

Appendices



A. Where to go if you need help

The Commission acknowledges that the material in this report, particularly the stories of discrimination, sexual harassment, bullying and victimisation, may cause distress.

There are support services available for those who need it, including the services outlined below.



**Please call 000
if you need
emergency help.**

Ambulance Victoria employees and their families

SafeSpace

SafeSpace is an independent 24-hour independent phone line for Ambulance Victoria employees and their families to seek confidential information about complaint pathways and support options for discrimination, harassment and bullying matters.

Call 1300 596 424

Counselling and other support

1800 Respect

1800 Respect is a 24-hour national sexual assault and domestic violence and support service.

Call 1800 737 732

Visit 1800respect.org.au

Beyond Blue

Beyond Blue is a 24-hour service offering free information and support to people working through mental health issues.

Call 1300 224 636

Visit beyondblue.org.au

Centre Against Sexual Assault (CASA)

CASA offers confidential support and intervention for victim-survivors of sexual assault or sexual harassment.

Call 1800 806 292

Visit sacl.com.au

Headspace

Headspace is a national youth mental health foundation with clinicians available.

Call 1800 650 890

Visit headspace.org.au

Lifeline

Lifeline is a 24-hour telephone crisis support service for mental health support and emotional assistance.

Call 13 11 14

Visit lifeline.org.au

Mensline

Mensline is a national phone and online support service for men that includes video counselling.

Call 1300 789 978

Visit mensline.org.au

Switchboard

Switchboard offers peer-driven support services for LGBTIQ+ people and their families, allies and communities.

Call 1800 729 367

Visit switchboard.org.au

WIRE

WIRE offers free support, referral and information for Victorian women, nonbinary and gender-diverse people.

Call 1300 134 130.

Visit wire.org.au

Making a complaint

Victorian Equal Opportunity and Human Rights Commission

If you wish to enquire about, or make a formal complaint of discrimination, sexual harassment or victimisation, you can contact the Victorian Equal Opportunity and Human Rights Commission.

Call 1300 292 153 or (03) 9032 3583

For hearing impaired (TTY) call
1300 289 621

Visit humanrights.vic.gov.au

Australian Human Rights Commission

You can also enquire about, or make a formal complaint of, discrimination, sexual harassment or victimisation, to the Australian Human Rights Commission.

Call 1300 656 419 or (02) 9284 9888

For hearing impaired (TTY) call
1800 620 241 (toll free)

For free interpretation and translation services call 13 14 50

Visit humanrights.gov.au/complaints/make-complaint

WorkSafe Victoria

If you wish to enquire about, or make a complaint regarding bullying, you contact WorkSafe Victoria.

Call 1800 136 089

Visit worksafe.vic.gov.au/bullying-workplace

Fair Work Commission

The Fair Work Commission deals with workplace relation matters, including stop-bullying orders.

Call 1300 799 675

Visit fwc.gov.au

B. Terms of Reference

The Chair of the Board of Ambulance Victoria requests the Victorian Equal Opportunity and Human Rights Commission (Commission) to undertake an independent review into improving workplace equality under section 151 of the *Equal Opportunity Act 2010*.

1. The Commission is directed to examine the following matters and publish a public report by 30 November 2021, detailing the results of and any recommendations arising from the review concerning:
 - a. the nature, extent, drivers and impact of discrimination, sexual harassment and victimisation experienced by current and former staff and volunteers;
 - b. the adequacy of measures to prevent and eliminate discrimination, sexual harassment and victimisation within Ambulance Victoria;
 - c. leading practice strategies to ensure a safe, equal and inclusive organisation that supports and promotes positive workplace systems, values and behaviours, in accordance with the *Equal Opportunity Act 2010*; and
 - d. any other matters incidental to the Terms of Reference (Phase 1 of the review).
2. The Commission is further directed to audit the implementation of any recommendations made during Phase 1 of the review and publish a public report detailing the results of the audit, including any further recommendations, by 30 November 2023. The purpose of the audit is to determine the extent to which Ambulance Victoria has moved towards compliance with the *Equal Opportunity Act 2010*.
3. By agreement, the following matters are out of scope of the independent review:
 - a. behaviour involving members of the public
 - b. occupational health and safety, except to the extent that bullying and harassment are covered by the *Equal Opportunity Act 2010* or relevant to the context in which discrimination, sexual harassment and victimisation occurs.
4. The Commission will appoint an Expert Panel to provide advice throughout the review.
5. For the purpose of the review, the term:

discrimination refers to the definition of ‘discrimination’ in Part 2 of the *Equal Opportunity Act 2010* and includes workplace bullying on the basis of one or more of the protected attributes

staff refers to all Ambulance Victoria workers and volunteers, including but not limited to:

