



SA SES volunteers clearing up after a storm. Photo SA State Emergency Service

- Key Topics:
- non-traditional recruitment [2]
 - recruitment [3]
 - volunteering [4]


Enabling sustainable emergency volunteering [5]
This project had two parts: Emergency volunteering 2030, led by Dr Blythe McLennan, and Changing management practice, led by Dr Patrick Dunlop. The goal of this research was to improve the long-term sustainability of the volunteer workforce, and better engage the potential of volunteering to build disaster resilience in Australian communities.

Project: detail Notabs


Research team

Research leader

[6]




Dr Blythe McLennan
[6]
RESEARCH LEADER




[7]

[8]




A/Prof Patrick Dunlop
[8]
RESEARCH LEADER



[9]

Research team


[10]



Dr Darja Kragt
[10]
RESEARCH TEAM





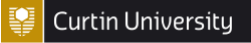








[11]

[12]





























Dr Alex Luksyte
[12]
RESEARCH TEAM

[13]

<p>[11]</p>	 <p>[11]</p>
<p>[13]</p>  <p>Dr Djurre Holtrop [13] RESEARCH TEAM</p>  <p>[11]</p>	<p>[14]</p>  <p>Prof Marylène Gagné [14] RESEARCH TEAM</p>  <p>[9]</p>
<p>[16]</p>  <p>Prof John Handmer [16] RESEARCH TEAM</p>  <p>[7]</p>	<p>[15]</p>  <p>Dr Tarn Kruger [15] RESEARCH TEAM</p>  <p>[7]</p>
<p>[17]</p>  <p>Hawa Muhammad Farid [17] RESEARCH TEAM</p>  <p>[11]</p>	<p>[17]</p>  <p>Hawa Muhammad Farid [17] RESEARCH TEAM</p>  <p>[11]</p>

End User representatives

<p>[18]</p>  <p>Ali Martin [18] END-USER</p>  <p>[19]</p>	<p>[20]</p>  <p>Peter Jeffrey [20] END-USER</p>  <p>[21]</p>
<p>[22]</p>  <p>Georgina Goodrich [22] END-USER</p>  <p>[23]</p>	<p>[24]</p>  <p>Annabelle Kirwan [25] END-USER</p>  <p>[26]</p>
	

[27]	<p>Kristine Wendtman [27] END-USER</p> 	<p>[29]</p> <p>Paul Davis [29] END-USER</p> 
[28]		[30]
[31]	<p></p> <p>Andrew McCullough [31] END-USER</p> 	<p>[33]</p> <p></p> <p>Deb Parkin [33] END-USER</p> 
[32]		[34]
[35]	<p></p> <p>Jennifer Pidgeon [35] END-USER</p> 	<p>[37]</p> <p></p> <p>Troy Davies [37] END-USER</p> 
[36]		[21]
[38]	<p></p> <p>Lisa Grieg [38] END-USER</p> 	<p>[40]</p> <p></p> <p>Diana Bernardi [40] END-USER</p> 
[39]		[41]
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[26]		


Description

The *Enabling sustainable emergency volunteering* project had two broad aims, each of which was addressed by a targeted package of work:

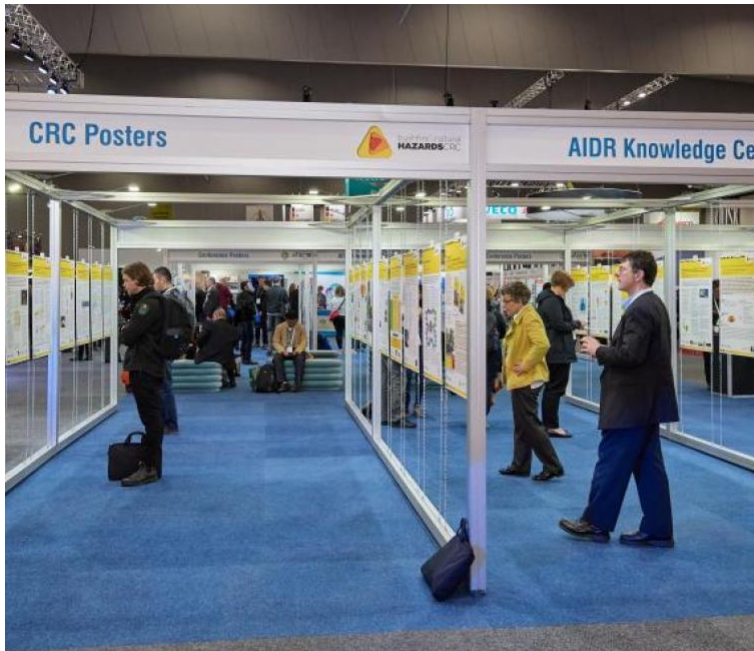
- **Work package 1, Emergency volunteering 2030** - Adapting the sector, was based at RMIT University. It aimed to support the emergency management sector to adapt to the transformation of volunteering and put itself in the best position possible to enable and enhance the value of volunteering to communities – before, during, and after emergencies - into the future.
- **Work package 2, Changing management practices**, was based at the University of Western Australia and Curtin University. It aimed to support EMOs to improve volunteer retention through effective on-boarding, and potentially through adapting volunteer roles and pathways, and to measure progress towards building a culture of inclusion amongst their volunteer base that supports effective on-boarding.

