Mud Army and SES volunteers working together at the 2011 Queensland floods. Photo: Queensland Fire and Emergency Services

Key Topics:

- capability [2]
- diversity and inclusion [3]
- organisational [4]

Diversity and inclusion: building strength and capability [5]

This three-year project worked with those in the emergency management sector engaged in diversity and inclusion practice to develop an evidence-based framework capable of supporting more effective management and measurement of diversity and inclusion. This project has experienced a high level of uptake and use during its three-year term and training in the use of the framework is underway. This has been aided by the sector's focus on progressing the diversity and inclusion agenda, and the work of peak agencies and end-user organisations to develop programs and leadership. It has also contributed to the repositioning of the diversity and inclusion agenda as a risk-based business imperative, and has developed and provided materials to support the integration of diversity and inclusion into resilience, risk and workforce planning frameworks.

Project: detail Notabs

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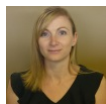[18]
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Description

In 2016, the emergency management sector (EMS) acknowledged that action was needed to address the low representation of diversity in its workforce. This was being driven by a moral imperative to better represent the communities they serve (AFAC, 2016). The role of the EMS was also changing in response to ongoing unprecedented natural hazard events and the need for more strategic approaches to building resilience. This meant renegotiating the relationship between emergency management organisations (EMOs) and their communities, reinforcing the importance of D&I. This brought to the fore the need to understand how to improve the effectiveness and value of D&I in EMOs.

The main goal of the three-year project was to work with those in the sector engaged in D&I practice and develop an evidence-based framework capable of supporting more effective management and measurement of D&I. This was carried out in three phases: (1) understanding the context, (2) development of the framework, and (3) testing. Each phase was subject to annual review and the program was adjusted in response to the outcomes of those reviews.

Following the scoping phase of the research project, three lines of inquiry were established to analyse the key systems that most directly influence D&I for EMOs – organisational, economic and community. A mixed methods approach was undertaken that incorporated case studies, semi-structured interviews, focus groups, decision-making assessments, desktop reviews of organisational documents, informal and formal literature, and ongoing review and feedback with end-users.

The final D&I framework (Young and Jones, 2020) is constructed around four components:

- Strategic – transformational change.
- Programmatic – continuous improvement.
- Inclusive growth – bottom-up engagement.
- Risk management – human, social and innovation risk associated with D&I.

Read the final report here. [59]

Related News

Queen's Birthday Honours for CRC end-users
CAPABILITY, EMERGENCY MANAGEMENT

18 JUN 2021

[60]

Diversity research highlighted in gender balance report
DIVERSITY AND INCLUSION, EMERGENCY MANAGEMENT

[61]

New online - March 2021
EMERGENCY MANAGEMENT, MULTI-HAZARD

[62]

Practising diversity and inclusion in emergency management
CAPABILITY, DIVERSITY AND INCLUSION

[63]

New online - December 2020
COMMUNICATION, EMERGENCY MANAGEMENT

[64]

Addressing diversity and inclusion in the emergency management sector
COMMUNITIES, DIVERSITY AND INCLUSION

[65]

New online - November 2020
COMMUNICATION, EMERGENCY MANAGEMENT

[66]

Emergency management in the community
COMMUNICATION, COMMUNITIES

[67]

New online - September 2020
EMERGENCY MANAGEMENT, FIRE

[68]

Valuing each other - why diversity and inclusion matters
DIVERSITY AND INCLUSION, EMERGENCY MANAGEMENT

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New online - May 2020
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[71]

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New online - August 2019
DECISION MAKING, EMERGENCY MANAGEMENT

[76]

Are we dropping the ball? A look to our workforce in 2030
CAPABILITY, EMERGENCY MANAGEMENT

[77]

New online - May 2019
EMERGENCY MANAGEMENT, FIRE

[78]

Community and economic impact of Black Saturday investigated in Journal
COMMUNITIES, DIVERSITY AND INCLUSION

[79]

Emergency services focus on research
EMERGENCY MANAGEMENT, FIRE

[80]

Understanding the diversity of those in need
DIVERSITY AND INCLUSION

[81]

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EARTHQUAKE, MODELLING

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[83]

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[84]

New online - July 2018

EARTHQUAKE, EMERGENCY MANAGEMENT

[85]

New online - May 2018

[86]

New online - April 2018
EMERGENCY MANAGEMENT, MULTI-HAZARD

[87]

New natural hazards science for Australia
MENTAL HEALTH, RESILIENCE

[88]

New science set to dazzle

[89]

Publications

Year	Type	Citation
2021	Report	Ooi, D. [90] & Young, C. [8] **Building inclusive partnerships with culturally and linguistically diverse (CALD) communities** [91]. (Bushfire and Natural Hazards CRC, 2021). Google Scholar [92] Bib
2021	Report	Young, C. [8], Jones, R. [12], McDonald, F. [11] & Rasmussen, B. [6] **Diversity and inclusion: building strength and capability – final project report** [59]. (Bushfire and Natural Hazards CRC, 2021)
2021	Report	McDonald, F. [11] **Young people and the emergency services: working towards inclusive partnerships** [98]. (Bushfire and Natural Hazards CRC, 2021). Google Scholar [99] BibTeX [100] EndNote
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2020	Report	Young, C. [8] **Diversity and inclusion: Building strength and capability - Annual Report 2019** [107]. (Bushfire and Natural Hazards CRC, 2020). Google Scholar [108] BibTeX [109] EndNote XML [1
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Presentations & Resources

DATE [183]	TITLE [184]	DOWNLOAD	KEY TOPICS
18 Apr 2017	Diversity: Building Strength and Capability [185]	569.1 KB	[186] (569.1 KB) inclusion [3], organisational [4], resilienc
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31 Aug 2017	Fire Australia Issue Three 2017 [190]	5.22 MB	[191] (5.22 MB) [192], prescribed burning [193], severe
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24 Jun 2021	Using diversity and inclusion to strengthen capability in emergency management [239]	447.61 KB	[240] (447.61 KB) diversity and inclusion [3], organisationa

Posters

[241]
Diversity and inclusion: building strength and capability

[241]
COMMUNITIES [230], MULTI-HAZARD [202]

People are one of the most important resources for an organisation. Who is employed and why, and how they are...

[242]
Diversity and inclusion: building strength and capability

[242]
COMMUNITIES [230], DIVERSITY AND INCLUSION [3]

The context in which Emergency Management Organisations (EMOs) work is changing due to social, environmental...

[243]
Managing risk through diversity and inclusion

[243]
CAPABILITY [2], DIVERSITY AND INCLUSION [3]

Although diversity and inclusion (D&I) risks have always been present, they have not been registered and...

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