- a. on-road clinical staff
- b. operation support and managerial staff
- c. other managerial, professional and administrative staff
- d. MICA paramedics and trainees
- e. Community Emergency Response Team volunteers (CERTs)
- f. Ambulance Community Officers
- g. Community Support Officers.

C. Expert Panel



Commissioner Ro Allen

With 25 years' experience in community services, governance and social justice, Ro Allen has a deep commitment to equality and a broad experience in strategic advocacy. As Victorian Equal Opportunity and Human Rights Commissioner, Ro works to uphold Victorians' rights, promote accountability and to build a fairer safer and more inclusive community.

Prior to joining the Commission, Ro served as the inaugural Victorian Commissioner for Lesbian, Gay, Bisexual Trans and Gender Diverse, Intersex and Queer (LGBTIQ+) Communities. In this role, Ro worked tirelessly to promote the safety and wellbeing of LGBTIQ+ Victorians, advocate for their rights, and provide strategic advice to the Victorian Government.

Ro has held a wide range of leadership roles, including chairing the Victorian Adult, Community and Further Education Board and the Youth Affairs Council Victoria, and serving as a Commissioner on the Victorian Skills Commission. As founding CEO of UnitingCare in Shepparton, Ro worked at the grassroots level to develop and support Aboriginal self-determination, refugee settlement, and family violence and mental health initiatives, as well as emergency disaster responses.

Ro previously sat on the Hume Regional Development Australia Committee and chaired Communities for Children in Shepparton. Most recently, they served as a Director on the GOTAFE Board for North East Victoria.

Ro was inducted into the Victorian Government Honour Roll for Women in 2009, has a Centenary Medal for services for young people and is a Fellow of the Australian Institute of Company Directors.



Tim Cartwright APM

Tim Cartwright APM has over 45 years' service to the Victorian community.

Tim retired from Victoria Police in 2015 after 41 years. He served as Acting Chief Commissioner, and Deputy Commissioner (Regional Operations).

He was awarded the Australian Police Medal in 2005.

Tim was the inaugural Family Violence Reform Implementation Monitor from August 2016 to August 2019.

He is Chair of the Ministerial Community Advisory Committee (advising on prisoners' applications for community visits), and a member of the Department of Justice and Community Safety's expert advisory committees for the cultural review of Corrections Victoria, and for proposed juvenile-justice legislation. He has been

an independent adviser to Ambulance Victoria on its responses to recommendations from the Inspector-General of Emergency Management and the Independent Broad-based Anti-corruption Commission.

Tim is Vice President of Berry Street. He is on the advisory board for the Australian Intercultural Society and is a volunteer for Dr Cranky's, a registered charity focused on primary schools. He holds a B.A in Criminal Justice Administration and a Graduate Diploma in Public Policy.



Dr Mya Cubitt

Mya is an Emergency and Acute Medical Unit Physician at the Royal Melbourne Hospital, the Victorian State Faculty Chair for the Australasian College for Emergency Medicine (ACEM) and an Honorary Lecturer at the Department of Critical Care at The University of Melbourne. She trained at The University of Otago and spent her early peripatetic medical career practicing in the small towns of New Zealand, New South Wales and Queensland. Mya completed her advanced training in Emergency Medicine in Perth and Melbourne, and in 2013 was awarded the Buchanan Prize for best candidate in the Australasian College for Emergency Medicine (ACEM) fellowship examination. She completed a paediatric Emergency Medicine fellowship at The Royal Children's Hospital and has a master's degree in Trauma Science from Queen Mary University of London.

