



# COUNCIL OF AMBULANCE AUTHORITIES

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## WOMEN IN LEADERSHIP 2020 SURVEY REPORT



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# About this Report

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**David Waters**  
CEO  
Council of Ambulance  
Authorities

A handwritten signature in black ink that reads "D. Waters".

Progressing the gender balance agenda is a key action for the Council of Ambulance Authorities and we were excited to release the CAA Women in Leadership Strategy earlier in 2020 which provides guidance, support and commitment of the ambulance sector on this important topic.

This report presents results from the first CAA Women in Leadership survey constructed to provide women across our members services the opportunity to provide their feedback, comments and opinions on what challenges and opportunities they have encountered while working in the ambulance sector.

Results from the survey will be used to inform the work of the CAA Women in Leadership working group and their annual agenda.

Results showed that while the gender split sits at 50/50 these numbers are not reflected in management and executive roles, around one third of these roles are occupied by women.

Further investigation shows that there are many opportunities for the sector to be better equipped in providing career paths for women as well as providing structured mentoring support, education programs and work-life balanced approach that will entice more women to progress into leadership roles.

Recent Australian research by the Australian WGEA and NZ Deloitte Zealand shows the direct link between better business performance for companies who appoint more women to their leadership positions.

I look forward to continued growth and improvement in this space across all our services and the ambulance sector in future years.



# CAA Women in Leadership Survey

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2018 marked an important milestone for CAA and women in ambulance by seeing the establishment of the CAA Women in Leadership working group. The group provides a forum for women leaders in ambulance sector giving the opportunity to exchange knowledge and effect changes in the sector.

The working group works to address challenges and adversities by encouraging leadership development and mentoring, creating networking opportunities, facilitating research and data collections to better understand workforce and environment.

2020 saw the launch of Women in Ambulance campaign designed to highlight successful and hardworking women in ambulance services across CAA member services. 58 women were awarded the CAA Women in Ambulance Honour recognising their work and career progression and are championed as role models to the rest of the workforce.



"We need to start removing barriers that prevent the women who are capable of contributing to the organisation's leadership from being recognised and for them to be able to recognise a clear pathway to advance forward into leadership roles."

- Survey Respondent



As part of the 2020 CAA Women in Leadership Strategy the group was keen to identify challenges and opportunities presented to women in ambulance sector by hearing from them directly.

In July over 1000 women from 10 Australian and NZ ambulance services answered the call to provide feedback to what they feel were the most important skills and opportunities to grow their careers and what are the challenges they face that might be preventing them to reaching the top leadership roles.

CAA believes in the importance of providing women with a platform to give their voices to this topic directly, and to share their experiences first-hand.

The CAA 2020 Women in Leadership Survey is an important opportunity to hear and understand from women in the ambulance sector, which skills they believe will best set them up for success, and in which way they believe they can best develop these skills.

These results will provide great insights and direction for the Women in Ambulance working group actions going forward.



## What does this mean for women in leadership?

With the Ambulance sector facing substantial pressure to 'do more with less', employees across all levels of an organisation are required to demonstrate leadership.

That is, people aren't defined as a leader simply because they have direct reports or a formal title that typically indicates leadership. In other words, more than ever, we need people of all backgrounds, holding all manner of roles, to demonstrate effective leadership. For women in particular, this new world order carries with it a huge opportunity to step into leadership in ever-increasing ways, whilst at the same time acknowledging some significant factors that have impacted their ability and opportunity to take on leadership responsibilities.

## Shining Through

Despite these challenges, we all know and see women who are successfully demonstrating leadership in ambulance and other sectors. In the world of start-ups, the number of female entrepreneurs in Australia is growing faster than men's. In agriculture, the National Farmers Federation has voted in its first female President in 37 years - Fiona Simson. Australia has seen two of its most successful women in technology sector - Cyan Ta'eed and Melanie Perkins, announced on the BRW Young Rich List. And in a unique CEO arrangement, the Environmental Justice Australia (EJA) has announced that Nicola Rivers and Elizabeth McKinnon have been jointly appointed as CEO.

Despite many examples of women who are leading successfully, what remains the reality for many women is that they continue to experience challenges when it comes to pursuing leadership opportunities.

## Facing the challenges

It is no secret that many women have, and continue to, experience a range of obstacles or barriers when it comes to pursuing their career goals. This can especially be the case for women in ambulance sector, including those who are seeking to take on leadership roles.

Multiple role conflicts, the pressure on women to manage competing demands between their personal and professional lives, unconscious or conscious bias on the basis of gender and women's own attitudes or internalised beliefs about their potential, all of these factors can create substantial hurdles for women who wish to progress their careers.

“

"Having a young family makes working life very challenging. Not necessarily through the working conditions (my manager is very supportive) however dealing with the guilt is difficult. I know many incredible women that choose to not progress up the career ladder because 'it is just too much with the kids'. And it is, unless you have an incredible support system. Most people don't. Working from home during Covid made life much simpler. Flexibility (and trust in the employee) is absolutely key. More flexibility gives women more options because the reality is we need to juggle more 'stuff'".

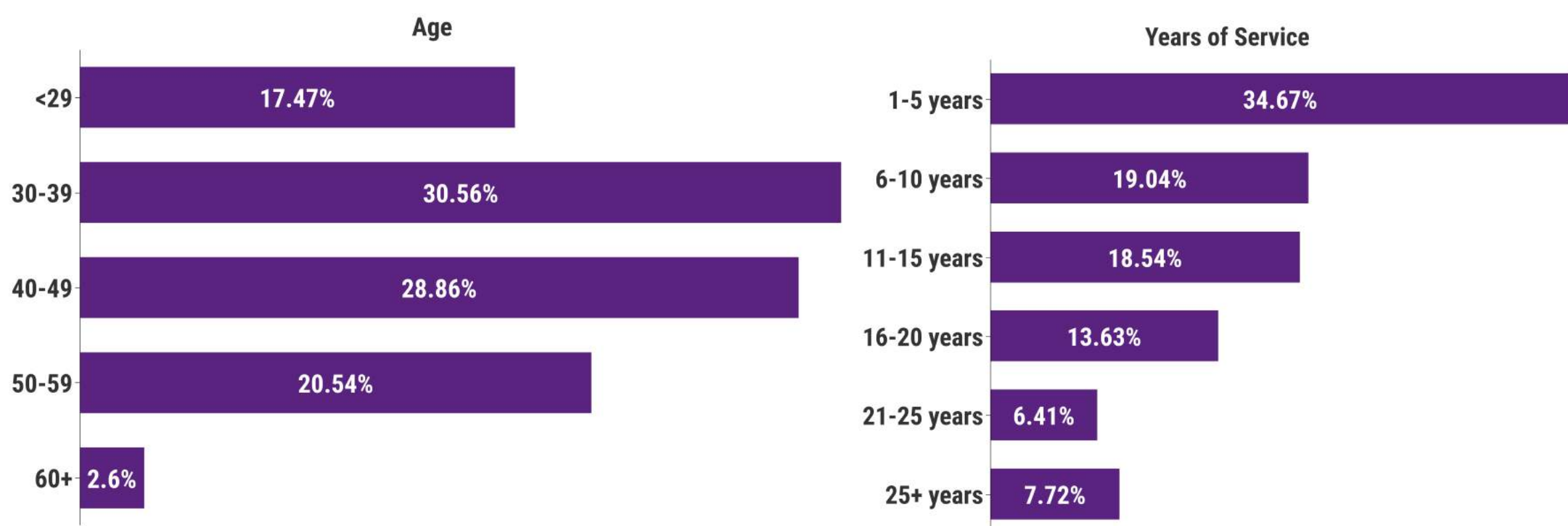
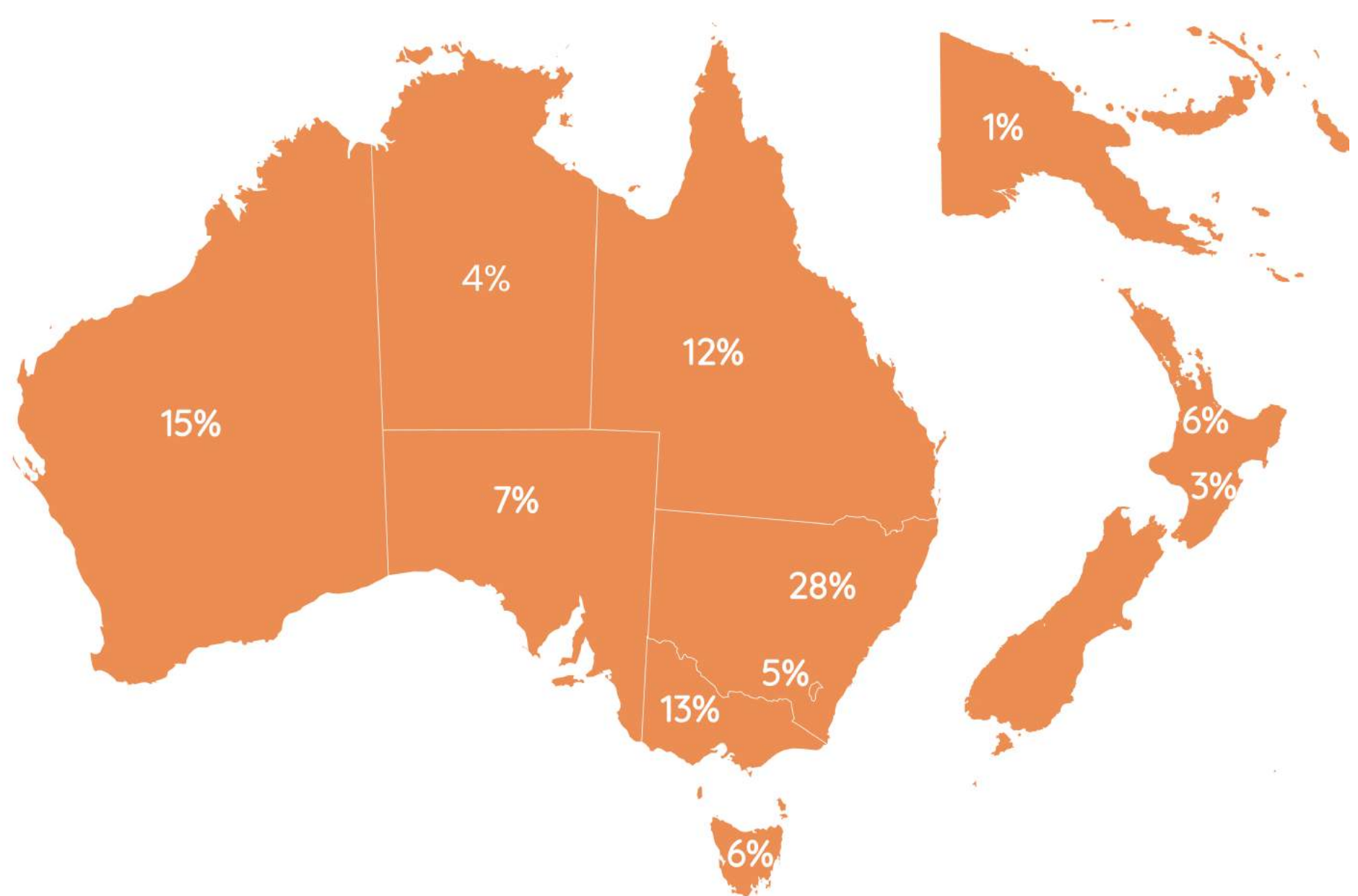
– Survey Respondent

