bushfire&natural HAZARDSCRC

bnhcrc.com.au

ENABLING SUSTAINABLE EMERGENCY VOLUNTEERING

2018 - 2019 Annual Report

Dr Blythe McLennan[1,4], Dr Patrick Dunlop[3,4], Dr Darja Kragt[2,4], Dr Tarn Kruger[1,4], Dr Djurre Holtrop[3,4], Dr Marylène Gagné[3,4], Dr Alex Luksyte[2,4], Hawa Muhammad Farid[2,4]

[1]RMIT University, [2]University of Western Australia, [3]Curtin University, [4] Bushfire and Natural Hazards CRC

RMIT UNIVERSITY

THE UNIVERSITY OF WESTERN AUSTRALIA

Curtin University

Version	Release history	Date
1.0	Initial release of document	11/06/2020

Australian Government
Department of Industry, Science, Energy and Resources

Business Cooperative Research Centres Program

All material in this document, except as identified below, is licensed under the Creative Commons Attribution-Non-Commercial 4.0 International Licence.

Material not licensed under the Creative Commons licence:

- Department of Industry, Science, Energy and Resources logo
- Cooperative Research Centres Program logo
- Bushfire and Natural Hazards CRC logo
- Any other logos
- All photographs, graphics and figures

All content not licenced under the Creative Commons licence is all rights reserved. Permission must be sought from the copyright owner to use this material.

Disclaimer:
RMIT University, University of Western Australia, Curtin University and the Bushfire and Natural Hazards CRC advise that the information contained in this publication comprises general statements based on scientific research. The reader is advised and needs to be aware that such information may be incomplete or unable to be used in any specific situation. No reliance or actions must therefore be made on that information without seeking prior expert professional, scientific and technical advice. To the extent permitted by law, RMIT University, University of Western Australia, Curtin and the Bushfire and Natural Hazards CRC (including its employees and consultants) exclude all liability to any person for any consequences, including but not limited to all losses, damages, costs, expenses and any other compensation, arising directly or indirectly from using this publication (in part or in whole) and any information or material contained in it.

Publisher:

Bushfire and Natural Hazards CRC

June 2020

Citation: McLennan B, Dunlop P, Kragt D, Kruger T, Holtrop D, Gagné M, Luksyte A & Farid HM (2020) Enabling sustainable emergency volunteering: 2018-2019 annual report, Bushfire and Natura Hazards CRC, Melbourne.

Cover: Source: SA SES

TABLE OF CONTENTS

END-USER PROJECT IMPACT STATEMENT 4
INTRODUCTION 5
BACKGROUND 6
RESEARCH APPROACH 8
KEY MILESTONES 11
UTILISATION AND IMPACT 17
NEXT STEPS 23
OUTPUTS LIST 25
TEAM MEMBERS 30
APPENDICES 33
REFERENCES 37

END-USER PROJECT IMPACT STATEMENT

Kristine Wendtman, *Volunteer Relations and Workforce Planning, NSW Rural Fire Service*

In my view this project is one of the most important the BNHCRC has ever done, in terms of its impact on the sector.

For us it has been particularly timely as we are currently entering a new strategic planning phase. My colleagues and I have drawn heavily on the work of both research teams as we formulate our strategic priorities for maintaining a sustainable volunteer workforce into the future.

Inviting the research team to present to the senior leaders (both staff and volunteer) of the organisation recently allowed us to open new and valuable discussions about the changing volunteer environment and how we as an organisation might adapt to those changes.

INTRODUCTION

The *Enabling sustainable emergency volunteering* project is being jointly undertaken by researchers at RMIT University, the University of Western Australia, and Curtin University for the Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC). It is the only core project in the BNHCRC's research cluster on Sustainable Volunteering that is in active research phase. The goal of this cluster is to improve the long-term sustainability of the volunteer workforce, and better engage the potential of volunteering to build disaster resilience in Australian communities.[1]

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

- **Work package 1, Emergency volunteering 2030 - Adapting the sector**, is based at RMIT University. It aims 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,** is based at the University of Western Australia and Curtin University. It aims 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.

