



Australasian College for Emergency Medicine

Diversity in College Governance

Position Paper

November 2018



Purpose

The purpose of this Position Paper is to build on the work of the recent member consultation undertaken by the College as part of its exploration of diversity in college governance. The first phase of consultation sought the views of ACEM members and trainees regarding the current diversity represented in the membership of the three ACEM governing bodies – the ACEM Board, the Council of Advocacy, Practice and Partnerships (CAPP) and the Council of Education (COE).

This Position Paper is the second phase of this process and presents a series of recommendations and proposed actions for consideration and feedback from ACEM members and trainees. These recommendations focus on proposed changes to governance structures and processes (e.g. constitutional changes, new and/or amended regulations and policies) formulated following consideration of feedback from the first phase of consultation. They are intended to ensure that the structure and composition of ACEM's governing bodies is such that, as far as possible, it will promote what is considered an appropriate reflection of the diversity of the ACEM membership, as well as enabling representation from non-ACEM members that brings about perspectives that assist the College's senior decision-making bodies to make informed decisions relating to the achievement of the College's mission and objectives in a contemporary environment.

In summary, the Position Paper is seeking feedback from College members and trainees on a series of recommendations in relation to changes in the structure and composition of ACEM's governing bodies, which are intended to promote a more appropriate reflection of the diversity of the ACEM membership.

The work that is being conducted through this Position Paper is being undertaken by the College's Diversity and Inclusion Steering Group (DISG), an entity of the ACEM Board, with the recommendations and proposed actions described having the in-principle support of the ACEM Board.

Background

First phase – Diversity in College Governance Consultation Paper

The first phase of the Diversity in College Governance consultation process was undertaken from 20 August to 9 September 2018. A consultation paper was released to all members and trainees, outlining the current constitutional requirements and regulations in relation to the composition of the ACEM Board, CAPP and COE, along with some demographic information in relation to the current membership of these bodies. Members and trainees were asked for their feedback in relation to:

- the appropriateness of the diversity currently represented across the Board, CAPP and COE;
- any causes or barriers to obtaining more appropriate diversity where it is not currently considered appropriate;
- practical steps to address these barriers; and
- elements of diversity in relation to College activities on which the College should report as part of an annual Governance Diversity Report.

Summary of feedback

Over the course of the consultation period, a total of 64 members and trainees provided feedback.

From the responses provided, 78% (n=50) indicated the view that the membership of the ACEM Board, CAPP and/or COE do not represent appropriate diversity in order to optimally inform strategic priorities and conduct College activities. Significantly, feedback from these respondents focussed mostly on the current composition of the ACEM Board and the issues associated with enabling change to that body. For these respondents, the major theme to evolve in feedback was that the gender balance of the ACEM Board was a concern, and needs to be rectified. There was also concern that, overall, there is poor representation of women in College leadership roles.

Another significant theme to emerge was that, overall, these entities are generally not representative of the broader ACEM membership, including across elements such as location of residence and/or employment, and that cultural diversity is limited.

Respondents identified a number of barriers and/or causes considered to be factors that limited the diversity represented across the Board, CAPP and COE. The most significant barrier identified was the time commitment required to participate in these entities, resulting in a number of different cohorts being prevented from participating in College governance activities requiring membership of these bodies. This barrier was further reinforced by the current governance model, which for the purposes of appointment to the ACEM Board, likely requires participation in multiple entities and, therefore, a significant time commitment. This is particularly recognised through four of the six FACEM positions on the ACEM Board being ex-officio through the Chair and Deputy Chair of both CAPP and COE.

A number of potential solutions were put forward by respondents to address these barriers, including:

- expansion of the ACEM Board to allow for more general positions not associated with ex-officio arrangements;
- the College taking a more active role in advocating for clinical support time to allow greater participation in College activities; and
- the introduction of gender quotas.