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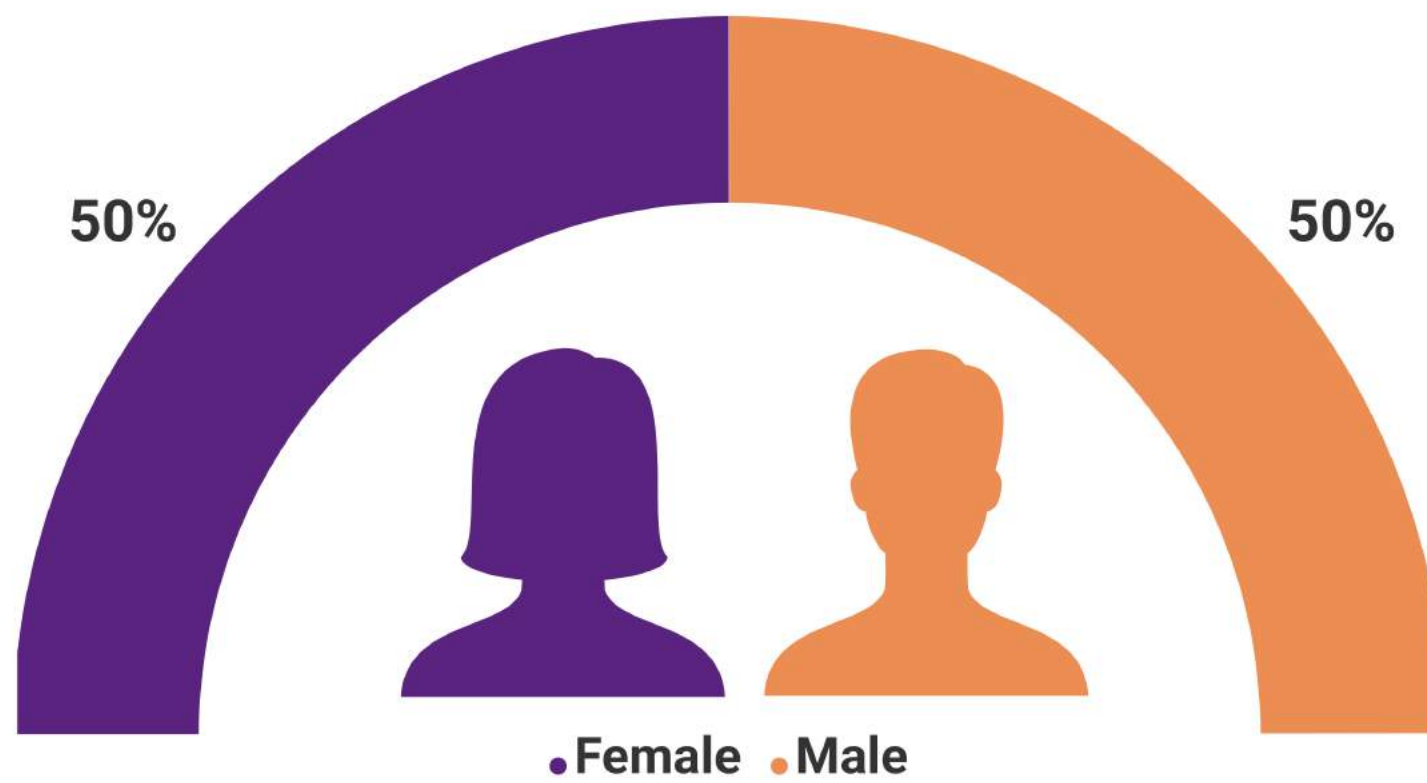
# Survey Results

The 2020 CAA Women in Leadership survey was open to all female staff members across Australian, New Zealand and PNG ambulance services in July 2020. We have received a total of 1029 responses with 28% of those from NSW Ambulance, followed by 15% from St John WA and 13% from Ambulance Victoria. Nearly 60% of respondents are aged between 30 – 49 years and one third of respondents have been with the service less than 5 years.