The project complements other active BNHCRC research projects, especially in the Emergency management capability cluster (e.g. *Diversity and inclusion: building strength and capability* and *Catastrophic and cascading events: planning and capability* projects).[2] It also draws from work in two completed projects: the Bushfire CRC *Volunteerism* project (2003-2010) undertaken by researchers at La Trobe University [1] and the BNHCRC *Out of uniform*: *building community resilience through non-traditional volunteering* project (2015-2017), which was a precursor to the *Enabling sustainable emergency volunteering* project based at RMIT University [2, 3].

This Annual Report communicates the key activities and achievements of the *Enabling sustainable emergency volunteering* project in the 2018-2019 financial year. This was the second year of the project [see also 4]. The research phase of the project is due to end in June 2020.

[1] See https://www.bnhcrc.com.au/research/cluster/sustainable-volunteering

[2] See https://www.bnhcrc.com.au/research/cluster/emergency-management-capability

BACKGROUND

THE EMERGENCY VOLUNTEERING LANDSCAPE IN AUSTRALIA

An inexorable link exists between volunteerism and community capability and resilience with respect to disaster risk. Communities and governments increasingly expect emergency management organisations (EMOs) to actively enable and enhance the value of volunteering for communities with respect to building community capability and resilience. This is strongly reflected in disaster management policy in Australia, embodied in the National Strategy for Disaster Resilience [5]. It is also evident in the United Nation's Sendai Framework for Disaster Risk Reduction that calls on Nations to encourage "Civil society, volunteers, organized voluntary work organizations and community based organizations to", amongst other things, "advocate for resilient communities and an inclusive and all-of-society disaster risk management that strengthen synergies across groups" [6, p.23].

At the same time, the landscape of emergency and disaster volunteering is transforming [7]. Socioeconomic changes in areas such as the nature of paid work, lifestyles and values, and the social impact of new technology have led to a decline in the 'traditional' model of formal, long-term, high-commitment volunteering with a single organisation that currently forms the foundation of emergency management volunteer models [8]. Alongside this decline there is a rise in 'new' or 'non-traditional' styles of volunteering that are more diverse, fluid, episodic and digitally-enabled. There is also a corresponding increase in self-organised emergency and disaster volunteering that is not formally affiliated with, or directly managed by, EMOs [9].

This situation presents significant challenges to current volunteer management practices, particularly in recruitment and retention [1]. The 2012 National Emergency Management Volunteer Action Plan, for example, stated that the changing landscape presented "a significant challenge for the recruitment and retention of emergency management volunteers", and labelled it "an issue of national importance that impacts on all levels of government and all Australian communities" [10, p.6]. More recently, a 2016 report for the Australian Emergency Management Volunteer Forum reconfirmed five key recruitment and retention challenges related to time, training, cost, recognition and people [11]. It included recommendations that EMOs pursue more flexibility in their volunteer involvement and training and develop more inclusive cultures and increase the diversity of their volunteer base.

In this context, EMOs experience increasing difficulty in both attracting and retaining volunteers under their current volunteer management models and within existing organisational cultures [12, 13] and are expending significant human and economic costs trying to market a value proposition that is outdated, narrow, and does not attract diversity. Some EMOs experience greater difficulty than others. For example, the WA SES estimates a yearly turnover of 20-25%. This presents considerable challenges for volunteer sustainability.

Volunteer managers report that much of their volunteer turnover occurs with newer recruits. Often early turnover can be a sign that the expectations of

incoming recruits fail to match with their on-the-job experiences. In many organisational settings, research suggests that a mismatch between expectations held by new recruits and their actual experiences can trigger a breach of the 'psychological contract', leading to disillusionment among new recruits; the ultimate result of this is that new recruits will likely leave shortly after being recruited. Importantly, a psychological contract can be formed and re-evaluated in all stages of the volunteers' experiences, from pre-recruitment (e.g., via role stereotypes), recruitment (e.g., recruitment materials), socialisation (e.g., training, induction), in-role activities (e.g., deployment), to evaluations [e.g. 14].

Importantly, the transformation of the volunteering landscape also presents new opportunities for the emergency management sector to adapt and better position itself to enhance volunteer sustainability and to enable the value of volunteering for communities - now and in the future. However, as volunteer managers and workforce planners in the sector recognise, prevailing volunteer models tend to be overly rigid and resist activities that can capitalise on the emerging opportunities [15]. The sector therefore needs to consider more agile and community-centric strategies and management practices that are: a) more reflective of the new 'face' of volunteering and the diversity of communities, and b) more able to respond to future changes and opportunities in volunteering. EMOs will need to adapt internal organisational structures, procedures and cultures to transform these approaches into practice. Failure to adapt could lead to EMOs being left behind while new voluntary and community-based organisations pursue their own ways to get involved in disaster management without the support of established EMOs.

