

Women in Fire and Emergency Leadership Roles

Action Plan 2016/17 – 2018/19

Acknowledgements

Sincere thanks to all staff who have participated in the research and workshops, your input has been invaluable in the development of this Action Plan. A big thank you to the Working Group who oversaw the development of the Action Plan.

Finally, thanks to the Gender and Disaster Pod for the research undertaken. This has given us a wealth of information and data on which to base our forward strategy.

© The State of Victoria Department of Environment, Land, Water and Planning 2016



This work is licensed under a Creative Commons Attribution 4.0 International licence. You are free to re-use the work under that licence, on the condition that you credit the State of Victoria as author. The licence does not apply to any images, photographs or branding, including the Victorian Coat of Arms, the Victorian Government logo and the Department of Environment, Land, Water and Planning (DELWP) logo. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>

ISBN 978-1-76047-097-5 (pdf/online)

Disclaimer

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

Accessibility

If you would like to receive this publication in an alternative format, please telephone the DELWP Customer Service Centre on 136186, email customer.service@delwp.vic.gov.au, or via the National Relay Service on 133 677 www.relayservice.com.au. This document is also available on the internet at www.delwp.vic.gov.au.

Contents

Introduction	2
Vision	2
Why Gender Equality is Important.....	2
Background	2
Purpose of the Action Plan.....	3
Defining fire and emergency leadership	3
What we've heard	4
Survey results	4
Barriers	4
Where we aspire to be	5
Defining and measuring success	5
Setting Goals and Targets	5
Actions to get there	6
Reading the Action Plan	6
1.IMPROVING OUR SYSEMS.....	7
2. LEADERSHIP AND ADVOCACY	9
3. DEVELOPMENT AND SUPPORT	10
4. FLEXIBILITY FIRST.....	11
5. STORYTELLING	12
6. GOVERNANCE AND MEASUREMENT.....	13

Introduction

Achieving gender equality within fire and emergency leadership roles will better reflect the community we serve, improve service delivery and innovation via a diversity in thinking and perspectives, and provide greater opportunities for our staff to realise their full potential.

Vision

Forest Fire Management Victoria is committed to facilitating the change in our culture to one of a positive and fair environment for all our staff. We commit to removing all barriers for women to participate and lead the fire and emergency service.

To that end we are committed to 50 percent of all fire and emergency roles, and leadership roles, being held by women.

Why Gender Equality is Important

Increasing women's participation in the workforce has positive impacts on organisational culture and on operations. A diverse and inclusive workforce generates tangible benefits, such as increased efficiency, productivity, innovation, creativity and improved employee engagement¹.

A workplace culture that treats men and women fairly and with respect can significantly bolster job satisfaction, performance and commitment to the organisation among employees².

The Workplace Gender Equality Agency (WGEA) describes a gender-equitable workplace as one in which women and men are equally represented, valued and rewarded³.

The terms 'equality' and 'equity' are sometimes used interchangeably. They are actually separate but

equally important principles, and a focus on both is required to achieve the diversity outcomes.

Gender equality is achieved when all employees are able to access and enjoy the same rewards, resources and opportunities regardless of their gender.

Gender equity is the process of allocating resources, programs, and decision making fairly to both males and females without any discrimination on the basis of sex and addressing any imbalances in the benefits available to males and females.

The key drivers to gender equality in fire and emergency leadership roles are:

- reflecting fundamental principles of **social justice**;
- more closely mirroring our client base – the people of Victoria. **A diverse workforce better reflects the community we serve**;
- improving service delivery and innovation via a **diversity in thinking and perspectives**;
- having an **inclusive and fair workplace** in which we utilise the full potential of our people;
- **driving a change in perception** of the traditionally undervalued 'soft' skills that women may bring to positions of leadership.

Whilst the focus of this Action Plan is gender equality and the greater participation of women in the fire and emergency program, many of the actions will have broader diversity and inclusion benefits for both men and women, as well as other under-represented groups.

Background

In 2015 we initiated a project to better understand the barriers, explore the issues, and seek improvement in gender equality in fire and emergency leadership roles across Forest Fire Management Victoria⁴.

