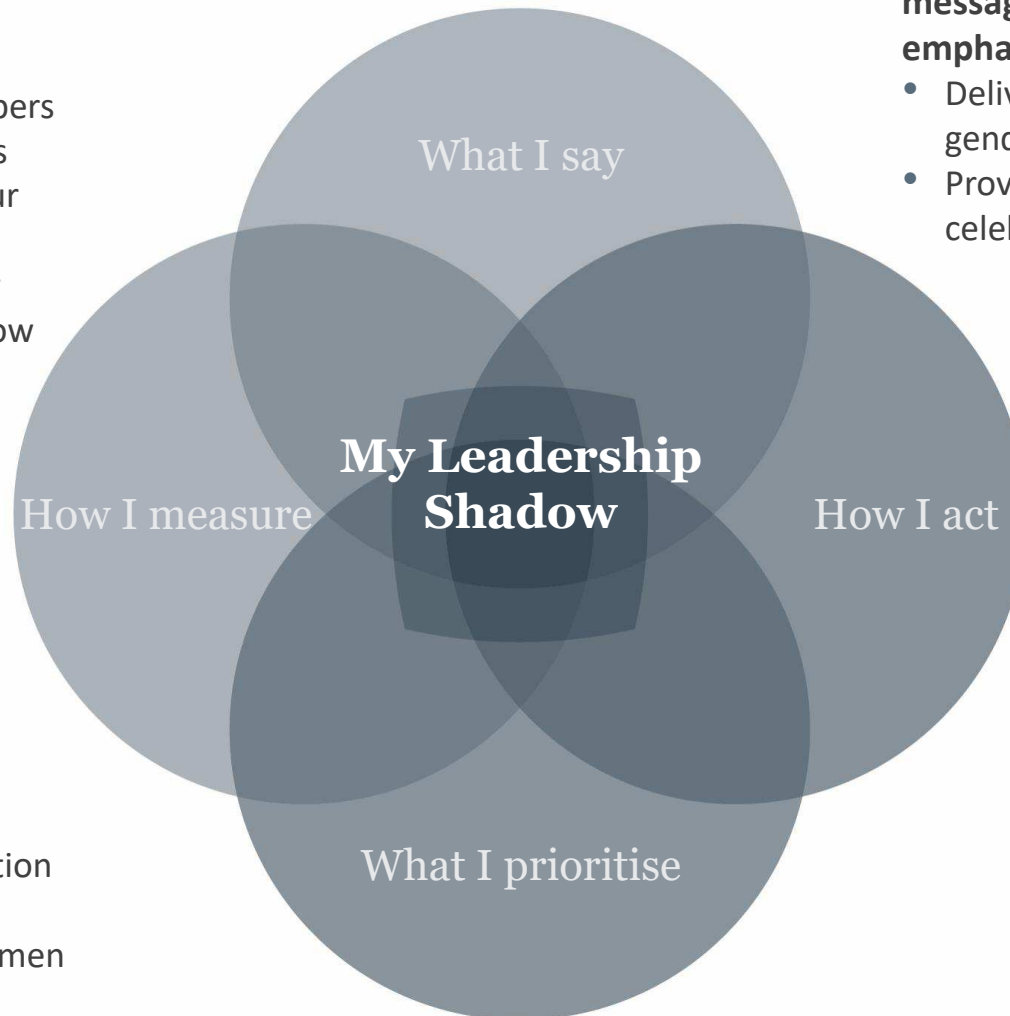


**Rewards, recognition, accountability**

- Understand the numbers and levers; set targets
- Hold yourself and your team to account
- Get feedback on your own leadership shadow

**Values, context setting, message repetition and emphasis**

- Deliver a compelling case for gender balance
- Provide regular updates and celebrate progress



**Disciplines, routines, interactions**

- Engage senior leaders directly
- Play a strong role in key recruitment and promotion decisions
- Champion flexibility for men and women

**Behaviours, symbols, relationships**

- Be a role model for an inclusive culture
- Build a top team with a critical mass of women
- Call out behaviours and decisions that are not consistent with an inclusive culture