There is also an opportunity to improve EMOs' capacity to understand and respond to the reasons for early turnover of volunteers within the wider context of the changing landscape of volunteering in Australia. Opportunities also exist to develop capacity to measure EMOs' progress towards building cultures of inclusiveness that can support more diverse volunteers, volunteering styles, and volunteering roles. This will support and strengthen initiatives being pursued by EMOs to improve volunteer sustainability into the future.

Notably, more recent volunteer strategies acknowledge the need for more flexible and responsive volunteer models and management approaches for the emergency management sector and EMOs through which capability to engage volunteers with more diverse and dynamic demographics, motivations, expectations, skills and volunteering styles can be built [see for example 11, 16, 17-20]. However, while identifying the need for more flexible and diverse strategies is a positive development, the sector still has a long way to go in designing and implementing such strategies. Fostering the structural, cultural and management change needed to support this development is acknowledged in research and by managers as a key challenge to be faced over coming years [7, 9, 15].

RESEARCH APPROACH

An overview of the project-wide governance structure is provided in Appendix 1.

Work package 1 – Emergency volunteering 2030: Adapting the sector

Work package 1 aims to be a catalyst for change in the emergency management sector to enable it to better adapt to the transformation of the volunteering landscape into the next decade.

The project aims to find and share answers to key questions that are being asked – and debated - across the sector:

1. *What will (and should) volunteering - before, during and after disasters - look like in the future?*

2. *Who will be volunteering in the future and how, and by whom, will emergency volunteering be organised?*

3. *What can the emergency management sector do to best enable the value of this volunteering for communities over the next decade?*

Research is being guided by the following underlying principles and assumptions:

Principles - Community centric / Forward looking / Place based / Values oriented / Outcome focused / Co-designed / Sector focused

Assumptions - Volunteering is transforming, not declining / Communities value activities that build community capability and resilience / There are multiple pathways through which volunteering provide value to communities, not all run through EMOs / Sectoral and organisational change is needed.

Adapting the sector is a foresight project [21-23] that is being co-designed with end users of the Bushfire and Natural Hazards CRC. As explained by the European Commission's Joint Research Centre:

> *Foresight is a systematic, participatory, future-intelligence-gathering and medium-to-long-term vision-building process aimed at enabling present-day decisions and mobilising joint actions [24].*
>
> *Foresight is a tool for developing "visions", understood as possible future states of affairs that actions today can help bring about (or avoid) [25].*

Ultimately, the project will develop and explore alternative future emergency volunteering scenarios and consider their implications for today's decision-making and policy options. Along the way, it will capture, communicate and synthesize diverse stakeholder perspectives of the current, emerging and future landscapes of emergency volunteering. An overview of the research design is provided in Appendix 2.

The key contribution of this project will be to inform understanding and assessment of new and emerging opportunities and challenges in volunteer management and engagement, and support practitioners to design and

develop strategies and pathways to adapt to these opportunities and challenges.

Work package 2 – Changing management practice

Work Package 2 seeks to understand the reasons for voluntary turnover of new recruits by investigating and mapping the whole volunteer experience.

This includes the first time a person has an interest in joining an EMO, experiences they have whilst applying to join and EMO, experiences during socialisation, and their leaving / staying cognitions and decisions throughout. Throughout this investigation, we also investigated how a culture for inclusiveness within EMOs can affect the outcome of this process. We investigate the above through the three inter-related lenses:

1. Attraction and recruitment practices that shape potential volunteers' perceptions of an EMO (the brand) and what life as a volunteer therein might entail; what does the EMO promise a potential volunteer and what is reality once they are members
2. Volunteer socialisation processes (e.g., induction, training) within EMOs and how these impact on the fulfilment, or breach, of volunteers' psychological contracts;
3. Volunteers' demographic and cultural backgrounds (e.g., gender, age, ethnicity), and how these influence their experiences within brigades, groups and units (BGUs) and the extent to which BGUs are building a culture of inclusiveness

The diagram in Appendix 3 schematically displays the research proposed in this work package. This diagram distinguishes two research streams.