The initial research was conducted by an independent research team led by Women's Health In the North, Women's Health Goulburn North East and the Monash Injury Research Institute (now Monash University Disaster Resilience Initiative).

Over 500 staff across Forest Fire Management Victoria participated via an on-line survey, interviews or focus group. A Summary Report (Volume 1) was

¹ Workplace Gender Equality Agency (2016). *The Business Case for Gender Equality*. Retrieved from <https://www.wgea.gov.au/sites/default/files/wgea-business-case-for-gender-equality.pdf> Page 2.

² Victorian Equal Opportunity & Human Rights Commission (2015). *Independent Review into sex discrimination and sexual harassment, including predatory behaviour in the Victorian Police, Phase One Report 2015*. Retrieved from <http://www.victorianhumanrightscommission.com/VPIR/> Page 17

³ Workplace Gender Equality Agency. *Gender Strategy Toolkit*. Retrieved from https://www.wgea.gov.au/sites/default/files/Gender_Strategy_Toolkit.pdf Page 8.

⁴ Department of Environment, Land, Water and Planning, Parks Victoria, VicForests and Melbourne Water.

published in December 2015 and Full Report (Volume 2) in February 2016.

Workshops were held in April and May 2016 (with over 220 staff participating), to share the outcomes of the research and assist in identifying strategies to improve gender equality in fire and emergency roles.

Staff have given frank and honest accounts of their experiences in the fire and emergency sector and the research findings and workshops highlight that there are challenges to achieving gender equality.

Purpose of the Action Plan

This three year Action Plan provides a suite of actions to address gender inequality in fire and emergency roles within Forest Fire Management Victoria and assist us in achieving our target of 50 percent of staff holding leadership roles, as well as 50 percent of all roles, to be women.

The Action Plan recognises that addressing gender inequality within our organisation will not happen accidentally, and like any other business issue, a strategic and systematic approach is required.

This Action Plan provides a high level overview of the learnings from the research undertaken and the barriers identified. It articulates the long term goals and high level target that we seek to achieve, noting that more detailed objectives and performance measures will be developed as a priority.

The actions have been identified through the research conducted in late 2015, workshops held with staff in April – May 2016, and from review of good practices elsewhere in Australia. Whilst the actions will be designed and initiated within the three year period, some of the results may take some years to be realised. Ongoing monitoring and management of the initiatives will be required to ensure their successful implementation.

Defining fire and emergency leadership

For the purposes of this Action Plan “fire and emergency roles” has been defined as the departmental accredited and readiness and response roles that staff across Forest Fire Management Victoria perform.

Leadership positions exist across the spectrum of: Strategic leadership (e.g. Agency Commanders, Regional Controllers, Duty Officers); Incident leadership (key leadership roles within a Level 2 or Level 3 IMT); Team leadership (Level 1 and Level 2 roles); and personal leadership (emerging leaders and all emergency responders).

It is recognised that staff and managers across the organisations demonstrate personal leadership in both the fire and emergency roles they perform and their substantive roles. For the purposes of this Action Plan, leadership has been defined as Strategic, Incident and Team leadership.

Of the approximately 2,500 employees who hold fire and emergency roles, 26 percent are women. Participation in roles is skewed, with heavy biases in traditionally feminine/masculine roles, e.g. non field-based roles for women, such as Finance, or Information Officer, and action-oriented roles for men, such as Crew Leader, Operations Officer and General Fire Fighter.

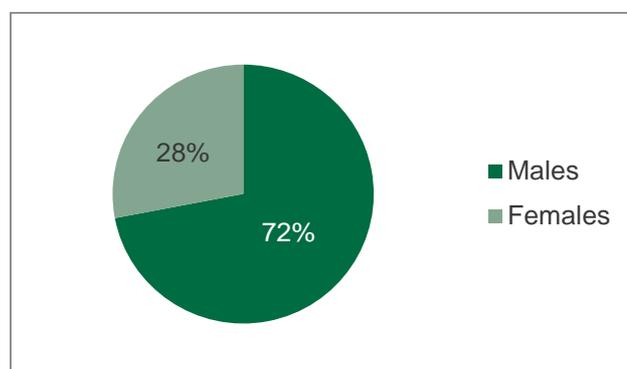


Figure 1: Percentage of staff holding one or more fire roles

(Source: IRIS (Oct 2014) and Learning & Development Information System, LADIS (Sept 2016))

The numbers of leadership roles held by women is 19 percent. (Note staff may hold more than one leadership role, therefore this should not be read as numbers of staff).