[Read the final report here.](#), [43]

Download:

 Enabling sustainable emergency volunteering: project overview [44]

Related News



New online - May 2021
COMMUNICATION, MULTI-HAZARD

25 MAY 2021

[45]



Volunteer management research features in latest AJEM issue
CAPABILITY, NON-TRADITIONAL RECRUITMENT

17 MAY 2021

[46]



Making better use of research
CAPABILITY, EMERGENCY MANAGEMENT

14 MAY 2021

[47]



Will this picture help recruit new volunteers?
COMMUNICATION, RECRUITMENT

20 APR 2021

[48]



28 JAN 2021

New online - January 2021
COMMUNICATION, EMERGENCY MANAGEMENT

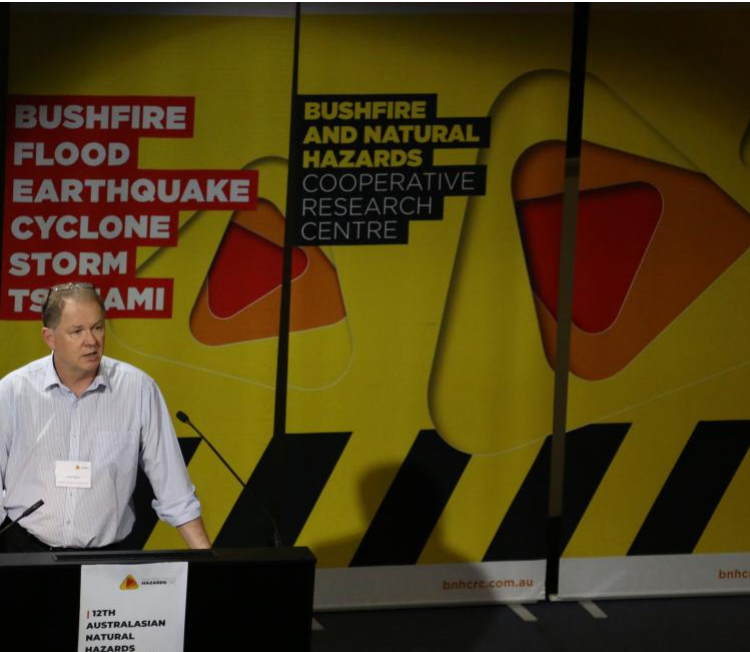
[49]



17 NOV 2020

Building capacity in northern Australian communities
INDIGENOUS COMMUNITIES, LOCAL KNOWLEDGE

[50]



Are we ready now? Will we be ready then?
COMMUNICATION, COMMUNITIES

20 OCT 2020

[51]



Emergency management in the community
COMMUNICATION, COMMUNITIES

19 OCT 2020

[52]



Collaboration leads to new toolkit for emergency volunteer leaders
COMMUNICATION, ORGANISATIONAL

14 OCT 2020

[53]



Science galore – key CRC event dates
EMERGENCY MANAGEMENT, PRESCRIBED BURNING

30 JUN 2020

[54]



10 JUN 2020

Excellence in CRC research nationally recognised
COMMUNICATION, VOLUNTEERING

[55]



13 MAR 2020

Research update for Volunteering Victoria
COMMUNITIES, RECRUITMENT

[56]



18 DEC 2019

As bushfires intensify, we need to acknowledge the strain on our volunteers
 FIRE, FIRE IMPACTS

[57]



11 DEC 2019

Special edition Monographs share AFAC19 science
 EMERGENCY MANAGEMENT, LAND MANAGEMENT

[58]