A summary of the consultation feedback, and the main themes identified, which have subsequently informed the Steering Group's response and recommendations presented in this paper, is provided as Attachment A of this document.

Second phase: Diversity in College Governance Position Paper

The second phase of the Diversity in College Governance consultation process commences with the release of this Position Paper. The consultation will be open from **Friday, 16 November 2018**, and will close at **5:00pm (AEDT) on Thursday 31 January 2018**.

Submissions should be sent to diversity@acem.org.au or completed online (portal.acem.org.au/dicg-consultation).

In providing the recommendations outlined in this paper, the ACEM Board wishes to demonstrate its commitment to ensuring the composition of the senior governing bodies of the College are seen by the membership as appropriately diverse and reflective of the membership, as well as the need for the College to ensure that contemporary governance practices as relevant to ACEM and its work are embraced in a manner that enables these bodies to make decisions with the appropriate range of views able to be considered.

That said, both the DISG and the ACEM Board are aware that the composition of all three groups, notably the Board, needs to remain viable, and that they are not seen as groups where facilitating diversity is undertaken simply on the basis of a wide-scale expansion of membership for the sake of enabling a face-value exercise to be satisfied.

Further, the DISG and the ACEM Board recognises that, while aspects of College governance can be altered through regulation changes or similar actions, changes to the composition of the ACEM Board are required to be made through changes to the ACEM Constitution. The process for this requires consideration by the membership eligible to vote at a College Annual General Meeting (i.e. the College Fellowship), and must be approved by at least 75% of members who vote in relation to any such proposed changes. This is always a lengthy and considered process, and, before progressing the recommendations outlined in this document to a set of formal resolutions for consideration by the Fellowship, the Board is offering the opportunity for consideration of the proposed recommendations and comment from the wider membership and trainees.

Thus, the section of the paper that follows provides a series of recommendations from the DISG and the ACEM Board, as well as two actions for which the Board provided strong support at its October meeting, and which are intended to be actively progressed. Feedback is sought in relation to these matters through responses to questions associated with each recommendation/action.

Recommendations and Actions

The following recommendations and proposed actions are provided for the consideration of members and trainees, and feedback sought through the associated questions contained in the text. As previously noted, in providing these recommendations, the ACEM Board and the DISG have taken into account the feedback provided by members and trainees as part of the previous consultation, as well as governance developments and examples from the wider community. Of note is the reflection of elements of the feedback that indicated the main body where the diversity of membership requires addressing is the ACEM Board, rather than CAPP or COE. Accordingly, the recommendations that follow pertain significantly to the ACEM Board.

Diversity on ACEM Governing Bodies

The ACEM Board and the DISG acknowledges that the majority of comments provided relate to increasing the number of female FACEMs in senior College roles, particularly in relation to the composition of the ACEM Board. The recommendations outlined below are felt to enable this matter to be addressed to a significant extent. The proposed recommendations are, however, developed in the context of being able also to enable other issues currently considered to be associated with ACEM governing bodies to be addressed concurrently.

Whilst it is acknowledged that revisions to ACEM governance introduced in 2014 enshrined a strong connection between the ACEM Board and membership of the two Councils (CAPP and COE), issues associated with that connection being achieved through the appointment of both the Chair and Deputy Chair roles of the two Councils to the ACEM Board are now appreciated. Thus, while wishing to retain that connection, but enable this to be achieved through a more diverse composition, the following (Recommendations 1 to 3, inclusive) are proposed.

Recommendation 1

That the ex-officio positions of the **Deputy Chair of CAPP** and the **Deputy Chair of COE** be removed from the composition of the ACEM Board and replaced, respectively, with FACEM members elected from the FACEM membership of CAPP and COE by the membership of CAPP and COE. The Chairs of CAPP and COE would remain as ex-officio positions on the Board.

Recommendation 2

That the individuals in these roles must be of the gender opposite to that of the Chair of CAPP and the Chair of COE, as applicable.