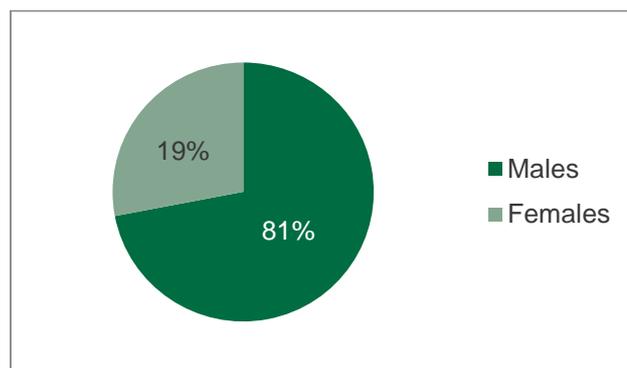


Figure 2: Percentage of leadership roles held by women

(Source: IRIS (Oct 2014) and Learning & Development Information System, LADIS (Sept 2016))

What we've heard

Women can do anything, they just need support to get there" - "it's not too hard!"

Survey results

Overwhelmingly staff feel that gender equality must not be considered a 'fad', that it should be the norm of what we do. It was remarked that we have been having this conversation for a long time now and it's time to get 'fair dinkum' and take tangible action; noting that small actions can make a big difference.

A clear trend in the research survey was the strong, universal agreement with broad statements about gender equality. For example, there was overwhelming agreement that men do *not* make better fire and emergency leaders than women (only 3% thought they do) and that gender does not matter if someone is fit and capable (with 95% of male and female agreement).

Differences in the opinions of men and women tended to emerge with more specific questions. For example one such statement: "*Gender stereotyping is addressed and countered by individual staff members in the workplace*" was believed to be true by just under half of men (49%), while only 27% of women agreed.

One third of respondents indicated they were aware of discrimination against women in the workplace, however more than twice as many women (43%) as men (20%) agreed. Of particular concern, 27% of female respondents agreed with the statement "*I have personally experienced discrimination against women in my organisation*".

More than half (54%) of respondents agreed there were barriers to women taking on fire and emergency leadership roles, with 67% of women and 37% of men agreeing. Echoing this finding, only 26% of women did not see their gender as a limitation to their future career prospects, compared to 84% of men.

Barriers

Unconscious bias was regarded as one of the biggest barriers, underpinned by generational and cultural norms and experiences. This then manifests in assumptions about capability and **misconceptions** about the skills and physical capabilities needed to perform the roles.

The '**boys' club**' mentality and culture was identified as being prevalent across the organisations and the sector as a whole. This results in 'mates' being given

opportunities, while others are often overlooked. This is reinforced by informal channels of communication about roles and opportunities. This prevailing culture can lead to women questioning their capability and experiencing 'imposter' syndrome, as well as finding it difficult to penetrate 'cliquey' groups. The result is that, even if there is no intentional bias, certain personality types can fall through the cracks whereas others progress. A lack of a systematic approach to routine processes like rostering and selection for training allows this culture to perpetuate.

A product of this culture is the emphasis on **operational experience** to become a fire and emergency leader and that to be respected you must come from a fire background. This undermines the broader suite of skills that are desired in a leader. Women also feel they are 'prejudged' on the basis of their substantive role.

Another related barrier is the belief that women are being **stereotyped and forced into certain roles**, such as Incident Management Team (IMT) roles, that do not offer the same leadership pathways as operational roles. This is linked to women being overlooked for training or deployment opportunities, and is due in part to assumptions about skills, capabilities, preferences and availability.

Women found that they were held to a **higher standard** and have to perform 'above and beyond' to prove themselves and break preconceived ideas about their abilities.

The **lack of female role models** and sponsors, as well as less developed networks than men was a common barrier identified. There are simply more men in senior roles, leaving senior women isolated. This is detrimental to building self-confidence and a belief in women and their abilities.