1) **Developing a Cultural Assessment Tool (CAT):** The CAT will be in the form of a structured questionnaire and will be developed through extensive review of the academic and applied literature. It will be used initially by the research team as a means to quantify the baseline standing of BGUs' cultures, as well as to evaluate the effectiveness of interventions (e.g., new recruitment strategies, changes to the volunteer training regime). Thus, the content of the CAT will be driven by a combination of the researchers' needs and the interests of the EMOs.
    - The research will identify a culture of inclusiveness within a set of urban, rural and remote BGUs of the Department of Fire and Emergency Services in Western Australia. The content of the CAT will be informed by a number of interviews with volunteers and managers throughout the key agency partner and a review of the scientific and grey literature. After which the research team will design and pilot the first version of the tool in various BGUs, discuss its results with the end users and adjust accordingly for one more trial. After finalising the CAT, user instructions will be designed and the tool will be made available to EMOs. Ultimately, the CAT will form the 'backbone' for the other stream of this work package as it will be used to take snapshots of the cultures within the BGUs, both before and after new interventions are implemented.

2) **Improving the Volunteer Experience in EMOs volunteers.** In this research, we will build on and extend existing research into EMO volunteer recruitment, by investigating the effective on-boarding of volunteers through the aforementioned three lenses:

   - **First**, we will interview and survey managers and new volunteers on their experiences with current recruitment materials and strategies at our partner organisation, DFES. We will then compare the interview results and the volunteer recruitment materials and strategies to scientific and grey literature to identify points for improvement. Following the development of new recruiting materials, the research team will evaluate the effectiveness of the new materials on the retention of new volunteers. The CAT (described in the previous stream) will assist in this evaluation.
   - **Second**, we will integrate literature on volunteer marketing and turnover, training and socialisation tactics, and induction effectiveness to identify strategies for successful volunteer induction that are appropriate for new styles of volunteering. We will compare these findings to current practices at DFES and produce a gap analysis.
   - **Third**, we will create an understanding of the implications of volunteer diversity on the experiences of new recruits, and how this relates to new ways of volunteering. For example, do younger people enter with the same expectations as the older volunteers? Can volunteer roles be redesigned so that they allow for greater flexibility, accessibility, and value propositions for diverse pools of potential recruits? The CAT will be used here to capture the culture of inclusiveness and will be useful to measure both the status quo and offer insights on how to implement and monitor the effects of changes to the recruitment and socialization.

KEY MILESTONES

WORK PACKAGE 1: EMERGENCY VOLUNTEERING 2030: ADAPTING THE SECTOR

Key Milestone 1: Environmental scan

The major research phase in work package 1 during this year has been conducting an extensive Environmental Scan. The main purpose of the Environmental Scan was to capture diverse views of the current and emerging landscape of emergency volunteering in order to inform the development of policy relevant future volunteering scenarios [cf. 26] that reflect current and emerging understandings of the key issues and trends. During this year, the focus has been on collecting and analysing data from stakeholder responses to seven broad questions:

1. What has changed in the emergency volunteering landscape over the last 5-10 years?
2. What are the key emergency volunteering issues today?
3. What are organisations planning or doing in response to these changes and issues today?
4. What will the 2030 emergency volunteering landscape look like if current trends and issues continue?
5. What does a preferred future for emergency volunteering look like?
6. What needs to happen to move towards this future?
7. What external trends and uncertainties could shape the future of emergency volunteering?

An overview of research participants involved, and types of data collection methods used for the Environmental Scan is provided below in Table 1.

Participants	Interviews	Open-ended surveys	Other	Total no. participants
Managers in volunteerism (Primary response and support EMOs)	34	0	0	34
Managers in community engagement (EMOs)	8	0	0	8
Local government representatives	17	0	0	17
Community sector representatives	2	46	0	48
Volunteering peak body representatives	6 (group interview)	0	7 (report input, excl interviewees)	13
Volunteer group leaders & representatives (with primary response EMOs)	1	72	0	73
Total	68	118	7	**193**

TABLE 1: OVERVIEW OF STAKEHOLDER RESEARCH PARTICIPANTS DATA COLLECTION METHODS IN ENVIRONMENTAL SCAN.

Key milestones for this year have therefore been the completion of data collection for the Environmental Scan report series, which has involved 193 research participants, and the completion of key Environmental Scan reports.