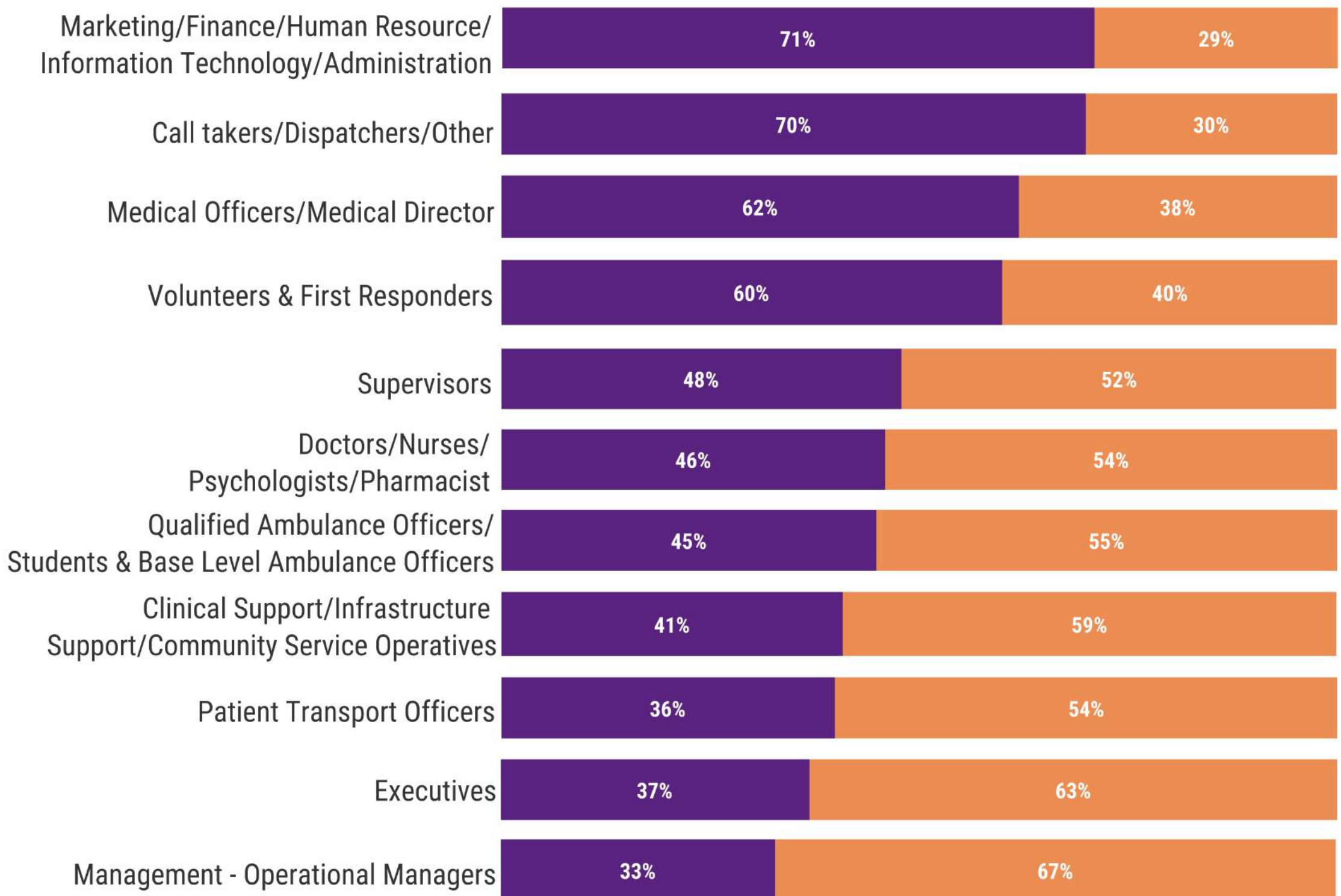
CAA ran a Gender Workforce Collection in July 2020 and across Australian and NZ services (PNG was excluded) women represent half of the workforce. When we look at the breakdown of job roles we can see the percentage drop to 37% and 33% for Executives and Management – Operational Managers section.



## Overall Workplace Gender Ratio



## Employment Category

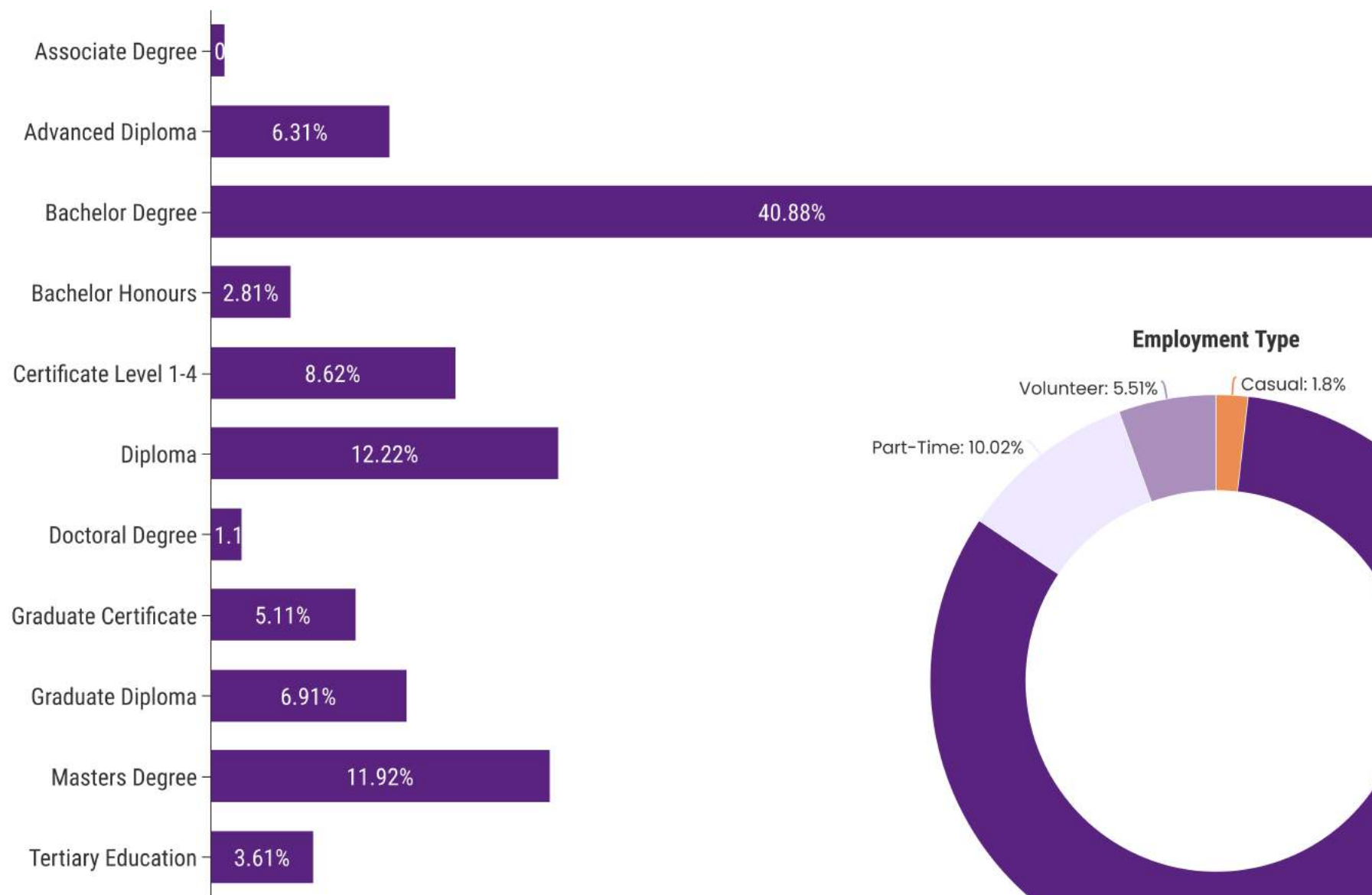




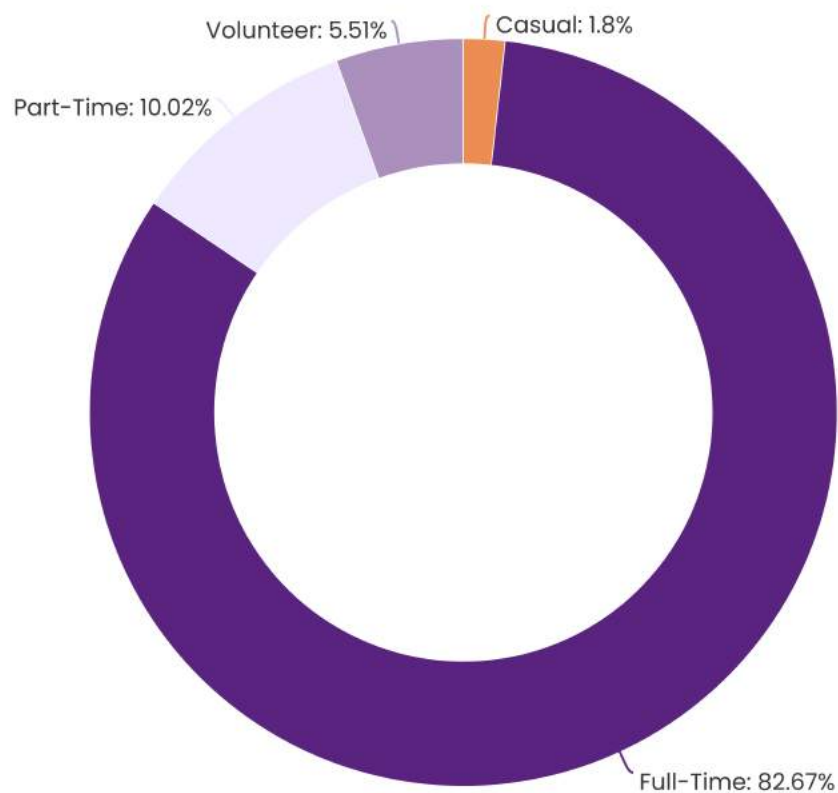
Just over 40% of responders hold a bachelor degree and 13% hold a masters or doctors degree. Large majority 83% of respondents are employed on full-time basis, with 10% part-time, 5.5% were volunteers and 2% casual employees. Large majority of responders are paramedics 43%, followed by managers 12%.