A lack of flexibility was a recurring theme. This is manifest through a range of areas, in particular in pathways necessary to be considered for a leadership role, the rosters and length of deployments, and training courses. This lack of flexibility, particularly in deployments, precludes part time staff from actively participating and discriminates against women, who typically have primary care responsibilities.

Where we aspire to be

Defining and measuring success

It is important to focus on what we want to achieve in the short, medium and long term. This will frame what interim targets and performance indicators are adopted. This can be achieved by adopting the three stage approach below. The overall objective is to remove barriers to women taking on fire and emergency leadership roles so that our pool of talent for leadership is more diverse.

Table 1: Steps to Defining Success

Step 1	Focus on results/goals: what do we want to achieve?
Step 2	Define success: what the result will look like if it is working perfectly?
Step 3	Develop performance indicators: the criteria or measures against which changes can be assessed. They may be pointers, facts, numbers, opinions or perceptions – used to signify changes in specific conditions or progress towards particular objectives.

Setting Goals and Targets

Table 2 articulates the goals we aspire to (Step 1). These are long term goals that will be achieved over a period of five plus years.

The **Women in Fire and Emergency Leadership Roles Action Plan** is a three year plan that has been framed into six areas of primary focus, consistent with the DELWP Gender Equity Action Plan. Taking the key themes of the Action Plan as the basis, the following key results/goals are proposed.

Table 2: Action Plan Theme Results

Theme	Result/Goal
Improving our Systems	Improved pathways for women to attain senior leadership roles Women have equal access to deployment, training, etc..
Leadership and Advocacy	Equal representation of women in fire and emergency leadership roles.
Development and Support	Increased retention rate of women in fire and emergency leadership

Flexibility First	Increased utilisation of flexible work options.
Storytelling	Increased community and stakeholder recognition of DELWP as an employer of choice.
Governance and Measurement	Increased positive responses to surveys undertaken with staff.

The WGEA identifies that “Setting gender targets, and establishing a plan to meet them, is an effective way to improve gender equality in an organisation by focusing on continuous improvement, increasing and embedding accountability and measuring performance.”⁵ It also states an advantage of setting targets as providing “...an organisation with the necessary focus to improve the gender balance within an organisation, and clarify accountabilities. Targets help focus attention and demonstrate commitment to deliver.”⁶

Targets are voluntarily set goals that will help keep us focused on our objective of gender equality and breaking down barriers.

We are committed to **achieving 50 percent of staff holding a fire and emergency role and leadership roles to be women.**

A 50 per cent target requires action to overcome barriers such as unconscious bias, stereotyping and holding women to a higher standard in performance.

We realise that targets are not always well understood and it is important therefore that we engage with staff in the process of how an overarching target of 50:50 will be attained, and over what timeframe.

Setting interim objectives and indicators play a crucial role in measuring achievement. The governance theme of the Action Plan includes specific action on progressing Steps 2 and 3, by way of targets, monitoring and reporting on progress.

⁵ Workplace Gender Equality Agency. (2013). *Perspective paper: Targets and quotas*. Retrieved from https://www.wgea.gov.au/sites/default/files/20131119_PP_targetsquotas.pdf. Page 1.

⁶ Workplace Gender Equality Agency. (2013). *Perspective paper: Targets and quotas*. Retrieved from https://www.wgea.gov.au/sites/default/files/20131119_PP_targetsquotas.pdf. Page 4.

Actions to get there

The actions under each of the themes have been identified through the research conducted in 2015, workshops with staff in April – May 2016, and from review of good practices elsewhere in Australia.

Culture is not a stand-alone area of focus as it prevails across all themes and is critical to successful change.

Improving Practices and Systems	Leadership and Advocacy
Capability Development and Support	Flexibility First
Communication and Storytelling	Governance, Accountability and Measurement

Broader Diversity and Inclusion Context

The Action Plan has been prepared to complement and enhance the work already underway at both the departmental and sector level. This work encompasses broader diversity and inclusion considerations as well as more specific gender equality strategies and plans.