Mya was a member of the ACEM working group into Discrimination, Bullying and Sexual Harassment from 2016 to 2018 which conducted a survey into prevalence and developed an action plan. She is a strong advocate for representing the diversity of our patients in our healthcare workforce and building physically and psychologically safe healthcare workplaces.



Adam Fennessy PSM

Adam Fennessy PSM is the Victorian Public Sector Commissioner. Adam has over 20 years of public sector experience at state and federal levels, including serving as Secretary (CEO) of the Victorian Department of Environment, Land, Water and Planning. Adam has worked as a partner with global advisory firm Ernst & Young and has served on boards including the Institute of Public Administration Australia (IPAA) (Victoria), Infrastructure Victoria, Monash Sustainable Development Institute and Women and Leadership Australia.

Adam is an IPAA National Fellow and a member of the Champions of Change Coalition. In 2018, he received a Public Service Medal (PSM) for leadership in the Victorian public sector.



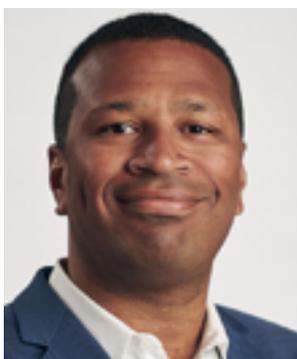
Michelle Fyfe APM

Michelle is the Chief Executive Officer of St John Ambulance Western Australia. The non-profit, charitable organisation provides first aid services and training, urgent care, patient transport, ambulance and other medical services. It has provided the emergency ambulance service in Western Australia since 1922.

Michelle brings decades of experience in understanding the diverse and complex issues that affect Western Australia emergency service organisations. Graduating from the Western Australia Police Academy in 1984, Michelle was with Western Australia Police for 34 years in many roles including Assistant Commissioner of State Crime.

Michelle has a Master of Leadership, a Graduate Diploma - Executive Leadership, and a Graduate Certificate - Applied Management. In 2017 Michelle received a Telstra Business Women's Award in the WA Public Sector and Academia category.

She was a non-Executive Director of the P&N Bank during a period of substantive strategic and leadership change. Michelle was awarded the Australian Police Medal in 2012 for her diligent and committed service to Western Australia Police and the Western Australian community.



Dr Victor Sojo

Dr Victor Sojo is a Senior Lecturer in Leadership in the Department of Management and Marketing, the University of Melbourne. He is also a Visiting Senior Research Fellow at the Global Institute for Women's Leadership, King's College London, an Associate Editor of the Australian Journal of Social Issues, and a Director on Our Watch's Board of Directors.

Dr Sojo's research focuses on factors that facilitate and inhibit workplace gender equality, diversity management, workplace abuse, and leadership development in the public sector. He does multidisciplinary engaged research, working closely with government and private sector organisations to find solutions to organisational behaviour and human resources management problems, and to develop evidence-based policies and practices.

His research and thought leadership have been published in top-tier academic journals such the Leadership Quarterly, Social Issues and Policy Review, Psychology of Women Quarterly, British Journal of Sport Medicine and The Lancet.

He completed a BSc in Industrial/Organizational Psychology (Magna Cum Laude) at the Central University of Venezuela, a MSc in Health Psychology at Simon Bolivar University, and a PhD in Psychology at the University of Melbourne.

Appendix D: List of reviews and inquiries

The table below sets out the details of key reviews and inquiries into Ambulance Victoria that are relevant to the Terms of Reference for this review, with a particular focus on those that have occurred since 2015.

In addition to the reports listed below, Ambulance Victoria has undertaken a series of cultural reviews within particular workplaces and locations across Victoria. The Commission understands that at least 13 such reviews have been undertaken, nine of which occurred between 2019 and December 2020. These reviews have considered a range of issues, including workplace behaviours, team dynamics and staff wellbeing concerns. The Commission has not listed details of these reviews below for privacy reasons. However, we have considered them in the context of our systemic review of workplace equality at Ambulance Victoria.