Looking at the CAA Gender Workplace data we can see that women present 71% of all part-time employees, 60% of volunteers, 56% of casuals and 60% of full-time staff.

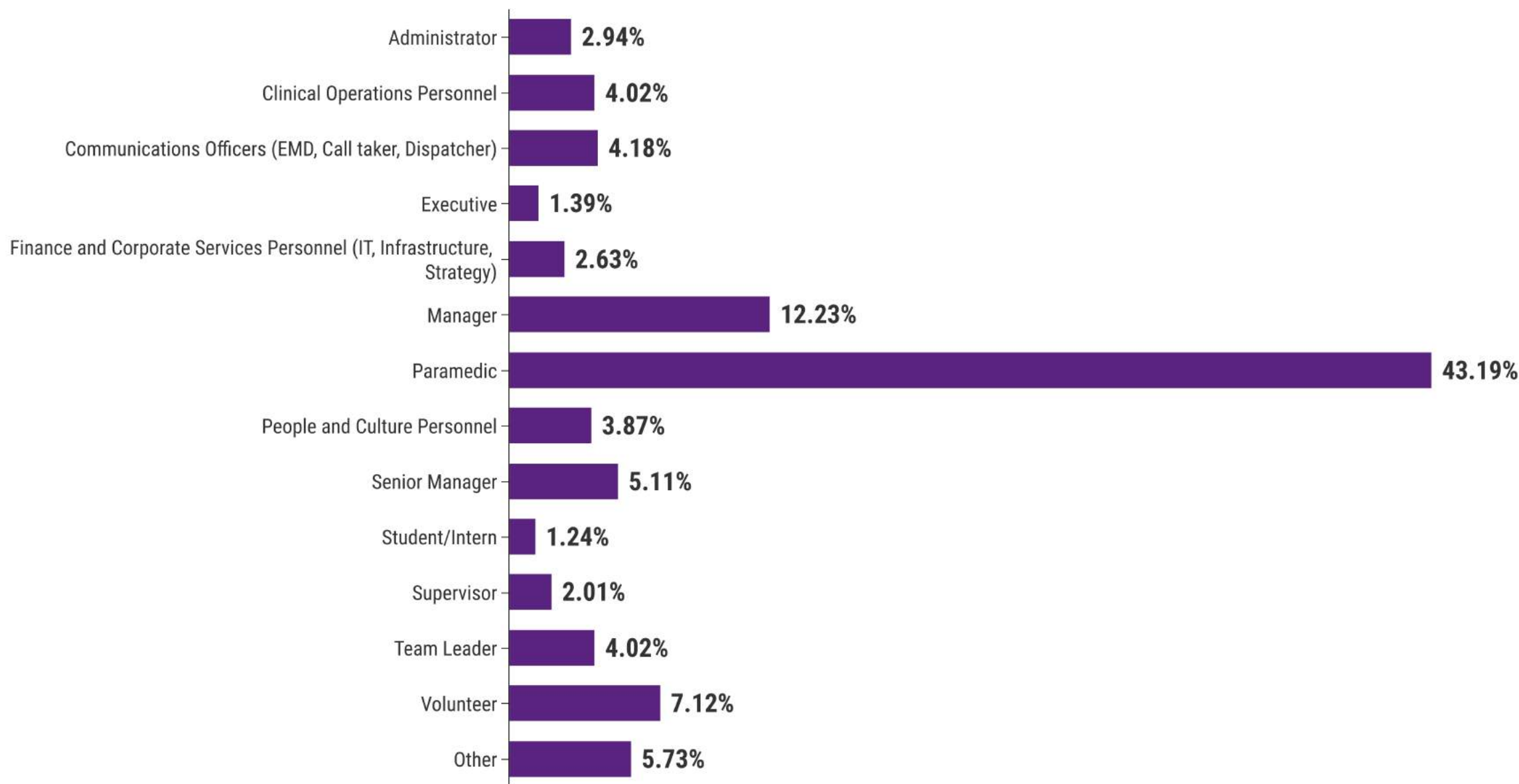
Level of Education



Employment Type



Position in Organisation





# Results: Leadership

When asked about what leadership means to them, the respondents had the opportunity to provide open ended responses providing very insightful information.

“ Possessing 'leadership' attributes; being respected by your peers and managers, not just being a manager. Being kind, patient, critical and not afraid to speak out when you believe something is wrong or needs to be done differently. Being a role model for others. ”

“ Being a positive influence to set the culture by example and help each individual achieve the best they can along with the goals of the organisation. This can be achieved through informal and formal leadership roles. ”

“ Supporting others to understand organisational vision, being authentic, reliable and visible to the workforce, always looking for continuous improvement opportunities. ”

“ Ability to take people with you on a journey, to make people feel inspired and want to come to work. Able to build a culture of psychological safety and innately wants to do best by their people. ”

“ Leadership is working as part of a team to ensure the best solution is made. To ask questions to help people help themselves but to steer the ship if there is no direction ”

“ Leadership is the actions through which we unite and inspire our teams to provide the best care, through the demonstration of pride, integrity, transparency and inclusivity. ”

“ To lead, inspire & support others. Have the confidence share a vision & bring others along with you. To not be afraid to make mistakes & show some vulnerability. Great leaders are very passionate & know how to bring the best out of people. ”

“ Ability to unite people through understanding of diversity in terms of class, race, ethnicity and gender, toward a common goal. ”

“ Supporting others to understand organisational vision, being authentic, reliable and visible to the workforce, always looking for continuous improvement opportunities. ”

“ Being a person who has earned the trust and respect of colleagues from hard work and proven results, not just being put in a leadership position because they did well in an interview ”

“ Leading by example, inclusiveness in decision making, participating as part of the team, reciprocal respect, approach ability. ”

“ The ability to understand the difference between management and leadership. High expectations and drive to improve their staff/ organisation whilst understanding the needs of their staff. ”



Looking at what skills women in ambulance sector value most in a leader the top on rated was Trustworthiness - 785, followed by Communication - 772 and Accountability - 645. Respondents were able to select multiple answers to this question.



“

Leadership is the actions through which we unite and inspire our teams to provide the best care, through the demonstration of pride, integrity, transparency and inclusivity. – Survey Respondent

Putting ego aside, valuing teamwork, effective communication. Empowering your staff to achieve their best and not taking the credit when they do.  
– Survey Respondent

Role modelling the behaviours expected of your organisation, enabling and empowering those you lead, clearing the path for those coming behind you and taking your people on a journey with the vision of fulfilling the strategic objectives of your organisation. Integrity, openness, honesty and accountability.  
– Survey Respondent

An overall vision of where we as a team are heading. Trust. Support. Empowerment. – Survey Respondent

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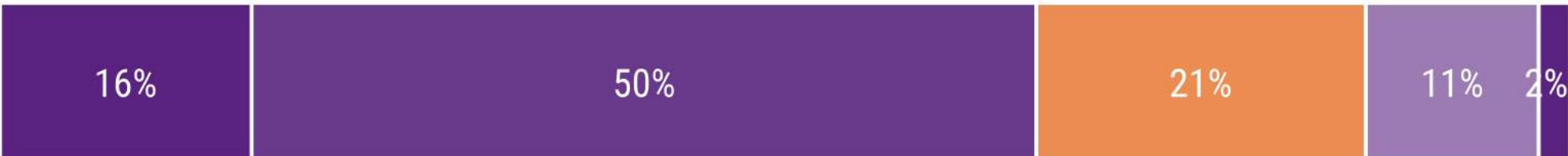


# Results: Leadership & You

This section explored how women see themselves as leaders, how they pursue growing opportunities, their confidence in exercising authority, confidence in stepping up to senior roles and what are challenges in progressing their careers.

65% of respondents agreed or strongly agreed they are a leader in their organisation independent of their job title. A large majority - 87% respondents agree or strongly agree that they actively pursue learning and professional growing opportunities. 72% agree or strongly agree that they are comfortable exercising their own authority. And just shy of half of respondents agree or strongly agree they feel confident to advance to a more senior level.