New online - October 2019
EMERGENCY MANAGEMENT, ENGINEERING

09 OCT 2019

[59]



Future of EM highlighted for WA volunteers
EMERGENCY MANAGEMENT, MITIGATION

10 SEP 2019

[60]



28 AUG 2019

Outstanding achievements awarded at AFAC19
FIRE IMPACTS, REMOTE SENSING

[61]



22 AUG 2019

New online - August 2019
DECISION MAKING, EMERGENCY MANAGEMENT

[62]



25 JUL 2019

Project update July 2019 – Enabling sustainable emergency volunteering
EMERGENCY MANAGEMENT, VOLUNTEERING

[63]



27 JUN 2019

New online - June 2019
COMMUNITIES, EMERGENCY MANAGEMENT

[64]



Leadership forum in NSW

27 JUN 2019

[65]



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

17 MAY 2019

[66]



19 MAR 2019

New online - March 2019
EMERGENCY MANAGEMENT, FIRE

[67]



18 MAR 2019

Looking to the future with the NSW Country Women's Association
CAPABILITY, COMMUNITIES

[68]



21 JAN 2019

Quiet achievers recognised for research impacts
CHILD-CENTRED, EDUCATION

[69]



18 DEC 2018

New online - December 2018
EMERGENCY MANAGEMENT, MODELLING

[70]



07 DEC 2018

Preparing for the future focus of magazine
CYCLONE, EMERGENCY MANAGEMENT

[71]



06 DEC 2018

Research benefits flowing
DECISION MAKING, FIRE

[72]



15 NOV 2018

New online – November 2018
EARTHQUAKE, MODELLING

[73]



12 NOV 2018

Voice of volunteer leaders wanted for survey
NON-TRADITIONAL RECRUITMENT, RECRUITMENT

[74]



18 SEP 2018

Conference papers available online
EMERGENCY MANAGEMENT, MULTI-HAZARD

[75]



04 MAY 2018

Lessons learnt post-disaster
EMERGENCY MANAGEMENT, MITIGATION

[76]



16 OCT 2017

What will emergency volunteering look like in 2030?
COMMUNITIES, RECRUITMENT

[77]



31 AUG 2017

New natural hazards science for Australia
MENTAL HEALTH, RESILIENCE

[78]



22 MAR 2017

New science set to dazzle

[79]