Question 1

Please provide comment on Recommendations 1 and 2, which propose that the role of Deputy Chair of CAPP and Deputy Chair of COE are removed from the ACEM Board as ex-officio roles, and replaced with a FACEM member of CAPP and COE respectively, who is elected from the FACEM members of the applicable Councils by the Council members eligible to vote, and that the individuals in these roles shall not be of the same gender as the Chair of CAPP and the Chair of COE respectively.

Question 2

Please provide comment on Recommendation 2, which propose that the two FACEM members elected from CAPP and COE not be of the same gender as the Chair of each Council as applicable.

Appreciating the current composition of the Board in relation to the two Council Deputy Chair positions, it is proposed that the current Deputy Chair of CAPP serve out their current term and that the position not be re-filled following the November 2019 College Annual General Meeting (AGM). It is also proposed that the Deputy Chair of COE due to be declared elected at the College's 2018 AGM be permitted to serve the term as envisaged and that the position not be re-filled following the November 2020 College AGM.

Recommendation 3

That the ex-officio positions of the Deputy Chair of CAPP and the Deputy Chair of COE not be re-filled at the completion of the current term of the Deputy Chair of CAPP and the term to be served by the Deputy Chair of COE from the date of the 2018 ACEM AGM. Following the completion of their terms, both positions will be replaced by the member(s) elected pursuant to Recommendations 1 and 2.

Question 3

Please provide comment on Recommendation 3, which proposes that the Deputy Chair of CAPP and COE who will be members of the ACEM Board following the 2018 ACEM Annual General Meeting be permitted to complete their elected terms on the ACEM Board before being replaced by FACEM members elected as outlined in Recommendations 1 and 2.

It is noted that the feedback provided from the recently completed consultation was in relation to the need to increase diversity across a broad range of categories, in addition to gender, including Indigeneity, sexual orientation, geographical location, disability status and religion. In addition, the feedback was clear that the volume of work and the time commitment required in order to be eligible for these entities under the current arrangements is seen as a barrier for FACEMs working part-time and/or women with family responsibilities. This is particularly salient for those interested in a role on the ACEM Board, which requires involvement in at least two other entities. Recommendations 4 and 5 (below), which would see the addition of two FACEMs members from the general Fellowship to the ACEM Board, is felt to remove this barrier to a significant extent, and to facilitate greater involvement from the wider membership, thus leading to increased diversity.

It is proposed that the addition of two FACEM positions from the general Fellowship has the potential to increase the diversity of the Board composition and that this should be a priority for the College. Accordingly, it is recommended that these positions be made available as soon as is practicable.

Recommendation 4

That two positions of members from the general Fellowship be added to the ACEM Board as soon as is practicable.

Question 4

Please provide comment on Recommendation 4, which proposes the addition of two members from the general Fellowship to the ACEM Board.

It is acknowledged that the proposal described in Recommendation 4 above may not necessarily increase the diversity of the Board's composition, whilst adding two FACEM members. However, in considering the most appropriate options to present to the membership, the Board and the DISG believe that when combined with recommendations 1 to 3, the proposal provides an appropriate balance between addressing the broader issue of diversity, particularly with specific regard to ensuring a gender balance on the ACEM Board that is more reflective of the wider ACEM membership.

Further, it is appreciated that the need for increased diversity is such that it would be in the best interests of the organisation if a mechanism could be developed that gave a degree of confidence that the addition of the proposed two additional general FACEM positions would not result in a maintenance of the perceived 'status quo' in relation to Board diversity. For example, the addition of two further males to a Board that may already consist of nine males through this mechanism would not be perceived as a good outcome for the College.

Accordingly, it is proposed that the positions be 'appointed' through a process involving a call for expressions of interest and consideration by a Nominations Panel, rather than 'elected', in order to enable positive steps to be taken to promote an increased diversity of membership of the ACEM Board. This approach is being taken in relation to the current CAPP spill and is, in essence, the approach taken to the most recent spill that filled the current COE entities. This is consistent with current College policy as outlined in documents such as the College Entities Policy and a range of entity Terms of Reference.