Date	Title	Overview	Ambulance Victoria's self-reported implementation status
September 2020	Quality and Safety Assessment	Ambulance Victoria asked Safer Care Victoria to conduct an independent assessment of aeromedical critical care services, following concerns raised about the quality and safety of care to patients delivered under the operating models for aeromedical retrieval responses. The review identified there were no immediate patient safety issues, but made 10 findings and 29 recommendations to improve the quality and safety of services and the integration and consistency of aeromedical critical care services.	In progress
June 2019	Professional Conduct Unit: First Year Review (2017-2018)	Ambulance Victoria requested an external review of the performance of the Professional Conduct Unit, following its first year of operation. The review assessed whether the unit had achieved its intended goals and identified improvement opportunities and any lessons learned.	In progress
September 2017	Operation Tone: Special report concerning drug use and associated corrupt conduct involving Ambulance Victoria paramedics	The Independent Broad-based Anti-corruption Commission investigated drug use and corrupt conduct involving Ambulance Victoria paramedics. The report made two recommendations, including that Ambulance Victoria conduct a comprehensive review of the use of illicit drugs and misuse of drugs and dependence, including considering ensuring mechanisms are in place to encourage employees to report suspected misconduct or corrupt conduct.	Completed

Date	Title	Overview	Ambulance Victoria's self-reported implementation status
November 2016	Organisational Capability Review - Ambulance Victoria	Ambulance Victoria asked the Victorian Public Sector Commission to undertake an organisational capability review. It examined the context, challenges and opportunities to enable Ambulance Victoria to deliver against its future objectives.	Completed
March 2016	Bullying and Harassment in the Health Sector	The Victorian Auditor-General conducted an audit examining whether public health services, including Ambulance Victoria, were effectively managing the risk of bullying and harassment in the workplace.	Completed
December 2015	Victoria's Ambulance Action Plan: Improving Services, Saving Lives (Final Report)	The Ambulance Performance and Policy Consultative Committee's final report outlined a series of key actions to address issues and priorities for reform, building on those identified in its interim report. This included increasing workplace engagement and lifting cultural standards, including by reviewing the organisation's values and implementing a workplace behaviour conduct framework.	Completed
March 2015	Working with Paramedics to End the Ambulance Crisis (Interim Report)	The Ambulance Performance and Policy Consultative Committee was established to examine a number of key challenges faced by Ambulance Victoria across a range of issues, including ambulance response times, patient outcomes and workforce health. The interim report outlined the Committee's interim findings and the proposed key reform priorities to be considered further in the final report.	Not applicable
October 2010	Access to Ambulance Services	The Victorian Auditor-General audited ambulance responsiveness and whether the information presented to the community about ambulance response times was reliable, clear and meaningful.	Completed