Publications

Year	Type	Citation
2024	Journal Article	Holtrop, D. [13] <i>et al.</i> Exploring Volunteer Turnover Reasons, Intentions, and Behaviour [80]. <i>Group & Organization Management</i> (2024). doi:https://doi.org/10.1177/10596011241237841 DOI [81] C
2022	Journal Article	Dunlop, P. [8] <i>et al.</i> Setting expectations during volunteer recruitment and the first day experience: a preregistered experimental test of the met expectations hypothesis [85]. <i>European Jour</i>
2022	Report	McLennan, B. [6] Emergency volunteering 2030: Views from emergency response volunteer representatives [90]. (Bushfire and Natural Hazards CRC, 2022). Google Scholar [91] BibTeX [92] Enc
2022	Report	Dunlop, P. [8], Farid, H. [17], Gagné, M. [94] & Kragt, D. [10] Supporting new volunteers: a resource kit for emergency service volunteer leaders [95]. (Bushfire and Natural Hazards CRC, 2022). G
2022	Report	Chong, J. [99], McLennan, B. [6] & Dunlop, P. [8] Emergency Services Workforce 2030: Changing work literature review [100]. (Bushfire and Natural Hazards CRC, 2022). Google Scholar [101] Bib
2022	Report	McLennan, B. [6], Chong, J. [99] & Dunlop, P. [8] Emergency Services Workforce 2030: Changing landscape literature review [104]. (Bushfire and Natural Hazards CRC, 2022). Google Scholar [10
2022	Report	McLennan, B. [6], Chong, J. [99] & Dunlop, P. [8] Emergency Services Workforce 2030 [108]. 66 (Bushfire and Natural Hazards CRC, 2022). Google Scholar [109] BibTeX [110] EndNote XML [111]
2021	Report	McLennan, B. [6] <i>et al.</i> Enabling sustainable emergency volunteering - annual report 2019-2020 [112]. (Bushfire and Natural Hazards CRC, 2021). Google Scholar [113] BibTeX [114] EndNote XML
2021	Report	McLennan, B. [6] <i>et al.</i> Enabling sustainable emergency volunteering – final project report [43]. (Bushfire and Natural Hazards CRC, 2021). Google Scholar [116] BibTeX [117] EndNote XML [118]
2021	Report	Farid, H. [17] <i>et al.</i> State Emergency Service (SES): Volunteer views on experiences, wellbeing, and motivations – Findings from the Cultural Assessment Tool (CAT) Survey 2019-20 [119]. (
2020	Report	McLennan, B. [6] <i>et al.</i> Enabling sustainable emergency volunteering: annual report 2018-19 [123]. (Bushfire and Natural Hazards CRC, 2020). Google Scholar [124] BibTeX [125] EndNote XML [1
2019	Conference Paper	Gagné, M. [94] <i>et al.</i> Emergency volunteer retention: can a culture of inclusiveness help? [127]. <i>AFAC19 powered by INTERSCHUTZ - Bushfire and Natural Hazards CRC Research Forum</i> (Austra
2019	Conference Paper	McLennan, B. [6] What's wrong and what needs fixing? Stakeholder perspectives on making the future of emergency volunteering [132]. <i>Bushfire and Natural Hazards CRC Research Day AFA</i>
2019	Journal Article	Kragt, D. [10] & Holtrop, D. [13] Volunteering research in Australia: A narrative review [136]. <i>Australian Journal of Psychology</i> (2019). doi: https://doi.org/10.1111/ajpy.12251 DOI [137] Google Schol
2019	Report	McLennan, B. [6] Emergency volunteering shared learning network [141]. (Bushfire and Natural Hazards CRC, 2019). Google Scholar [142] BibTeX [143] EndNote XML [144]
2019	Report	McLennan, B. [6] & Kruger, T. [15] Emergency Volunteering 2030: Views from Managers in Volunteerism [145]. (Bushfire and Natural Hazards CRC, 2019). Google Scholar [146] BibTeX [147] Endf
2019	Report	Farid, H. [17] <i>et al.</i> State Emergency Service volunteer views on expectations, experiences and motivations [149]. (Bushfire and Natural Hazards CRC, 2019). Google Scholar [150] BibTeX [151]
2019	Report	Kruger, T. [15] & McLennan, B. [6] Emergency volunteering 2030: Views from the community sector [153]. <i>Environmental scan report no.3</i> (Bushfire and Natural Hazards CRC, 2019). Google Schol
2018	Conference Paper	Kruger, T. [15] & McLennan, B. [6] Volunteering into the future – disaster events, local governments & communities [157]. <i>AFAC18</i> (Bushfire and Natural Hazards CRC, 2018). Google Scholar [15
2018	Conference Paper	Kruger, T. [15] & McLennan, B. [6] Emergency volunteering 2030: a sector-wide, management perspective [161]. <i>AFAC18</i> (Bushfire and Natural Hazards CRC, 2018). Google Scholar [162] BibTeX
2018	Conference Paper	Bates, J. [165] Research proceedings from the 2018 Bushfire and Natural Hazards CRC and AFAC Conference [166]. <i>Bushfire and Natural Hazards CRC & AFAC annual conference 2017</i> (Bushfir
2018	Journal Article	Kragt, D. [10], Dunlop, P. [8], Gagné, M. [94] & Luksyte, A. [12] When joining is not enough: emergency services volunteers and the intention to remain [170]. <i>Australian Journal of Emergency Ma</i>
2018	Journal Article	Conditions for effective coproduction in community-led disaster risk management [174]. <i>Voluntas</i> 28 , 16 (2018). DOI [175] Google Scholar [176] BibTeX [177] EndNote XML [178]
2018	Report	Kruger, T. [15] & McLennan, B. [6] Emergency volunteering 2030: views from local government managers [179]. (Bushfire and Natural Hazards CRC, 2018). Google Scholar [180] BibTeX [181] Enc
2018	Report	McLennan, B. [6] <i>et al.</i> Enabling sustainable emergency volunteering: annual project report 2017-18 [183]. (Bushfire and Natural Hazards CRC, 2018). Google Scholar [184] BibTeX [185] EndNote
2017	Conference Paper	Rumsewicz, M. [187] Research proceedings from the 2017 Bushfire and Natural Hazards CRC and AFAC Conference [188]. <i>Bushfire and Natural Hazards CRC & AFAC annual conference 2017</i> (f