Recommendation 5

That the two positions of members from the general Fellowship be added to the ACEM Board through a process of 'appointment' by a Nominations Panel, rather than by election by and from eligible Fellows.

Question 5

Please provide comment on Recommendation 5, which proposes that two additional FACEM members be added to the ACEM Board through an appointment process from interested FACEMs, rather than election by and from the Fellowship.

A discussion paper considered by the ACEM Board in December 2016 proposed actions over time in relation to the appointment of Community Representatives to entities associated with CAPP and COE. The number of community representatives now serving formally on COE and its entities has increased, and the number serving on CAPP and its entities will increase as a result of the changes to Terms of Reference of some CAPP entities and the appointment process currently underway.

The discussion paper spoke also of possible future developments in relation to the involvement of community representatives, the formation of an ACEM Community Representative group, and the possible inclusion of a community representative on the ACEM Board. Whilst the formation of an ACEM Community Representative group is not proposed in this paper, it is recommended that a Community Representative be added to the composition of the ACEM Board.

This is considered a part of the College's evolution, as well as being in line with community expectations. Community representatives now have an established role within the Australian and New Zealand health systems, and their role has been well incorporated into governance structures across the majority of health services across both countries, with involvement across development, design and implementation of health policies, programs and services.

The implementation of Recommendation 6 would expand on ACEM's recent efforts to incorporate community input into College decision making. It would also likely increase the diversity of the Board, by ensuring an additional and alternative perspective is added to the deliberations of the Board. Importantly, this amendment would also bring ACEM into alignment with broader community practices and expectations.

It is envisaged that the Community representative would be appointed, much in the way that the current members with legal and financial expertise are appointed.

Recommendation 6

That a Community Representative be added to the composition of ACEM Board, the member to be appointed by the ACEM Board.

Question 6

Please provide comment on Recommendation 6, which proposes the addition of a Community Representative to the ACEM Board.

Whilst acknowledging that the changes proposed above would not necessarily guarantee, by themselves, a solution to all of the diversity issues perceived to be involved with the College governing bodies, it is considered that they will have a significant effect in a relatively short timeframe, and send a clear message of the determination of the College to address diversity issues at a senior governance level.

Reporting on Diversity

As outlined in Phase 1 of the consultation, the College currently obtains a number of basic demographic measures of ACEM members and trainees. In considering the feedback provided on the collection and reporting of data in relation to diversity across members and trainees, the DISG and the ACEM Board noted the majority of the feedback from respondents indicated agreement with reporting on some and/or all of these existing elements. A number of respondents also indicated support for including 'ethnicity' as a reporting element.

It is therefore proposed that as part annual reporting on diversity within College governance, the following elements are reported on:

- Gender
- Location of workplace
- Geographic location
- Ethnicity
- Country of primary medical degree
- Aboriginal, Torres Strait Island and/or Māori status.

In order for this to be achieved, there are a number of considerations the College will need to further investigate. A number of these elements are already reported on to the membership via publications such as the Specialist Emergency Medicine Workforce and Training Activities Report, as well as other internal and external documents through data supplied by the college.

With regard to obtaining and reporting on members' and trainees' ethnicity and identifying as Aboriginal, Torres Strait Island and/or Māori, it is recognised that provision of this information will need to be voluntary. The College will seek to collect identifying data on diversity on a voluntary, optional basis. Members, trainees and others will not be obliged to provide such information, but will be encouraged to do so. All such identifying information will be protected in accordance with the College's Privacy Policy, and used only for appropriate College purposes. Information will be collated and de-identified. In addition, further work will need to be undertaken in order to determine the most appropriate mechanism(s) through which information on ethnicity and Aboriginal, Torres Strait Island/Māori status can be collected.