E. Framework to address unlawful and harmful workplace conduct and (in)equality

 <p>Safety, respect and trust</p>	 <p>Accountability and support</p>	 <p>Valuing those who care</p>
<p>The workforce is safe from harm and people feel respected, trust others and are supported to speak up</p>	<p>Responses to workplace harm are effective, hold perpetrators to account and ensure victims are supported</p>	<p>The workforce is prioritised and cared for</p>
<p>Decreased discrimination, sexual harassment, bullying and victimisation (i.e. unlawful conduct) and other harmful workplace conduct over the long-term</p>	<p>Processes for responding to reports and complaints of workplace harm are safe, fair, transparent, victim-centred and well understood</p>	<p>Increased prioritisation of the rights, safety, health and wellbeing of the workforce</p>
<p>Increased feelings of safety and trust among the workforce</p>	<p>Responses to reports and complaints of unlawful conduct are timely, thorough, confidential and proportionate</p>	<p>Increased opportunities to provide feedback and enable collective ownership of solutions related to unlawful and harmful workplace conduct and inequality</p>
<p>Increased confidence to identify and speak up about workplace harm and inequality</p>	<p>Increased and more consistent accountability of perpetrators of workplace harm</p>	<p>Increased recognition of the drivers and impacts of unlawful and harmful workplace conduct and inequality</p>
<p>An effective prevention plan for unlawful and harmful workplace conduct is developed and implemented</p>	<p>Increased trust in the report and complaint process</p>	<p>Increased support and communication for people who experience workplace harm or inequality</p>
<p>Increased access to and understanding of policies and procedures on unlawful and harmful workplace conduct and inequality</p>	<p>Increased safety, support and communication during and after a complaint, including by preventing victimisation</p>	
 <p>Accessibility</p>	 <p>Leadership and values</p>	 <p>Organisational capability</p>
<p>The workplace is accessible to everyone</p>	<p>A positive workplace culture of safety, respect and inclusion is everyone's responsibility and is supported by leaders</p>	<p>Unlawful and harmful conduct and inequality are reduced and responded to effectively by building organisational capability</p>
<p>People are encouraged and feel safe to disclose disabilities and the need for reasonable adjustments</p>	<p>The Board, leaders and managers set and communicate behavioural expectations and model appropriate behaviour</p>	<p>A new set of organisational values are co-designed with the workforce and drive employee behaviour</p>
<p>Increased support for pregnant or breastfeeding women and reduced discrimination on the basis of pregnancy or parental or carer status</p>	<p>Responses to reports and complaints of unlawful conduct are timely, thorough, confidential and proportionate</p>	<p>Increased understanding that workplace harm and inequality are unlawful and will not be tolerated</p>
<p>Increased support for parents returning-to-work after parental leave and reduced barriers to opportunities for people with caring responsibilities</p>	<p>Increased accountability of leaders and managers for reducing and responding appropriately to unlawful and harmful workplace conduct and inequality through KPIs</p>	<p>Increased understanding of the law relating to workplace harm and inequality, including the positive duty in the <i>Equal Opportunity Act 2010</i> (Vic)</p>
<p>Increased support for older workers to participate in the workplace and transition to retirement with dignity</p>	<p>Leaders and managers proactively and regularly engage employees and first responders in conversations about appropriate workplace conduct and the importance of workplace equality</p>	<p>Increased capability among leaders, managers and other key staff to understand, identify and respond to workplace harm and inequality and to manage people effectively</p>
<p>Increased understanding and promotion of the benefits of an accessible workplace by leaders and managers and increased support for them to talk about and respond to people's needs</p>		<p>Increased resources, support and training on dealing with workplace harm and inequality and early intervention to prevent harm from occurring</p>



Equal representation, pay and progression

The workforce is diverse and everyone feels like they belong and are included and are treated fairly

The workforce reflects the diversity of the community and differences in people are valued

Recruitment, professional development and promotion policies and practices are free from discrimination

Selection processes are fair and impartial and mechanisms exist to address potential bias and support professional development

Increased representation of women in specialist clinical and operational management roles and regular completion of gender-neutral job evaluations

People receive equal remuneration for work of equal or comparable value



Flexibility

Everyone is supported to work flexibly

Flexible work is valued and made an organisational objective

Flexible work is open to everyone and is not a barrier to any role or opportunity

Increased uptake of flexible work and improved attitudes to flexible work and people who work flexibly

Leaders and managers understand and promote the benefits of flexible work, are supported and encouraged to discuss and implement it, and role model it

The internal and external environment (e.g. technology, industrial agreements and rostering systems) support flexible work



Risk management

A culture of safety results in risks being addressed

Recognition and prioritisation of unlawful and harmful workplace conduct and inequality as an enterprise risk

Risk factors related to unlawful and harmful workplace conduct and inequality are routinely and effectively monitored, minimised and controlled

Increased identification and prompt responses to risk factors for unlawful and harmful conduct and inequality, including by seeking feedback

Increased workforce understanding and use of organisation systems to report and address risks related to unlawful and harmful workplace conduct and inequality



Data collection and continuous improvement

Data drives transparency, accountability and continuous improvement

Increased capacity and capability to regularly collect, analyse and report on data about workplace harm and inequality, including informal reports and complaints

Increased transparency around outcomes, trends and lessons related to workplace harm and inequality

Policies and procedures to prevent workplace harm and inequality and reviewed and updated regularly (e.g. annually) and are informed by the experiences of the workforce to drive continuous improvement

Increased confidence among the workforce that workplace harm and inequality is being prevented and responded to effectively

Contact us

Enquiry Line	1300 292 153
NRS Voice Relay	1300 555 727 then use 1300 292 153
Interpreters	1300 152 494
Email	enquiries@veohrc.vic.gov.au
Website	www.humanrights.vic.gov.au