## Fire and Emergency Priorities for Action

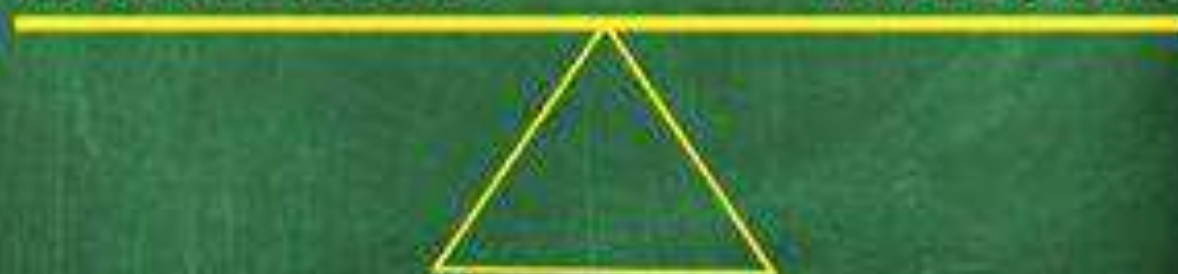
- ❖ Inclusive Leadership
- ❖ Flexible Workplaces
- ❖ Talent Development
- ❖ Communications
- ❖ Community Engagement
- ❖ Systems
- ❖ Reporting