The ACEM Board considered the proposal at its October meeting and has endorsed the implementation of reporting the data as described above.

Question 7

Please provide comment on the proposed publishing by the College on an annual basis diversity data of the College membership and those involved in College activities as outlined above.

Establishment of a Women in Emergency Medicine Section

The ACEM Board notes the requirements set out in the College's Policy on Sections for the establishment of a Section.

Given the feedback provided by members in relation to female leadership opportunities, and to further support the leadership and mentoring programs that the College will be developing, the DISG has recommended that the College move to expedite the establishment of a Section of Women in Emergency Medicine. This is supported by the ACEM Board.

It is envisaged that this Section would report directly to the ACEM Board, and have a multi-faceted purpose:

- Facilitate greater networking opportunities amongst the female FACEMs and trainees;
- Promote female leaders amongst the membership;
- Facilitate mentoring opportunities between female FACEMs and trainees; and
- Provide advice and guidance to the ACEM Board on matters relating to gender equity.

As there are no limits to the number of members and trainees that can participate in a Section, the DISG considered that the establishment of a Section was more appropriate, rather than the establishment of an alternative entity, which would have limits on the number of individuals involved in its composition.

It is, in fact, understood by the Board that the formation of the Section is well progressed, and the Board has indicated its strong support for its establishment.

Next Steps

Following completion of this consultation, the DISG will review all submissions received. Based on member feedback, it is intended that the DISG will provide further recommendations to the ACEM Board. This may include, but not be limited to, recommendations that the ACEM Board progress the proposing of Constitution changes to the ACEM Fellowship, consider revised regulations, policies or other applicable documents, or undertake further consultation with the membership and/or other stakeholders.

Summary of consultation process and next steps

Activity	Date	Status
Member consultation	16 August – 9 September 2018	Complete
Collation and consideration of feedback by DISG	Late September 2018	Complete
Collation of Options paper for ACEM board	October 2018	Complete
Member consultation – Diversity Position Paper	16 November – 31 January 2019 Includes College ASM and AGM period	In Progress
Collation and consideration of feedback by DISG	February 2019	Pending
Recommendations to ACEM Board for consideration	ACEM Board meeting April 2019	Pending

Submissions

To complete this consultation, please visit portal.acem.org.au/dicg-consultation. Login to the My ACEM portal will be required.

The consultation will be open from **Friday, 16 November 2018 and will close at 5.00pm (AEDT) on Thursday 31 January 2019.**

For any queries or further discussion in relation to this Position Paper, please contact Fatima Mehmedbegovic at diversity@acem.org.au.

APPENDIX A

Feedback themes

During this first phase of consultation, ACEM received feedback from sixty-four (64) members and trainees. This feedback is summarised below. All feedback provided was anonymous.

Table 1. Question 1 - Does the current membership of the ACEM Board, CAPP and COE represent appropriate diversity to best inform strategic priorities for the College and the conduct of associated activities?

Response	Count
Yes	14
No	50

For those respondents who replied 'No', the following broad themes were identified in relation to why diversity was not appropriately represented (Table 2).

Table 2. Feedback provided as to why diversity was not appropriately represented

Theme
Gender balance of the Board is not appropriate
ACEM entities are generally not representative of the broader membership
There is poor representation of women in College leadership roles generally, including on CAPP and COE
New Zealand members are not adequately represented
Membership of these entities is metrocentric and/or does not represent those from rural or regional areas and/or does not represent all regions
There is limited diversity in terms of cultural and/or religious background and/or age ranges
There is limited transparency as to how appointment to these roles is made

Of those respondents who replied 'No' to Question 1, Table 3 (overpage) provides a summary of the themes regarding barriers and/or causes of the limited diversity represented across the Board, CAPP and COE.