At the end of June 2019, two Environmental Scan reports had been finalised, with three more awaiting final editing and approval for publication early in Year 3 of the project.

Completed Environmental Scan reports

- McLennan, B. J. and Kruger, T. (2019). *Emergency volunteering 2030: Views from managers in volunteerism*. Melbourne, RMIT University and Bushfire and Natural Hazards CRC. Environmental Scan Report No. 1. https://www.bnhcrc.com.au/publications/biblio/bnh-5415
- Kruger, T. and McLennan, B.J. (2018). *Emergency volunteering 2030: Views from local government managers.* Melbourne, RMIT University and Bushfire and Natural Hazards CRC. Environmental Scan Report No. 2. https://www.bnhcrc.com.au/publications/biblio/bnh-5195

Forthcoming Environmental Scan reports

- Kruger, T and McLennan, B. (forthcoming). Emergency volunteering 2030: views form the community sector. Environmental Scan Report No. 3.
- McLennan, B., Kruger, T. and Kala, L. (forthcoming). *Emergency volunteering 2030: Views from volunteering peak bodies*. Environmental Scan Report No. 4.
- McLennan, B. (forthcoming). *Emergency volunteering 2030: Views from emergency service volunteer groups.* Environmental Scan Report No. 5.

Selected key messages from each of completed reports are included below.

Emergency volunteering 2030: Views from managers in volunteerism

- **Volunteerism managers are concerned about the sustainability of formal emergency management volunteering into the future** in the face of the changing external environment and they see a need for considerable change within the sector to ensure a sustainable emergency volunteer capacity into the future. They also see a need for the sector to address implications of the rise of spontaneous volunteering.
- **The core elements that make up a preferred future for emergency volunteering according to volunteerism managers look very different to the present-day.** Volunteerism managers depicted more accessible and inclusive volunteering; community-centric, integrated and collaborative service delivery; more agile, open and future-focused organisations with stronger volunteer cultures and volunteer management capacities; greater space in the sector for community resilience to flourish; and a society and governments that better value and enable volunteering.
- **Five cross-cutting areas were revealed as key enablers, and therefore priority action areas to move towards this preferred future**: 1) establish strong change leadership and direction, 2) share learning and evidence of what

works, 3) resource appropriately, 4) balance risk management with the need for change, and 5) change culture, but carefully.

- How these areas are enacted is therefore likely to significantly influence how, and if, the sector is able to reshape itself and its relationships with others to adapt to the changing landscape of volunteering and collaboratively deliver sustainable emergency services with communities into the future.
- Indeed, **one of the most uncertain and influential factors likely to shape the future of emergency volunteering is the extent to which the emergency management sector is willing and able to envision and enact change**.

Emergency volunteering 2030: Views from local government

- **Local government managers clearly see a need for change in the emergency management (EM) sector with respect to volunteering and volunteer management**, and the councils represented in this report are trialling and developing new management approaches in response.
- These interviews flag **a looming need to examine how resourcing and funding options and restrictions may impact on the ability of the EM sector to adapt to the changing landscape of volunteering**.
- Many of the things that local government managers see as necessary to move the sector towards a preferred future for emergency volunteering are beyond the control of a single organisation to deliver. Certainly, many are beyond the reach of an individual council. **They will require collaborative, and boundary-spanning approaches involving organisations within and beyond the EM sector**.
- **Future strategic planning for volunteering in the EM sector will benefit from strong representation from local government stakeholders** in order to build an effective, enabling environment for local level volunteering and volunteer coordination into the future.

Key Milestone 2: Emergency volunteering shared learning network (EVN) pilot

A second key milestone for this work package in this year was completing and reporting on a pilot of a shared learning network for emergency volunteering.

- McLennan, B. J. (2019). *Emergency volunteering shared learning network: Pilot report*. Melbourne: RMIT University & Bushfire and Natural Hazards CRC. https://www.bnhcrc.com.au/publications/biblio/bnh-5610

The Emergency Volunteering Shared Learning Network (EVN) was established in September 2018 to:

- Enable and enhance the value of volunteering to Australian communities before, during and after emergencies now and into the future; and
- Do this by promoting the exchange of knowledge and experience amongst people who share this goal.