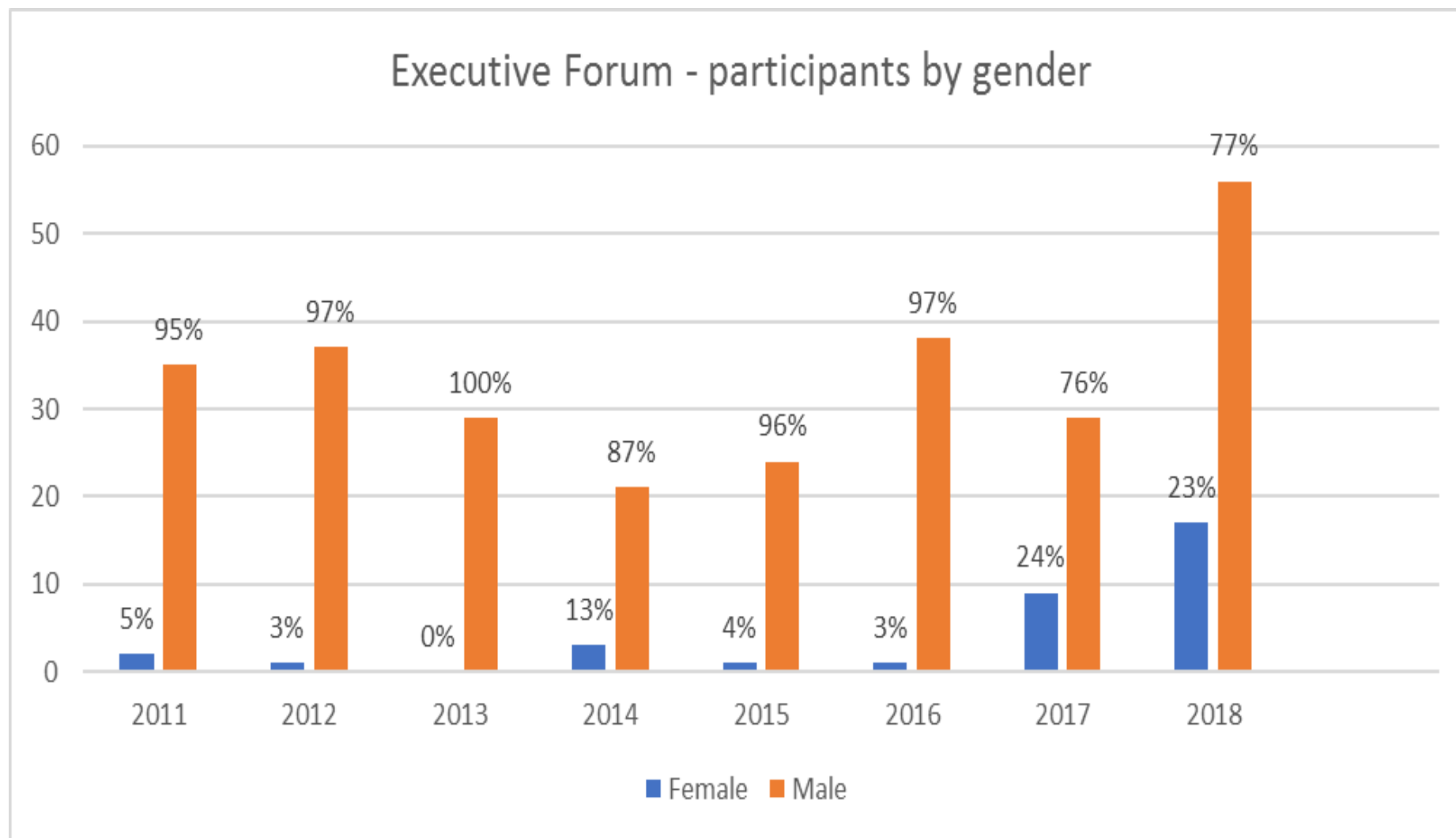


Work  
Career  
Business

Life  
Family  
Health



## AFAC Executive Forum- participants by Gender









# The Recruitment Process



**1.**  
Information and  
Practice Day



**2.**  
Online  
Application



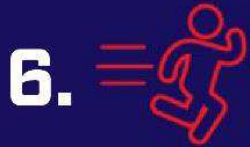
**3.**  
Shortlisting



**4.**  
Cognitive  
Testing



**5.**  
Psychometric  
Assessment



**6.**  
Physical  
Testing



**7.**  
Practical  
Assessment



**8.**  
Formal  
Interview



**9.**  
Background  
Checks



**10.**  
Final  
Acceptance



# First ever gender representation across the sector

## WOMEN'S REPRESENTATION: OVERALL

Organisation	Overall Workforce	Board	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non Managers
ACT Emergency Services Agency*	22	20	0	32	12	9	24
ACT Parks and Conservation Service	45	0	0	0	N/A	0	47
Airservices Australia - Aviation Rescue Fire Fighting Services	6	0	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	30	24	25
Country Fire Authority Victoria*	15	45	30	2	10	6	15
Department of Environment and Water (SA)	37	0	100	N/A	47	N/A	49
Department of Fire and Emergency Services WA*	29	0	11	27	34	8	25
Emergency Management Victoria	54	50	67	50	43	20	65
Fire & Rescue NSW	11	0	20	23	30	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	0	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	0	50	33	42	29	38
NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage)	24	0	50	27	27	34	23
Parks Victoria	27	47	33	37	36	26	40
Queensland Fire and Emergency Services*	25	100	6	25	27	13	27
Queensland Parks and Wildlife Services	32	N/A	14	39	27	47	31
SA Metropolitan Fire Service	5	0	6	3	25	3	6
South Australian Country Fire Service*	7	100	33	33	10	4	7
South Australian State Emergency Service*	30	0	0	0	44	9	31
Tasmanian Fire Service	7	20	11	N/A	10	1	8
Tasmania State Emergency Service*	29	0	0	N/A	50	8	30
Victoria State Emergency Service*	32	44	50	31	28	23	33
OVERALL	22	31	27	30	29	11	29

Less than 30% women More than 60% women 30%-40% women 40%-60% women

Overall

## WOMEN'S REPRESENTATION: FRONTLINE SERVICE DELIVERY

Organisation	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non Managers
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	2	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	25
NT Fire, Rescue and Emergency Service	0	0	0	8	31
NSW State Emergency Service*	0	25	33	28	35
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	25
Queensland Parks and Wildlife Services	N/A	13	10	39	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	50	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