## Independent of my job title, I am a leader in my organisation



## I actively pursue learning and professional growth opportunities



## I am comfortable exercising my own authority



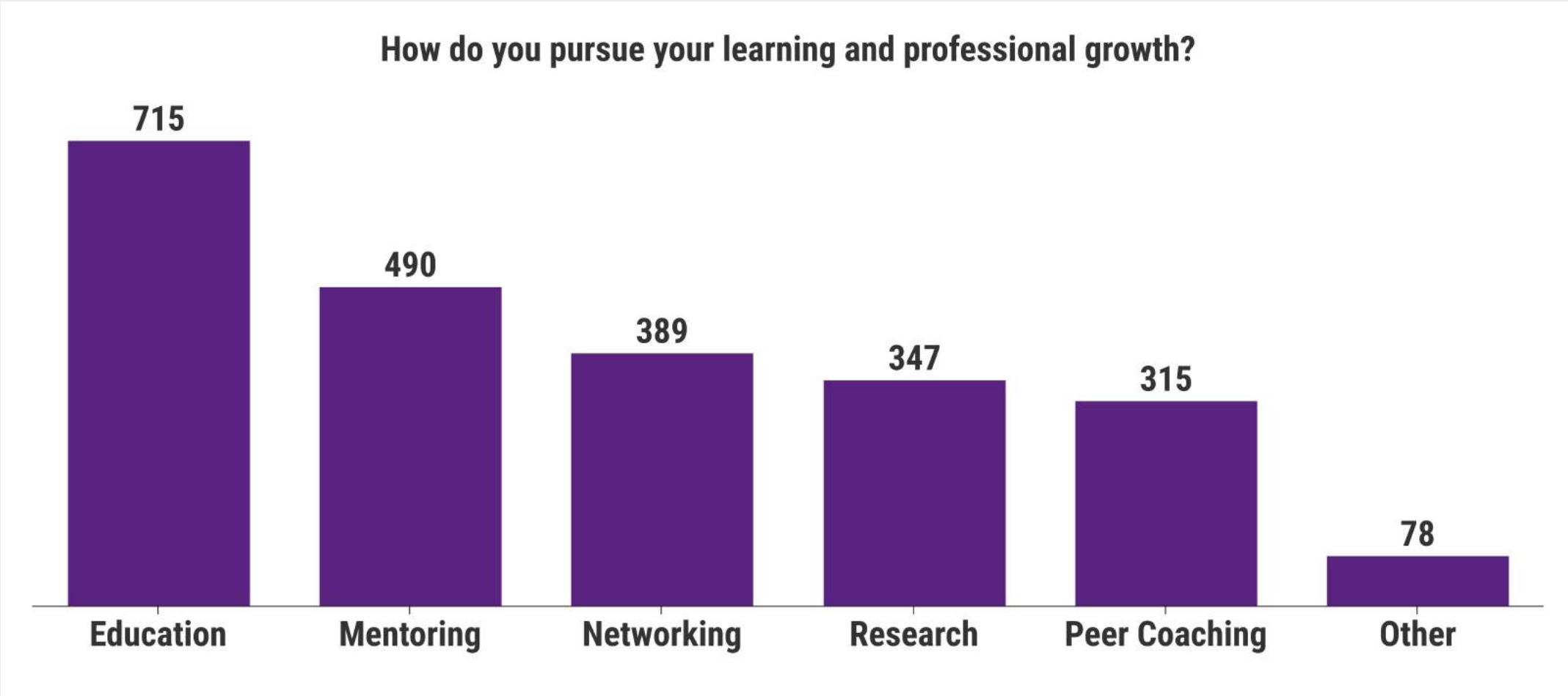
## On a personal level, do you feel confident that you can advance to more senior levels of leadership?



● Strongly agree   ● Agree   ● Neither agree nor disagree   ● Disagree   ● Strongly disagree

This question offered respondents an option to select multiple answers. The survey showed that women most commonly pursue their learning and professional growth through education, total of 715 responses. This was followed by mentoring 490, networking 389, research 347 and peer coaching 315.

78 ‘other’ responses, survey respondents offered a variety of ways, summarised below, how they actively pursue their learning and professional growth, with the theme that these pursuits are undertaken in their personal time.



**Podcasts**

Podcasts are becoming increasingly popular with the ability to listen while you are commuting to work. There are many platforms like TEDTalks who offer a vast range of topics that can help with self-growth and knowledge.

**Online**

There are many tools readily available online that can be easily accessed such as online learning modules where you can follow an education pathway. Webinars are becoming a popular choice to explore a range of topics with access to speakers from around the world.

**New Opportunities**

Women are looking at taking on new opportunities and challenges that present themselves, whether it be working in different roles to better understand the service as a whole, working on projects or volunteering, can all offer a great way to meet new people, grow exposure and learn new things.

**Self-reflection and Evaluation**

Seeking feedback from co-workers and/or managers, reflecting internally on situations to consider how best to handle them in the future or simply listening to co-workers thoughts and ideas are all tools survey responders use to grow their careers.



Looking at challenges women face to grow their careers, the survey offered a choice of multiple answers as well as asking respondents to write down their experience and thoughts.

Biggest challenge with 490 responses is a lack of opportunities for promotion, followed by unconscious (or conscious) bias 363, self-doubt and confidence with 309 and 305 each and location of opportunity 289.

Interestingly none of survey respondents selected qualification as a challenge to pursuing their career goals.

**1. Having opportunities for promotion** - the ongoing existence of the glass ceiling, 'old boys clubs' and being excluded from consideration for roles on the basis of being female.

"Alpha male hierarchy and workplace culture which has a predominantly male management stream. Not prepared to put my own mental health or the welfare of my family unit at risk to fight that battle, while recognising that in not being prepared to do so indirectly perpetuate that culture" - Survey Respondent

**2. Dealing with unconscious (or conscious) bias** - including unfair perceptions that others have of their abilities and potential as leaders.

"Unrecognised sexism that defaults preference to male colleagues. Until the gender divide is truly acknowledged, the gender disparity will continue. Women invariably must work harder, 'prove' their skills and achievements more and show deference/obedience to be offered the same opportunities as male colleagues. This paradigm is covert and uncomfortable for most to talk about, so is generally denied." Survey Respondent

**3. Women's own mindset** - internalised feelings of self-doubt, lacking confidence to challenge the status quo.

"Loss of confidence due to very interrupted career because of having kids." - Survey Respondent

**4. Location of opportunity** - opportunities only being located in city centres or lack of flexible working opportunities.

"Rural area and limitations on being away from home due to young children makes accessing opportunities for new roles and career advancement almost impossible." - Survey Respondent

5. **Age** - either due to the presumption that a person is not suitable for a role due to being of “child bearing age” or is close to retirement.

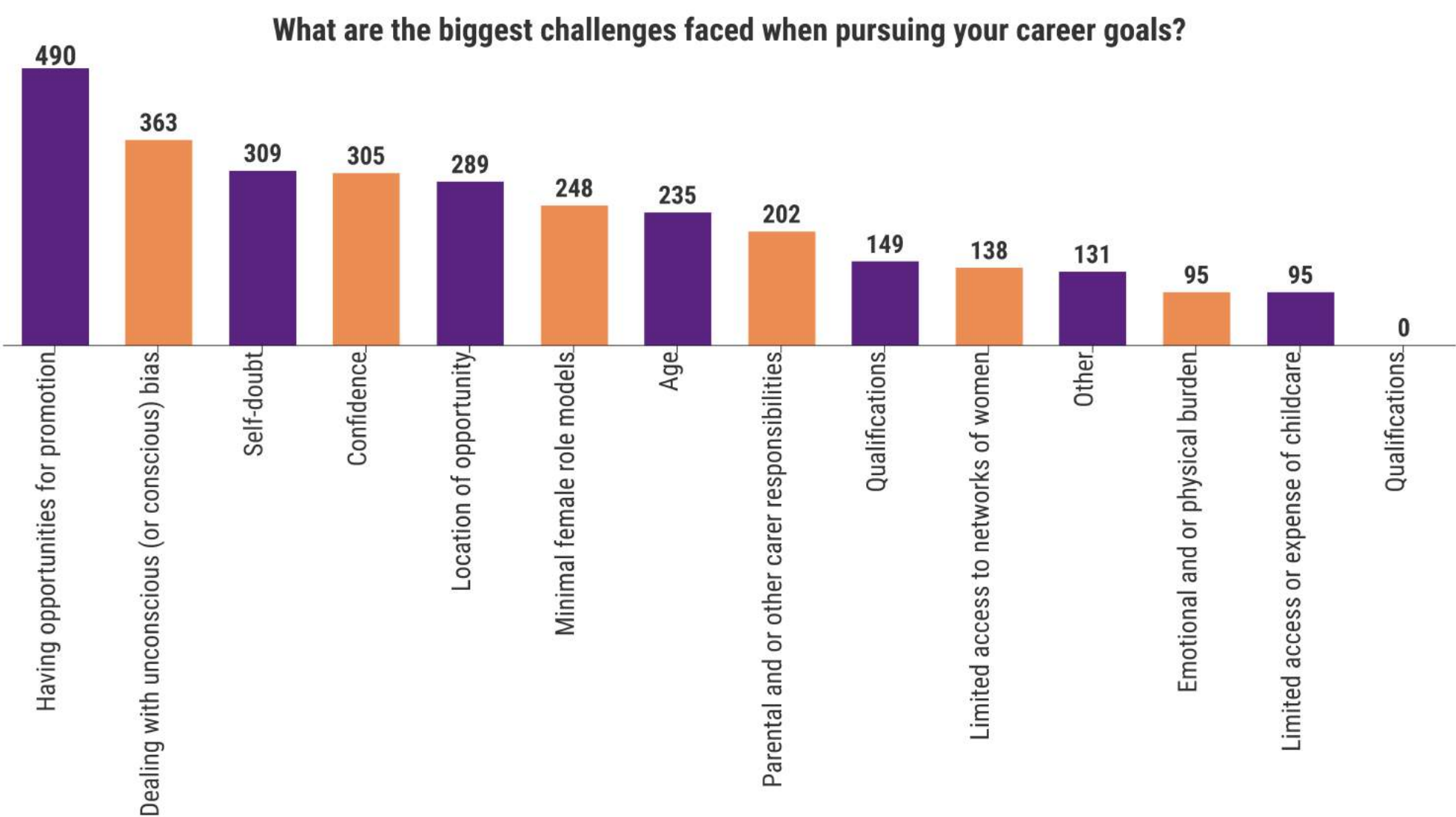
"The desire to have children - which means time off-road and on maternity leave and advance my career - which requires time on road and experience. " - Survey Respondent