Presentations & Resources

DATE [192]	TITLE [193]	DOWNLOAD	KEY TOPICS
07 Jul 2017	Lightning presentation: enabling sustainable emergency volunteering - why and for what outcomes? [194]	 748.26 KB	[195] (748.26 KB) managem
31 Aug 2017	Fire Australia Issue Three 2017 [197]	 5.22 MB	[198] (5.22 MB) [199], pr
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11 Jan 2018	Enabling sustainable volunteering - adapting the sector - project update January 2018 [211]	 0 bytes	[212] (0 bytes) [206], re
11 Jan 2018	Enabling sustainable volunteering - changing management practice - project update January 2018 [213]	 0 bytes	[214] (0 bytes) [206], re
03 Apr 2018	Enabling sustainable volunteering - adapting the sector - project update April 2018 [215]	 0 bytes	[216] (0 bytes) [206], re
17 Apr 2018	Enabling sustainable emergency volunteering: Changing management practice [217]	 1.68 MB	[218] (1.68 MB) managem
17 Apr 2018	Enabling sustainable emergency volunteering: Adapting the Sector [220]	 3.12 MB	[221] (3.12 MB) managem
19 Sep 2018	Emergency volunteering 2030: A sector-wide, management perspective [223]	 1.74 MB	[224] (1.74 MB) managem
19 Sep 2018	Lived experiences of emergency services volunteers in Western Australia [225]	 2.06 MB	[226] (2.06 MB) managem
19 Sep 2018	Volunteering into the future: disaster events, local governments and communities [227]	 4.97 MB	[228] (4.97 MB) [206], er
27 Feb 2019	Webinar - Emergency volunteering 2030 by Dr Blythe McLennan [229]	 0 bytes	[230] (0 bytes) managem
29 Apr 2019	Effective on-boarding for volunteers - webinar [231]	 0 bytes	[232] (0 bytes) [233]
08 May 2019	Enabling sustainable emergency volunteering Changing management practices RAF May 19 [234]	 767.69 KB	[235] (767.69 KB) managem
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19 Aug 2019	EVN webinar five - helping the helpers: community sector volunteering for emergency management and community resilience [242]	 0 bytes	[243] (0 bytes) managem
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26 Sep 2019	Understanding models for spontaneous volunteering [246]	 2.25 MB	[247] (2.25 MB) al recruit
15 Oct 2019	Motivations, experiences and emotions: being an SES volunteer [249]	 1.27 MB	[250] (1.27 MB) [1], comm
10 Jun 2020	Highly commended research at EMPA conference 2020 [252]	 0 bytes	[253] (0 bytes) [238],
31 Jul 2020	Autonomy, belongingness and competence: the ABCs of emergency volunteer retention [255]	 1.39 MB	[256] (1.39 MB) al recruit
13 Aug 2020	Enabling sustainable volunteering - adapting the sector - project update July 2020 [257]	 0 bytes	[258] (0 bytes) al recruit
13 Aug 2020	Enabling sustainable volunteering - adapting the sector - project update July 2020 presentation slides [259]	 2.39 MB	[260] (2.39 MB) al recruit
13 Aug 2020	Enabling sustainable volunteering - changing management practices - project update July 2020 presentation slides [261]	 902.52 KB	[262] (902.52 KB) recruit
13 Aug 2020	Enabling sustainable volunteering - changing management practices - project update July 2020 [263]	 0 bytes	[264] (0 bytes) al recruit
13 Aug 2020	Enabling sustainable volunteering - Workforce 2030 update [265]	 0 bytes	[266] (0 bytes) al recruit
13 Aug 2020	Enabling sustainable volunteering - recruitment studies [267]	 0 bytes	[268] (0 bytes) al recruit
13 Aug 2020	Cultural Assessment Tool 2019/20 survey findings [269]	 333.77 KB	[270] (333.77 KB) recruit
25 Aug 2020	Enabling sustainable volunteering - leading volunteers young and old: research study [271]	 0 bytes	[272] (0 bytes) al recruit
09 Oct 2020	Hawa Muhammad Farid presentation – Recruitment and retention toolkit for emergency volunteer leaders [273]	 1.14 MB	[274] (1.14 MB)
09 Oct 2020	A/Prof Pat Dunlop presentation – Recruitment and retention toolkit for emergency volunteer leaders [275]	 2.22 MB	[276] (2.22 MB)
13 Oct 2020	Online showcase: recruitment and retention toolkit for emergency volunteer leaders [277]	 0 bytes	[278] (0 bytes) [238],
18 Nov 2020	Workforce 2030 Northern Australia Research Engagement Forum (7/9) [279]	 0 bytes	[280] (0 bytes) communiti
17 May 2021	Fire Australia Issue Two 2021 [284]	 11.74 MB	[285] (11.74 MB), emer
06 Aug 2021	Enabling emergency volunteer sustainability: resources for recruitment and retention [286]	 479.36 KB	[287] (479.36 KB) recruit
20 Aug 2021	Instructions on how to use the Recruitment Messaging Toolkit [288]	 4.2 MB	[289] (4.2 MB) al recruit
20 Aug 2021	Recruitment Messaging Toolkit [290]	 3.79 MB	[291] (3.79 MB) al recruit
11 Nov 2021	Supporting Your Volunteers: A Resource Kit for Emergency Service Volunteer Leaders [292]		emergency managem
11 Nov 2021	Module 1: Recruiting [293]		emergency managem
11 Nov 2021	Module 2: Onboarding [294]		capability [251], emer
11 Nov 2021	Module 3: Leading [295]		capability [251], emer
14 Jul 2022	Module 1 - Recruiting (reduced file size) [296]		emergency managem
14 Jul 2022	Module 2 - Onboarding (reduced file size) [297]		emergency managem
14 Jul 2022	Module 3 - Leading (reduced file size) [298]		emergency managem