30 MALE CHAMPIONS OF CHANGE | FIRE AND EMERGENCY PROGRESS REPORT 2018

Frontline Service  
Delivery

## WOMEN'S REPRESENTATION: FRONTLINE SERVICE ENABLEMENT

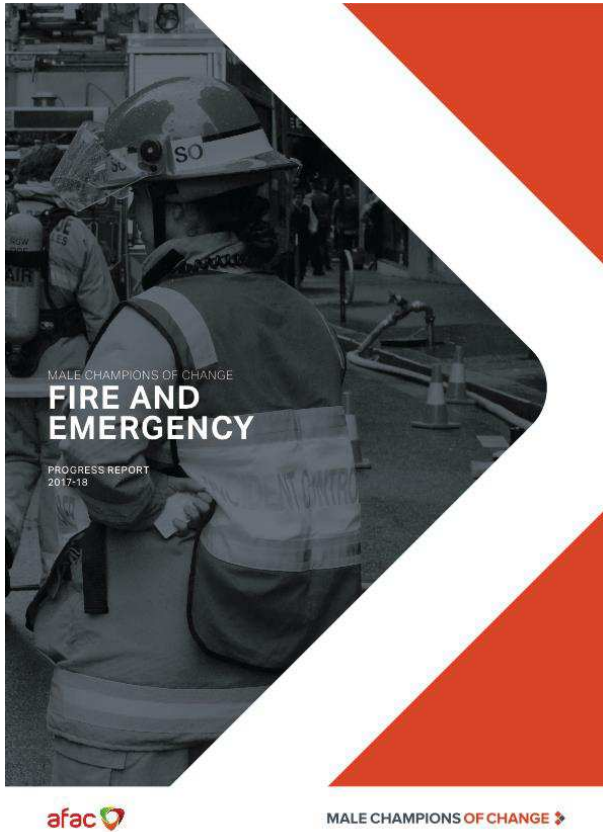
Organisation	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non Managers
ACT Emergency Services Agency*	0	40	35	45	33
ACT Parks and Conservation Service	N/A	N/A	N/A	N/A	0
Airservices Australia - Aviation Rescue Fire Fighting Services	0	N/A	27	13	30
Australasian Fire and Emergency Service Authorities Council	63	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)	40	27	N/A	N/A	47
Department of Fire and Emergency Services WA*	50	47	35	52	68
Emergency Management Victoria	67	50	43	20	65
Fire & Rescue NSW	33	40	46	49	54
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	61	92
Parks Victoria	40	33	41	47	61
Queensland Fire and Emergency Services*	33	49	59	63	72
Queensland Parks and Wildlife Services	14	46	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*	50	63	35	N/A	57
OVERALL	54	40	39	32	42