6. **Female role models** - either due to having minimal female role models, limited access to networks of women, or even from experiencing negative behaviour by women who have been successful in attaining their own goals, but who for various reasons do not mentor, advocate for or support other women in their careers.

"Lack of women in senior management positions, the "Warren Harding error" in interviews." Survey Respondent

7. **Multiple role conflict** - encompassing parental and other carer responsibilities and the many associated issues i.e. returning to work after parental leave, limited access and expense of child care, emotional and physical burden.

"When working part time due to child care restrictions there has been no opportunity to progress my career nor have any opportunities to learn leadership roles. No matter what I have offered to the organisation I have not been able to progress in my career unless committing to full time hours." - Survey Respondent



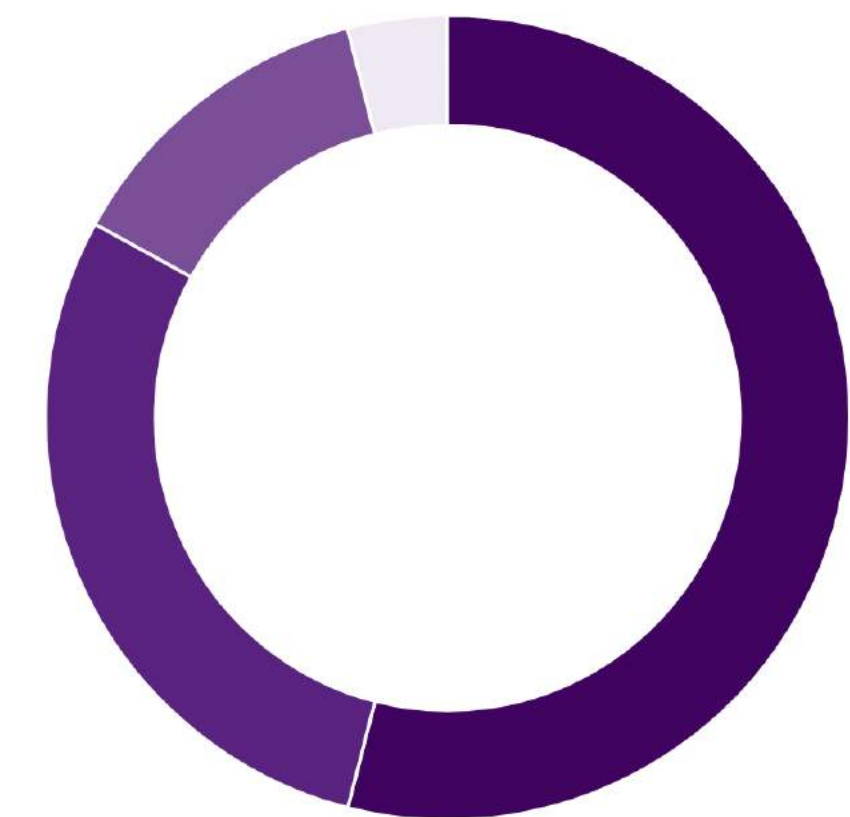


# Results: Leadership & Your Organisation

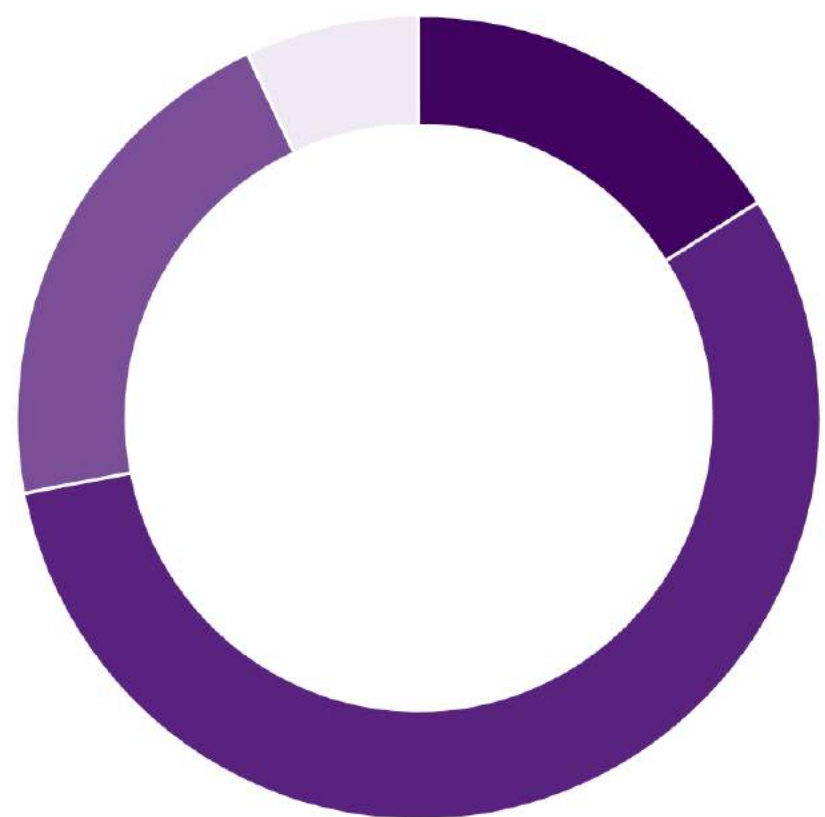
What are the current leadership development opportunities in your organisation?

vs

What would you like to see in the way of leadership development opportunities in your organisation?



- Internal Course: 54%
- Leadership development opportunities: 29%
- Sponsorship of Study: 13%
- Scholarship: 4%