Victorian Emergency sector	Victorian Emergency Management Strategic Action Plan (2015-2018) Victorian Emergency Management Diversity and Inclusion Framework (2016)
DELWP	Diversity and Inclusion Strategy (2016-2020) Gender Equity Action Plan
Parks Victoria	Diversity and Inclusion Framework in development. Various initiatives being delivered.
Melbourne Water	Diversity and Inclusion Strategy (2016-2020) Gender Equity Plan
VicForests	Gender equity reference group providing guidance and strategy to the business

Reading the Action Plan

As noted above, the Action Plan has been divided into six themes. Actions vary in complexity and therefore timelines for delivery, as outlined below:

- short term actions are those that can be achieved within six months (delivered in 206/17);
- medium term actions require six to 18 months (delivered by end 2017/18); and
- long term actions will take up to two to three years to deliver (delivered by end 2018/19).

The dates indicated in this Action Plan are the times required for the design (denoted by the grey hashed boxes) of the initiative and its initial delivery (grey boxes). Many actions are activities that will be undertaken on a regular or ongoing basis (e.g. bi-annual surveys of staff).

Key to timelines:

	Design and development
	Initial delivery

Many of the actions can be implemented within Forest Fire Management Victoria, however some actions will require the support and involvement of the broader emergency management sector. Those actions have been highlighted in *blue italics*.

Progress has already been made on a number of the actions. The current status at the time of this Action Plan's release is indicated. Regular updates on the progress of Action Plan implementation will be provided on the DELWP website.

Key to action status:

	Not yet commenced
	Commenced and on track
	Progressing with some delays
	Delayed/requires intervention
	Completed
	Established and ongoing

1. IMPROVING PRACTICES AND SYSTEMS

We are delivering a more equitable workplace to ensure our systems and approaches support women and men to have equitable access to fire and emergency leadership roles.

Action	Responsible	Timeframe			Status
		16/17	17/18	18/19	
1.1	Review emergency role development plan process				
<i>Review the leadership development pathways for IMT and field based role (including but not limited to Level 3 accreditation), to identify opportunities to strengthen design, policies and process. Compare against industry benchmarks.</i>	Executive Director Strategy, Capability & Innovation with support from EMV				
Analyse annually all females' Emergency Role Development Plans (ERDPs) to identify the number of women with leadership roles identified. (N.B. this cannot occur until LADIS is fully operational and partner agency access confirmed).	Assistant Chief Fire Officers (Chief Fire Officer for SCC & RIS)				
Instruct all supervisors to include leadership role aspirations as part of ERDP discussions.	Chief Operating Officer				
Establish more consistent approach to ERDPs for all PFFs, recognising their importance and future career potential.	Executive Director, Strategy, Capability and Innovation				
1.2	Support transition to and from extended leave				
Adopt an opt in 'keeping in touch' policy and program for staff on extended leave that supports continuity of fire role (e.g. access to training, briefings).	Chief Operating Officer				
Provide support to staff in their transition back into a fire and emergency role, through refresher courses or coaching and support to regain levels of fitness.	Assistant Chief Fire Officers (Chief Fire Officer for SCC & RIS)				
1.3	Improve recruitment processes				
Ensure approach to shortlisting and recruitment panels supports diversity (e.g. gender balance on panels and diversity training for panels).	FFR Executive Leadership Team				
Train and support interview panels to better understand and recognise the range of desired skills (e.g. previously run Selection and Interviewing Techniques course).	Executive Director People & Culture				
Build critical mass of women in fire and emergency roles from which leadership can be drawn, via more active promotion of roles across the organisations.	Chief Operating Officer				

