



Managing risk through diversity and inclusion

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Although diversity and inclusion (D&I) risks have always been present, they have not been registered and managed as core operational risks by emergency management organisations (EMOs).

D&I-related risks are systemic and pervasive and can have severe impacts. However, D&I can also be a powerful tool for mitigating organisational and natural hazard risks and improve community safety.

Mapping risk helps to define the **risks, benefits** and **actions** associated with D&I, linking them to day-to-day tasks. Attributes, capabilities and skills needed to support implementation often reach beyond standard technical skills. Table 1 is an abridged mapping of an OHS risk.

Table 1

Risk	Exclusion due to difference
Impacts	Low morale; disengagement; WorkCover/liability claims
Treatment	Develop inclusive culture program
Benefits	Decrease in insurance premiums; increase in trust, wellbeing and community safety
Key tasks	Monitoring and evaluation; engagement/communication; program development; project and risk management; innovation; education
Attributes	Cultural and emotional intelligence; sensitivity; trustworthy, empathy
Skills	Engagement, communication; educational; strategic; innovation, project and risk management
Capability	Risk management; self-care; cultural.

Community capability

Understanding peoples' capabilities, skills and context provides a starting point for effective engagement with diverse communities. Key findings are:

- There are multiple understandings as to what a community is and does.
- The ability to create and maintain trust within a community is a critical capability.
- The capacity of both EMOs and diverse communities to identify the skills and capabilities they each have and need can be limited.

A FRAMEWORK FOR MANAGING AND MEASURING

To be effective, management and measurement of D&I needs to be systemic. The **three frameworks** developed to support this are: **Strategic** – a transformation process provides the overarching organisational framework (Figure 1).

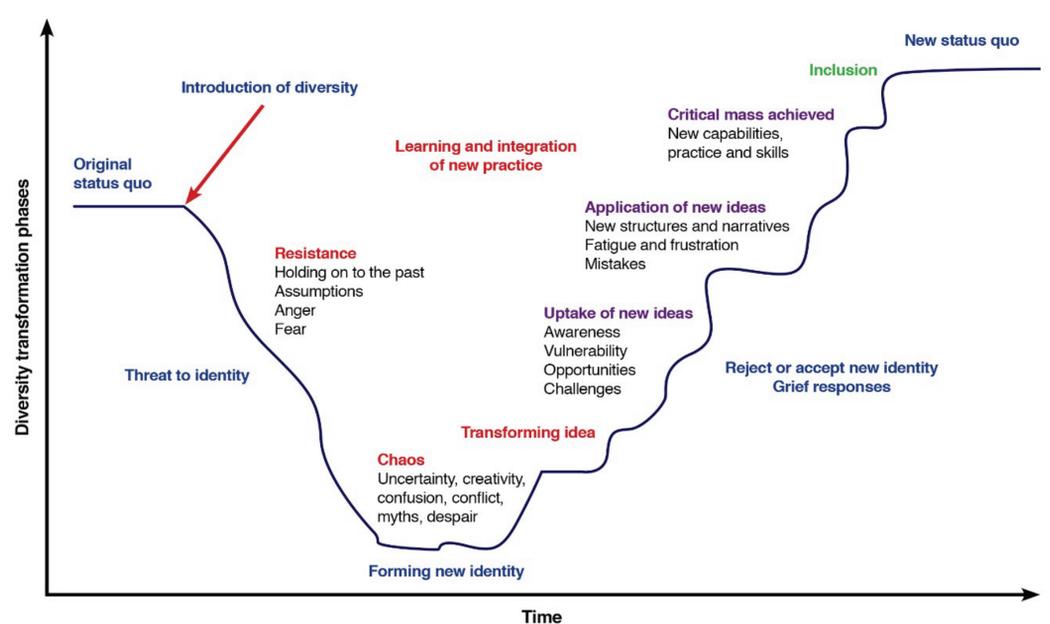


Figure 1

Programmatic – a continuous improvement process provides the link between the longer term strategic landscape and actions on the ground (Figure 2).

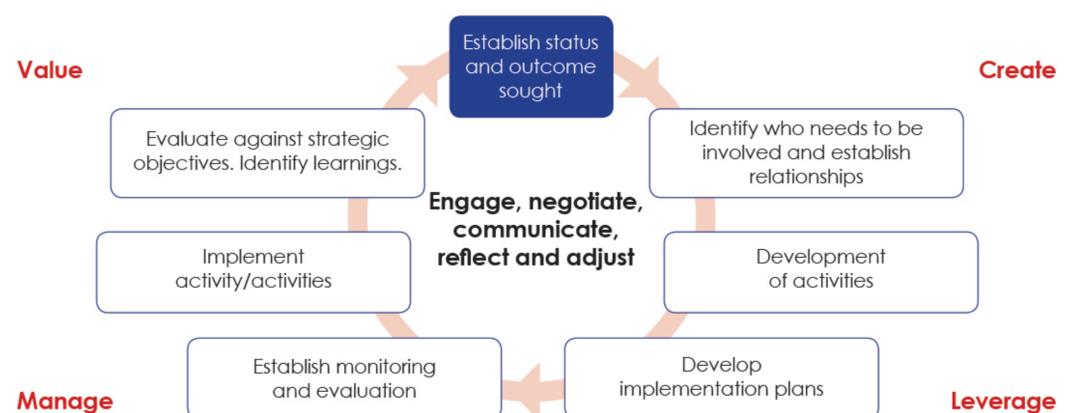


Figure 2

Organic growth – the principles of connecting and understanding, developing and maintaining relationships, collaborating and empowering action, sharing and celebrating, provides the social basis that supports the implementation of the above processes.

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