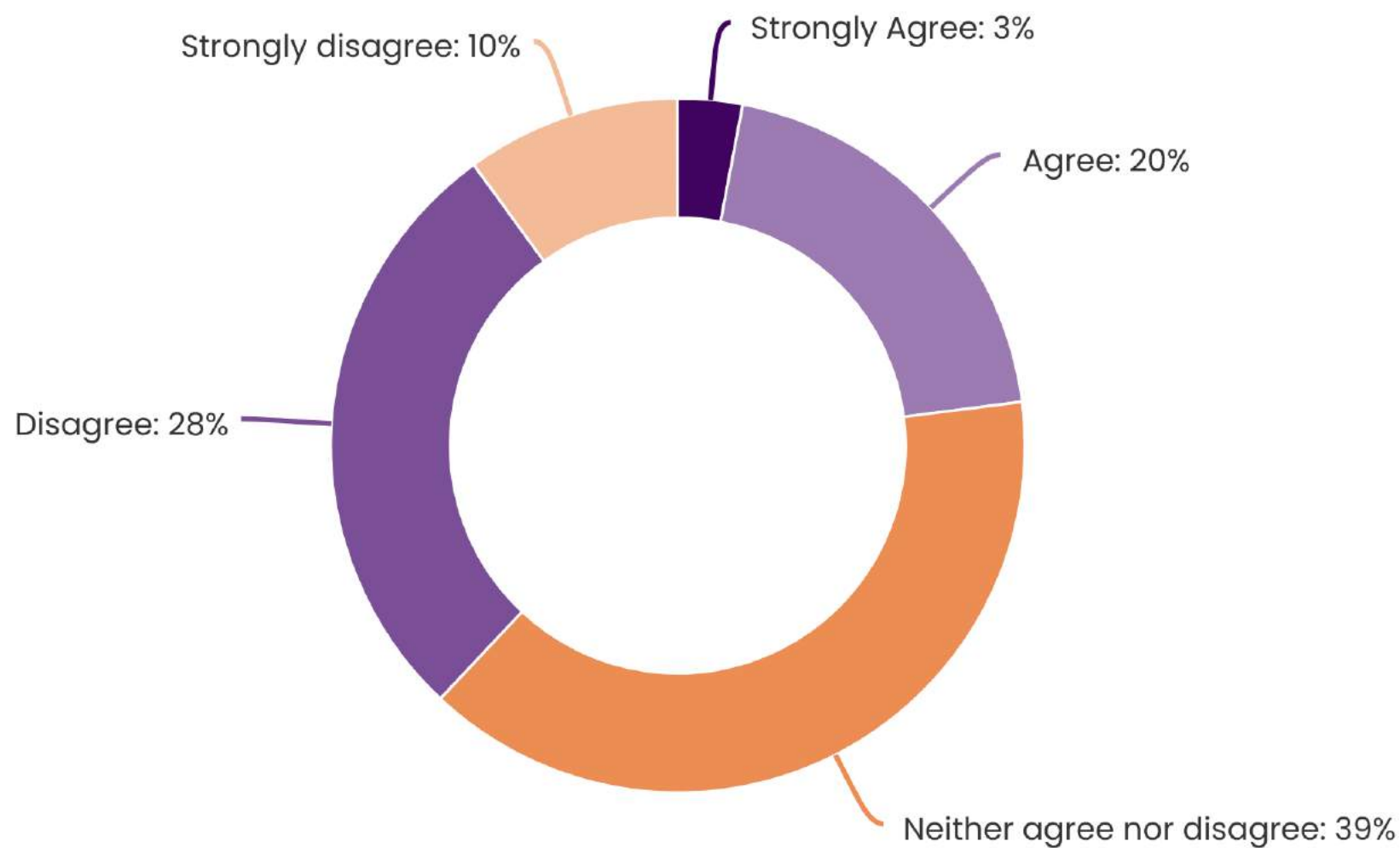
- Internal Course: 16%
- Leadership development opportunities: 56%
- Sponsorship of Study: 21%
- Scholarship: 7%

There were 292 comments to the “What are the current leadership development opportunities in your organisation?” the general theme was that there aren’t any opportunities or if there is there are limited resources of time and funding for this opportunity to be taken up.

There were over 112 comments to the “What would you like to see in the way of leadership development opportunities in your organisation?” and the general theme was that respondents would like to see all options made available as opportunities and of the opportunities that are currently available to also be available in a flexible approach ie for staff working part-time.

While reviewing these two questions please keep in mind when interpreting these results that the survey was intending to be multiple choice with the option of other with free text available. Once the survey was live there was feedback that this wasn’t the case.

Only 23% of survey respondents agreed or strong agreed that their organisation recognises and rewards leadership showing there is an opportunity for improvement.



*Studies have shown that for every piece of criticism that an employee receives, whether constructive or not, six pieces of positive reinforcement are needed to counteract it.*

*Employees that don't feel recognised or appreciated are less loyal to their employers than their appreciated team members, whereas employees that feel recognised are more engaged, leading them to be more productive.*

*Reward and recognition needs to be part of a company's culture – but it won't get there without leadership providing a framework for reward and recognition and encouraging their employees to be part of it.*

*Employers need to provide their managers and employees with the tools to reward and recognise each other, then actively encourage and reinforce positive behaviours using those tools until it becomes a habit.*



When asked about what in their opinion impedes leadership development training in their organisations the survey offered respondents' open ended responses. Below are some examples of their feedback.

“The assumption that a role will be awarded on length of service rather than capability. Management of people is a skill for which staff (anywhere) are rarely given training; to ask for it seems like admitting to failure. Training as a stipulation before starting a leadership role would be preferable.”

“Having sufficient operational staff to allow staff to take time taken away from the roster for training. Formal workplace personal development reviews for operational staff.”

“Lack of understanding of different leadership styles. The industry also requires leaders who can move between command/control and persuasion which can be challenging for some”

“Access (ability to get off shift) Cost (limited funding for such opportunities) No one paying any attention to potential up and coming leaders (no formal recognition or application)”

“No opportunity for development and skills building in lower roles. No real mentoring opportunities to prepare/ learn before applying for role, minimal support in leadership roles”

“Shift work, very little flexibility in changing shifts. No one in upper management willing to support me or offer me any opportunities.”

“Unconscious bias. Funding. Being able to identify candidates. Young males are seen as potential future leaders and managers and are offered development. Young females are seen as soon to be needing flexible work arrangements or “focused elsewhere” due to family commitments.”

“Lack of knowledge of what is available or pertaining to my role, lack of available courses, lack of positions and being unable to come off emergency roster to attend any courses.”

“Lack of opportunities in busy environments to create such a program. Currently most mid-upper management has been in their respective roles for 10+ years, incentive to provide in-house training is lacking.”

“Lack of ability to be relieved from current responsibilities and resources to let people learn on the job - limited roles with a development focus”

“Leadership development is through an U35s program and over 35s not considered suitable for development into leadership positions”

“Not many opportunities to work in a leadership role and not enough leadership courses to develop the skills to get a position as a leader.”



## Results: Other

The survey provided an opportunity for open ended responses for responders to share their final comments, thoughts and feelings. Below are a couple examples.

“Many management roles are full time and generally only available in metro or career based areas. For myself, this does not fit in with other obligations that I hold outside of work. For me to hold a leadership position, I would need part time study and part time work.”

“There needs to be more opportunity to learn and expand skill sets within the service, its impossible to apply for a position which you don't have experience for. But how are we supposed to gain experience if the opportunity doesn't arise?”

“Women have it harder than men in leadership roles. People expect you to lead like a man (show decisiveness) and not emotion (like a woman). The yardstick isn't the same for women - they often to exceed what a man does to be seen as successful.”

“It appears to be a boys club, or 'young professionals' club, whereby you need to be in the right group, access the right decision makers or be an 'up an coming young' person.”

“We don't have opportunities for career progression. If there is its so small and given to the 'Popular' people. It's about who you know not what you know. Very male based leadership group”

“I feel an overwhelming sense of insecurity that I am not a paramedic. There is a strong focus on the operational side of and sometimes non-operational staff are thought about as a second thought.”

“There needs to be more opportunity to learn and expand skill sets within the service, its impossible to apply for a position which you don't have experience for. But how are we supposed to gain experience if the opportunity doesn't arise?”

“Pre-hospital leadership is still paramilitary and incredibly male dominated. Unconscious bias and affinity bias are evident with little incentive to change existing.”

“I think recognition of leadership is important. If we had a system that identified leadership qualities in people and we were able to nurture those people into leadership roles and guide them to success.”

“I believe that compassion and empathy as well as accountability are lacking and seen as weaknesses rather than strengths of leadership particularly in our organisation”

“I believe in equal opportunity, not, equal outcome. The right person for the job, fairly interviewed and reviewed, regardless of gender.”

“It does appear at times that it's not what you know but who you know. Managers surrounding themselves with 'yes' people rather than those who may challenge their thinking.”



# Case Study: Supporting Parents and Carers

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## Overview

For many years, Stockland has been focused on providing competitive parental benefits to attract and retain employees. Understanding that the caring requirements of employees vary widely, the company's priority has been on reviewing its existing offering and looking for improvements that provide employees with a greater degree of flexibility in how they structure their parental leave benefits.

All employees are eligible for paid parental leave after six months of permanent service and superannuation accrues while on paid parental leave. The employee's full salary is paid for 16 weeks, in addition to the government's paid scheme, whether it is taken in 16 consecutive weeks or spread out over a longer period. In 2016 a Parents and Carers Employee Advocacy Group was formed, and it has been the catalyst for changes to parental benefits, including new leave benefits which took effect in May 2017, all of which can be read about in more detail in Stockland's case study.

## Challenge

The challenge has been to continue evolving the parental offering in a way that reflects the changing needs of parents and carers.

## Actions

To ensure that the diversity and inclusion strategy was meeting the needs of its people and focusing on issues most important to them, Stockland decided to create employee networking groups.

As part of this, a Parents and Carers Employee Advocacy Group was formed in 2016. Meeting every month, the working group discusses ideas to maintain and improve the experience of carers – such as the recent change in the definition of 'carer' to include elder care in addition to parents caring for children.