1.4	Improve retention of women in fire and emergency leadership roles					
	Analyse retention rates of women in fire and emergency leadership roles. If lower rate than men, further examine through Exit Interviews (why they are leaving their fire & emergency role), and developed strategies to address causes of departure.	Chief Operating Officer				
1.5	Improve diversity within the Project Firefighter (PFF) program					
	Revise the PFF recruitment and campaign documentation and collateral to remove bias and encourage diversity.	Chief Operating Officer				
	Actively highlight women as PFFs as part of recruitment campaign. Reach out to forums/areas e.g. school career/industry days, to raise awareness of PFF program as an option, using current female PFFs as role models.	Chief Operating Officer				
	Follow up all women that were interviewed as part of the PFF recruitment campaign (successful or not) to get feedback on their experience of the process to inform improvements of future campaigns.	Chief Operating Officer				
	Conduct confidential exit interviews of female PFF's at end of season to find out how they found the season, how were they treated, would they come back for another term, what would encourage more females to the role.	Assistant Chief Fire Officers				
1.6	Monitor the approval of training and release to attend fires on deployment					
	Conduct a gender-disaggregated audit on who has been released for training and deployment.	Executive Director Strategy, Capability & Innovation				
	Encourage use of Learning and Development Information System (LADIS) for recording of all Emergency Role Development Plans (ERDPs) and the documentation of supervisor decisions on training and deployment.	Assistant Chief Fire Officers (Chief Fire Officer for SCC & RIS)				
	Regularly monitor and review the training nominations at District, Regional and State level against ERDPs to ascertain if subjectivity or unconscious bias has influenced decision making.	Assistant Chief Fire Officers (Chief Fire Officer for SCC & RIS)				
1.7	Ensure equipment and facilities adequately cater for women					
	Review field services uniform and PPE and source shirts / pants that fit range of female shapes/sizes.	Executive Director Strategy, Capability & Innovation				
	Conduct an audit of facilities for female toilet and change facilities and include any improvements as part of the Strategic Accommodation Master Planning.	Executive Director, Finance and Planning				

2. LEADERSHIP AND ADVOCACY

We know we will become more equitable if our leaders are showing the way. Role modelling behaviour, and using their organisation position to advocate for women is critical to building a more gender balanced workplace.

Action	Responsible	Timeframe			Status
		16/17	17/18	18/19	
2.1	Change leadership				
	Pilot a change leadership program at the regional/district level.	Chief Operating Officer			
2.2	Focus on culture, values and behaviours				
	Senior Executive Team to emphasise the value we place on diversity and gender equality and the behaviours that are necessary to support this.	Senior Executive Team			
	<i>Fire and emergency sector agency leads to issue a statement committing to creating a culture where personnel are supported and empowered to call out inappropriate behaviour and committing to addressing any such behaviour. (Whole of sector action).</i>	<i>Chief Fire Officer with State Control Team</i>			
	<i>Examine the emerging evidence of effective and integrated complaints systems (Whole of sector action).</i>	<i>Chief Fire Officer with State Control Team</i>			
	Require all fire and emergency staff to attend by-stander training to increase their willingness to publicly name discriminatory and exclusionary behaviour and comments. Examine how this can be incorporated into existing courses.	Deputy Secretary Forest, Fire & Regions			
2.3	Timely review and reflection				
	Embed 'diversity and inclusion' in after action reviews and seasonal debriefs to normalise the evaluation of how bias and discrimination is addressed.	Chief Fire Officer			

3. CAPABILITY DEVELOPMENT AND SUPPORT

We recognise that targeted development can help women to achieve their potential. It can also help leaders and all staff develop the capability and knowledge to build a more inclusive workplace.

Action	Responsible	Timeframe			Status
		16/17	17/18	18/19	
3.1	Deliver unconscious knowledge and bias awareness development program				
	Roll out Inclusive Leadership program through 2017/2018, commencing with executives.	Executive Director People & Culture			
3.2	Leadership training for women				
	Review leadership development options for women in fire and emergency. Build a leadership program through connecting women to existing development options or by sourcing appropriate programs (to include both technical and leadership).	Executive Director Strategy Capability & Innovation			
	Kick-start fire leadership careers for young women and men by 'over-releasing' them for deployments and training in their early years.	Assistant Chief Fire Officers (Chief Fire Officer for SCC & RIS)			
3.3	Sponsorship to actively support development and promotion				
	Develop a 'sponsorship' approach whereby aspiring females are paired with a senior female or male who actively advocate on behalf of the individual and offer guidance and critical feedback. Approach will need to define what it means to be a sponsor and ensure leaders are well equipped to sponsor women from FFMVic and broader sector.	Executive Director People & Culture			
3.4	Improve mentoring and networking opportunities				
	Establish state and regional sector-wide networks for women in emergencies.	Chief Operating Officer			
	Review formal mentoring in fire and emergency roles to ensure women are proactively supported in gaining skills and experience to undertake their roles. This should aims to support the development of a whole of sector capability framework.	Executive Director Strategy Capability & Innovation			

4. FLEXIBILITY FIRST

We are building a culture where working flexibly is becoming business as usual. We want to be able to attract and retain great staff, and we know that flexibility is increasingly important to current and future employees.