Posters



[299]

Volunteer sustainability is about much more than recruitment and retention

[299]

EMERGENCY MANAGEMENT [196], RECRUITMENT [3]

We asked 26 government and non-government volunteer managers about volunteer sustainability. You might be...



[300]

When joining is not enough: Profiles of emergency services volunteers and the intention to remain

[300]

EMERGENCY MANAGEMENT [196], RECRUITMENT [3]

In this study, we examined how meeting the initial expectations of new volunteers when they join an emergency...

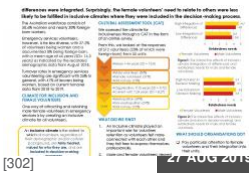
27 AUG 2019

Volunteers and their supporters want more direct, regular access to research; shared learning networks can fill the gap – with time.

[301]

VOLUNTEERING [4]

'Stuck in the middle with you': Lessons learned from convening a shared learning network as an academic



[302]

Emergency Volunteer Retention: Can a Culture of Inclusiveness Help?

[302]

VOLUNTEERING [4]

we examined the effects of a climate of inclusiveness on volunteer retention. A survey of 512 emergency...



[303]

Enabling sustainable emergency volunteering

[303]

VOLUNTEERING [4]

Key findings: Managing expectations and satisfying psychological needs are critical to the recruitment and...



[304]

Enabling sustainable emergency volunteering

[304]

EMERGENCY MANAGEMENT [196], VOLUNTEERING [4]

Key findings: Workforce 2030: A utilisationproject from the Enabling Sustainable Emergency Volunteering...

Linked Projects

Diversity and inclusion: building strength and capability

[305]

EMERGENCY MANAGEMENT CAPABILITY [306]

Celeste Young
Victoria University [307]



[307]

Improving the retention and engagement of volunteers in emergency service agencies

[308]

SUSTAINABLE VOLUNTEERING [309]

A/Prof Michael Jones
University of Wollongong [310]

[7]

<https://www.bnhrcr.com.au/files/resaleidelfloods-9pg> [2] <https://www.bnhrcr.com.au/research/topics/contingency> [3] <https://www.bnhrcr.com.au/research/topics/hazards> [3533] [6] <https://www.bnhrcr.com.au/people/bmcnnan> [7] <https://www.bnhrcr.com.au/organisations/rmit> [8] <https://www.bnhrcr.com.au/people/pdunlop> [9] <https://www.bnhrcr.com.au/organisations/curtin-university> [10] <https://www.bnhrcr.com.au/people/dkragt> [11] <https://www.bnhrcr.com.au/organisations/uwa> [12] <https://www.bnhrcr.com.au/people/alkusyte> [13] <https://www.bnhrcr.com.au/people/dholland> [14] <https://www.bnhrcr.com.au/people/mgagn%C3%A9> [15] <https://www.bnhrcr.com.au/people/kruger> [16] <https://www.bnhrcr.com.au/people/handmer> [17] <https://www.bnhrcr.com.au/people/hallor> [18] <https://www.bnhrcr.com.au/people/amartin> [19] <https://www.bnhrcr.com.au/organisations/cfa> [20] <https://www.bnhrcr.com.au/people/pjefrey> [21] <https://www.bnhrcr.com.au/organisations/gfes> [22] 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