An Executive Committee sponsor attends every meeting to make sure that ideas get aired at the highest level and to help cut through red tape where necessary.

## Improving return-to-work rates

A high return-to-work rate after parental leave improves staff morale, productivity and creates a sense of community and belonging within an organisation. A cost-effective way of retaining skilled staff and reducing recruitment and training costs, it can boost organisational efficiency through the retention of institutional memory, industry knowledge, networks and contacts.

## Outcomes

The Parental Transitions program has helped achieve a consistent, more than 90% return to work rate since 2010 (92% in the 2016 financial year), compared to 70% before 2009.

Employees who are primary carers and/or who returned from primary carer's leave in the previous twelve months have higher than average engagement scores.

Link to report: <https://www.wgea.gov.au/data/case-studies/stockland-supporting-parents-and-carers>



# Case Study: Developing Female Leaders

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## Overview

To address a persistent gender imbalance in senior management roles, Griffith University is working to increase the number of women entering leadership roles by developing the skills of existing staff.

The university's 2013-2017 Strategic Plan sets out targets for women to fill 40% of senior academic roles and 50% of senior professional staff roles. In March 2016, of the 495 senior academic staff, 39% were women and of the 100 senior professional staff, 43% were women, further information on how the University achieved these targets can be found in their *Developing female leaders* case study.

## Strategy

The university has put in place programs to develop the leadership experience and capability of its female workforce.

## Actions

Women's lower rate of entry to leadership roles was first identified as a matter of concern in the 1980s. Since 1986, the university's annual reports have provided a snapshot of the workforce and have included programs and initiatives to increase the representation of women in senior roles.

Goals and targets to increase the proportion of women in senior academic and professional staff positions were first included in the university's strategic plan more than a decade ago, ensuring transparency in reporting against the targets.

In 2015 the university strengthened its commitment to increasing the number of women in senior roles by hiring an executive with a specific responsibility for advancing Griffith's Women in Leadership agenda. The university's 2013-2017 Strategic Plan sets out targets for women to fill 40% of senior academic roles and 50% of senior professional staff roles. In March 2016, of the 495 senior academic staff (associate professor and professor) 39% were women, and of the 100 senior professional staff, 43% were women.

## Outcomes

14 participants completed the initial program in 2016, and 10 were successful in gaining promotion. Across the university, the response to the program has been overwhelmingly positive. Staff who are interested in taking part are encouraged to 'lean in' by raising potential participation with their leaders and executive as part of their performance and mentoring discussions.

In reviewing the first program, the university found that individuals' outcomes are strongly influenced by their own career goals and aims, and that one of the main strengths of the program is that the flexible framework – for example how participants choose to spend their external development funds – works well to support these individual goals.

Link to report: <https://www.wgea.gov.au/data/case-studies/griffith-university-developing-female-leaders>

# Research: Sponsoring Women

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In 2011, Catalyst released two reports specifically addressing sponsorship for women, named 'Sponsoring Women to Success' and 'Fostering Sponsorship Success among High Performers and Leaders'. Below are several summary points based on these publications.

## **What can sponsorship achieve?**

- Accelerate the careers of high performers.
- Help individuals meet the unique challenges of executive roles and alleviate the perceived risks associated with moving into new areas with little experience.
- Address the challenge of female representation at senior levels by targeting the career advancement of women in general and advocating the progression of high performing women.
- Guide an individual towards opportunities that can maximise movement towards career goals, especially those opportunities or career goals that may not be so obvious.
- Develop the leadership skills and reputation of senior leaders who act as sponsors. They are able to gain feedback, as well as learn more about the way the organisation operates at all levels.
- Ensure that high performers are visible within the organisation.

## **What are the expected outcomes of sponsorship?**

Sponsorship aims to promote the advancement of high performing individuals who would otherwise be left behind. This is true for all high performers, but it is even more critical for women. Organisations lose great talent through the attrition of women beyond mid-level roles and sponsorship is an effective mechanism for increasing female representation at senior levels. Barriers such as informal networks between men can be overcome by sponsorship, allowing women the opportunities to overcome these challenges and reach higher levels in the organisation.

## **How does the organisation benefit?**

There is a plethora of research that shows how organisations that increase female representation at the top perform better. However, successful sponsorship has great benefits for the individuals involved in the relationship and these benefits flow onto the organisation. It can lead to increased job satisfaction and organisational commitment, higher performing teams and leaders, and increased diversity at senior levels.

## **What can the organisation do to make it happen?**

The work environment plays a big part in making sure sponsorship relationships thrive. So, what does a supportive look like?

1. There is an expectation that senior leaders will act as sponsors, either officially or as part of the culture.
2. Leading by example. It becomes normal within an organisation if there are role models doing it well. As time progresses, those who were sponsored become sponsors.
3. For some, the process is explicit and transparent. When left to chance, there is no guarantee that it will work as planned and be inclusive of those who need it most.
4. There are processes in place to educate and build awareness of sponsorship and adequate training is available.
5. Sponsorship is linked to talent management programs through succession management or performance assessment. Sponsorship can be a KPI for senior leaders. If this is focused on women, it has the potential to break down unconscious bias that would enable only men similar to those already in powerful positions to succeed these roles.

# 2020 Women in Leadership Survey questionnaire

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Thank you for taking part in our Women in Leadership Survey. Our goal is to hear from women directly on the challenges, opportunities, and skills you believe are most critical in your career.

We believe in the importance of providing women with a platform to give their voices to this topic directly, and to share their experiences and needs first-hand.

## **Q1: Please select the service you are from**

- ACT Ambulance
- Ambulance Tasmania
- Ambulance Victoria
- NSW Ambulance
- Queensland Ambulance Service
- SA Ambulance Service
- St John Ambulance (NT)
- St John Ambulance WA
- St John New Zealand
- St John Papua New Guinea
- Wellington Free Ambulance

## **A few questions about you**

### **Q2: How old are you?**

- <29
- 30-39
- 40-49
- 50-59
- 60+

### **Q3: What is your level of education?**

- Associate Degree
- Advanced Diploma
- Bachelor Degree
- Bachelor Honours
- Certificate Level 1-4
- Diploma
- Doctoral Degree
- Graduate Certificate
- Graduate Diploma
- Masters Degree
- Tertiary Education

### **Q4 What is your current length of service?**

- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 25+ years

### **Q5 What is your current position in your organisation?**

- Administrator
- Clinical Operations Personnel
- Communication Officer (EMD, Call taker, Dispatcher)
- Executive
- Finance and Corporate Services Personnel (IT, Infrastructure, Strategy)
- Manager
- Paramedic
- People and Culture Personnel
- Senior Manager
- Student/Intern
- Supervisor
- Team Leader
- Volunteer
- Other (Please specify)

### **Q6 What is your employment type?**

- Casual
- Full-time
- Part-time
- Volunteer

## **Thinking about leadership**

### **Q7 What does leadership mean to you?**

- Open ended response

### **Q8 Which skills do you value most in a leader? (Please select all answers that apply)**

- Accountability
- Commitment
- Communication
- Creativity
- Delegation
- Empathy
- Feedback
- Flexibility
- Motivation
- Positivity
- Responsibility
- Trustworthiness



## Thinking about leadership and you

### Q9 Independent of my job title, I am a leader in my organisation

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### Q10 I actively pursue learning and professional growth opportunities

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### Q11 How do you pursue your learning and professional growth? (Please select all answers that apply)

- Education
- Networking
- Research
- Peer Coaching
- Mentoring
- Other (please specify)

### Q12 I am comfortable exercising my own authority

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### Q13 On a personal level, do you feel confident that you can advance to more senior levels of leadership?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### Q14 What are the biggest challenges faces when pursuing your career goals? (please select all answers that apply)

- Age
- Confidence
- Dealing with unconscious (or conscious) bias
- Emotional or physical burden
- Having opportunities for promotion
- Limited access or expense of childcare
- Limited access to networks of women
- Location of opportunity
- Minimal female role models
- Parental or other carer responsibilities
- Qualifications
- Self-doubt
- Other (please specify)

## Thinking about leadership and your organisation

### Q15 What are the current leadership development opportunities in your organisation?

- Internal Course
- Leadership development program
- Scholarship
- Sponsorship of Study
- Other (please specify)

### Q16 What would you like to see in the way of leadership development opportunities in your organisation?

- Internal course
- Leadership development program
- Scholarship
- Sponsorship of study
- Other (please specify)

### Q17 What in your opinion impedes leadership development training?

- Open ended response

### Q18 Does your organisation recognise and reward leadership?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Please share any other thoughts or feelings you have below**



# **WOMEN IN AMBULANCE**

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