Action	Responsible	Timeframe			Status	
		16/17	17/18	18/19		
4.1	Define and promote flexibility in fire and emergency management					
	Conduct a review on current recruitment policies, templates and documents to ensure they promote flexibility and job-sharing opportunities consistent with EBA requirements.	Executive Director People and Culture				
	Examine ways that part-time staff can better participate in the fire and emergency program, including job sharing or 'flexi' arrangements for deployments.	Executive Director Strategy Capability & Innovation				
	Conduct a review of roster and deployment lengths in the context of the approach taken by the rest of the sector and our ability to respond to emergencies. Following this develop policies and procedures to ensure this is consistently applied across the state.	Executive Director Strategy Capability & Innovation				
	Investigate a rostering App to support greater flexibility.	Executive Director Strategy Capability & Innovation				
	Examine opportunities for 'shorter' or 'modified' Study Tours, overseas or interstate fire deployments (e.g. a 'deployment share' option).	Executive Director Strategy Capability & Innovation				
4.2	Flexible access to training					
	Adopt flexibility in accessing training programs, for example allowing for five day courses to be conducted over more than one session.	Executive Director Strategy Capability & Innovation				
	Promote the notification of training sessions to all staff with sufficient notice to allow attendance.	Executive Director Strategy Capability & Innovation				

5. COMMUNICATION AND STORYTELLING

We recognise the importance of storytelling in developing an open and inclusive culture. It's important we share and celebrate successes and use our communication channels to support our people in creating a great place to work.

Action	Responsible	Timeframe			Status	
		16/17	17/18	18/19		
5.1	Communicate stories, change and report on progress					
	Better storytelling of who we are and what we do, emphasising the breadth and importance of non-operational leadership roles we play.	Executive Director Communications				
	Showcase and recognise the great leadership already being demonstrated by women within the organisation(s) and promote the diversity in the roles performed.	Executive Director Communications				
	Consider reward & recognition category that supports diversity and inclusion.	Deputy Secretary Forest, Fire & Regions				
	Develop a communications plan that communicates the case for change, progress against targets and performance measures, and progress on initiatives and actions.	Executive Director Communications				
	Utilise the 'Diversity and Inclusion' Yammer group to share information and achievements.	All				
5.2	Diversity in imagery					
	Actively source images in image /video bank that reflect broad diversity (gender, age and cultural background).	Executive Director Communications				
	Ensure all collateral imagery/photographs/video reflects women and men in emergency management roles, from the field to senior leadership roles	Executive Director Communications				

6. GOVERNANCE, ACCOUNTABILITY AND MEASUREMENT

“What gets measured gets done” is an old adage, and we are focused on measuring progress and understanding where we need to focus our attention to improve gender equality.

Action	Responsible	Timeframe			Status
		16/17	17/18	18/19	
6.1	Setting targets for change				
	Establish a framework of interim targets, measures and objectives that supports achieving a 50:50 target for fire and emergency roles and leadership roles. Develop these consistently with measurement and reporting process at the Departmental and emergency management sector levels.	Executive Director Strategy Capability & Innovation			
	Establish KPIs in senior management performance plans (including ACFOs) in relation to increasing gender equality within the fire and emergency program, including participation in mentoring programs.	Deputy Secretary Forest, Fire and Regions			
6.2	Develop a gender equality monitoring and reporting strategy				
	Conduct annual reviews/audits of measures and progress against outcomes, including the availability and take-up of the gender equity programs offered.	Executive Director Strategy Capability & Innovation			
	Conduct an bi-annual survey with staff on perceptions and experiences associated with gender equality (building on initial survey).	Executive Director Strategy Capability & Innovation			
	Formally report on measures and share progress with SET, staff and community.	Executive Director Strategy Capability & Innovation			