Less than 30% women More than 60% women 30%-40% women 40%-60% women

MALE CHAMPIONS OF CHANGE | FIRE AND EMERGENCY PROGRESS REPORT 2018 31

Frontline Service  
Enablement

# HOT OFF THE PRESS

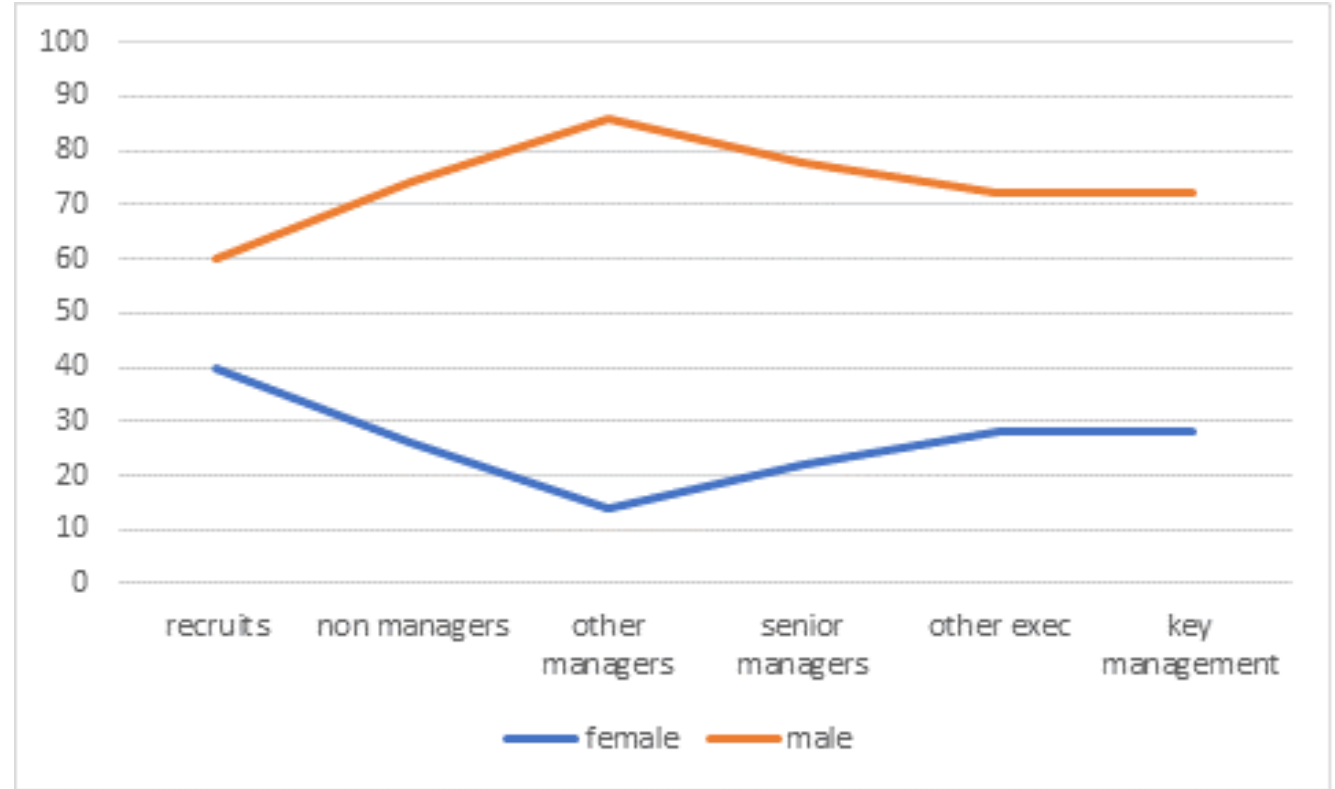


## Women's Representation 17/18 – 18/19

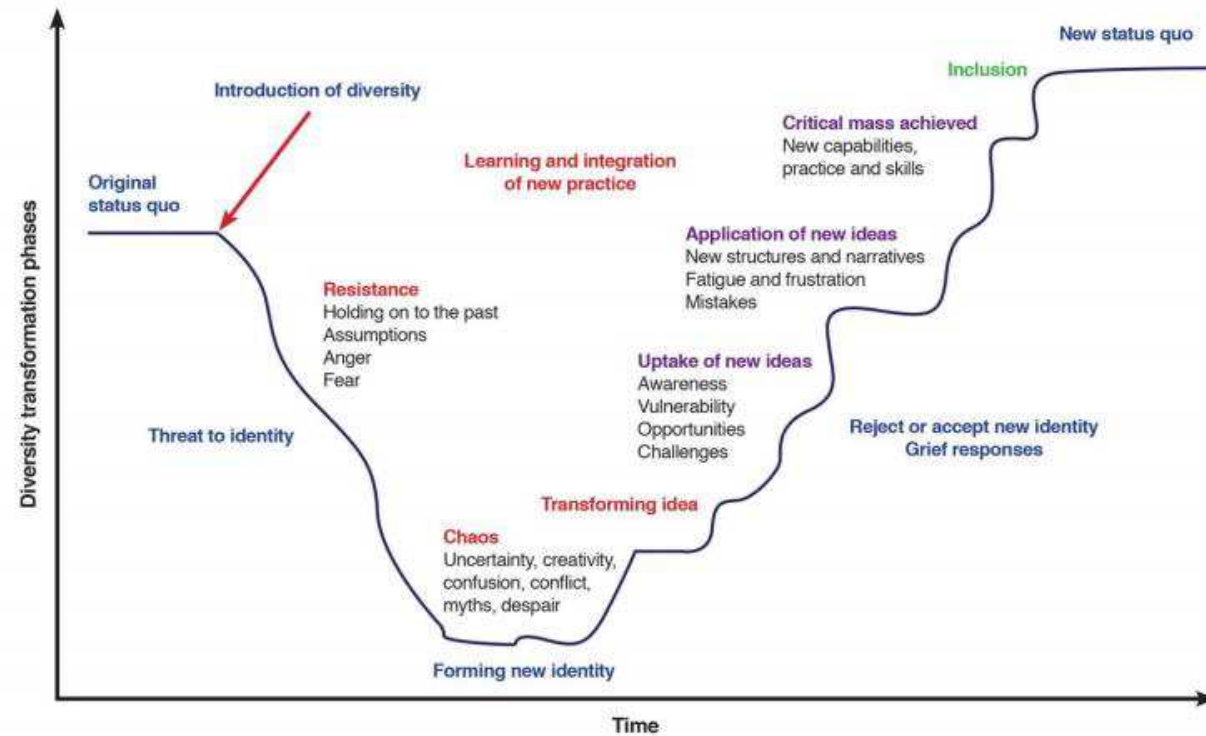
- **slight** increase in women's representation to 24%, up 2.3% from 2018
- 64% of organisations have achieved or improved in **overall** women's representation since last year
- But still below critical mass (30%)



# THE PIPELINE



# NO SIMPLE ANSWER



The Long Road, Young et al 2018