Table 3. Feedback regarding the barriers and/or causes of limited diversity across the Board, CAPP and COE

Theme
The time commitment required to participate in the various entities, for a variety of reasons: <ul style="list-style-type: none"> The multiple entities and/or activities that a member must be involved in, in order to be eligible for either the Board, CAPP and/or COE e.g. the Fellows elected to COE (i.e. regional censors), will typically be a DENT. The role of DENT is difficult for part-time and/or women with families to take on. Flexibility required to attend a number of meetings in Melbourne.
The time required to participate in Council and/or Board activities was identified as a particular barrier for: <ul style="list-style-type: none"> Members who undertake part-time clinical work Women and/or members with families and particularly with carer responsibilities
Board positions, including the role of President-Elect are not filled by general election i.e. these roles are only open to those from either CAPP or COE
Concerns about cultural safety, which subsequently limits members from diverse cultural groups to apply for College rules
Limited transparency from the College on who can apply, and why decisions are made
A lack of mentoring and/or leadership support to the general membership and/or identification of potential leaders
A lack of mentoring and/or leadership support to female members
Limited governance experience amongst the general membership, and therefore a reluctance to volunteer for involvement in College entities

Of those respondents who replied 'No' to Question 1, Table 4 (overpage) provides a summary of the suggested solutions to address the barriers and/or causes identified.

Table 4: Feedback regarding potential solutions

Theme
Quotas and/or targets to ensure female representation on ACEM Board and/or senior entities
ACEM should actively seek female representation and/or more diverse member for the Board and/or other entities, and ensure there is always a female nominee
Capabilities for alternative and/or more flexible meeting attendance
Capacity for additional Board members who are not already in senior roles on either CAPP or COE, to allow direct election
Removal of the requirement for CAPP and COE Deputy Chairs to have a position on the Board
Be more proactive in seeking diverse membership of entities and/or identify particular members and encourage nomination
Increased mentoring opportunities, with specific mention of the following initiatives:
<ul style="list-style-type: none"> • All trainees and new Fellows are provided with a mentor • Mandate that every College senior-office bearer mentors another member or trainee • Development of a mentoring and/or leadership program
The non-FACEM Board roles (financial and legal expertise) are gender balanced
The roles of Chair and Deputy Chair of CAPP and the Chair and Deputy Chair of COE are gender balanced
Increased advocacy on the issue of clinical support time for members, within the workplace, which would facilitate greater involvement in College governance activities e.g. include this as a requirement within ACEM's Site Accreditation Guidelines
A Nominations Committee is established to review and recommend appointment to Board positions
Faculty meetings held during business hours and/or later in the evening to be more family friendly
Consider reviewing and amending the maximum terms for the roles of Chair of CAPP and COE
Establish a 'Women in EM Society'
Anonymise applications e.g. remove names, gender
Greater investment in leadership opportunities for women.
Quotas for the following groups were suggested:
<ul style="list-style-type: none"> • Australia/NZ • Aboriginal and Torres Strait Islander peoples • Māori • Metropolitan and rural/regional • Ethnic diversity • Across age group • New Fellows
Establish clear position descriptions

With regards to the elements of diversity that members considered the College should be reporting on to the membership, as part of annual reporting on matters of diversity within College governance, the following themes outlined in Table 5.

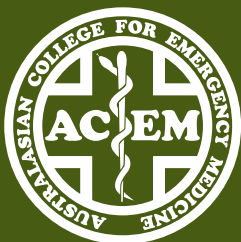
Table 5. Feedback regarding elements of diversity, which the College should report on

Topic
Gender
Ethnicity
Indigeneity
Geographic location of practice and/or residency
Country of primary medical degree
Age
Religion
Disability
Sexuality
Proportion of female speakers at the ASM
Proportion of female emergency medicine Professors

In addition, a small number of respondents reported that the College should not report on the elements of diversity outlined in Table 6.

Table 6. Feedback regarding elements of diversity, which the College should NOT report on

Topic
Sexual orientation
Age
Marital status



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