Three core learning activities were undertaken in the pilot period: 1) circulating monthly e-newsletters, 2) conducting two live webinars, and 3) setting up and

maintaining an online resource sharing space. In addition, an EVN home page was set up to give members a single location to access the learning resources produced by these activities. Two surveys were also conducted: A New Member Survey, and a Member Feedback Survey at the end of the pilot period.

By the end of March 2019, the network had 201 members (now 224 at the time of writing this report). At 30 March 2019, 37% of members identified as a volunteer, 35% as a volunteer manager/coordinator, and 30% as someone who worked with volunteers. 65% of EVN members worked or volunteered with an emergency service agency, and 23% with a not-for-profit.

According to the New Member Survey, most new members joined either to learn and improve practice (67%), or to connect and keep up to date (31%), or both reasons. Other reasons were to help them respond to change, to help them promote aspects of volunteering, and to share and contribute.

The most common topics that New Members most wanted to learn more about involved recruitment and retention (including volunteer sustainability) (40%), or innovation, knowledge, research and best practice (34%). When provided with a list of possible topics to select from, the top three chosen were: the future of emergency volunteering (84%), new approaches to volunteer management (71%), and volunteering in changing rural communities.

The EVN did well in providing valued content in an accessible way to members. Live webinars were well-attended and appreciated by participants. They appear to be quite effective as a way of communicating research and sharing experience with interested people who are not able to access research and learning forums. There is broad interest and support for the idea and concept of a shared learning network, and for engaging more directly with research and innovation/new ideas in the emergency volunteering space. More effort could be made in future to encourage and enable more two-way exchange and interaction with members, and to share leadership of the network more widely among members.

WORK PACKAGE 2 – CHANGING MANAGEMENT PRACTICE

Key Milestone 1: Administration and Analysis of the Cultural Assessment Tool (CAT)

The key research activity in the second year of this project has been the development, refinement, administration, and analysis of the Cultural Assessment Tool (CAT). At the start of 2018, the University of Western Australia (UWA) collaborated with DFES to gather information on the current state of volunteering in Western Australia (WA). This was administered via the CAT that took the form of an online survey. This survey focused on State Emergency Service (SES) volunteers and was intended to obtain information on how to improve volunteer recruitment, retention, wellbeing, and diversity within the overall SES volunteering journey. After piloting the survey and receiving feedback, the CAT survey was finalised and launched at the Western Australian Fire and Emergency Services (WAFES) conference. In collaboration with DFES, communication was sent out to all SES volunteers in WA via a volunteer newsletter, a personalised e-mail campaign, and through Facebook. This survey was also endorsed by the SES Volunteer Association in WA.

The survey stayed open from the end of August 2018 till late December 2018. Within that time, a total of 398 volunteers completed the survey, with a response rate of about 21% across WA. This was a massive accomplishment for the team, considering that previous surveys ran by DFES achieved a 5-10% response rate. Volunteers from the majority of the SES units (53 out of 66) participated, thus providing a fair representation from metropolitan, regional, and remote units. Overall, survey results indicated that SES volunteers in WA are fairly satisfied with their volunteering experience, but there are potential areas that could be improved for the benefit of their volunteering journey. A one-page infographic containing key results and implications from the CAT survey can be found in Appendix 4.

The critical findings from the analyses were presented at the volunteering Research Utilisation Forum (RUF) in Melbourne in May 2019. The results of the CAT survey analyses were also discussed with the end users at a teleconference that was conducted on the 16th of May 2019. Prior to the teleconference, the one-page infographic and a draft of the survey report were circulated to all end users for their viewing and reference. During the teleconference, the infographic was used as a basis for discussion and feedback was encouraged from all end users. After the teleconference, the end users were sent an email with the survey report draft and were asked to provide feedback. Based on the feedback received, the comprehensive report was finalised and is soon to be published in July 2019. It is with hope that the survey findings and its implications on emergency services organisations in Australia will inform emergency management organisations on how to better their practices in order to improve the overall volunteering experience.

Continuing with this line of research, the second CAT survey is currently being constructed and is expected to be finalised and later administered in September 2019.

Key Milestone 2: New recruitment materials developed and tested with current and potential volunteers

A major undertaking for the project researchers this past year was the development of recruitment messages, and the design and administration of the associated studies. First, in order to extract verbatim recruitment messages, we reviewed the qualitative comments collected as part of the SES survey (CAT) administered to over 500 volunteers at the end of last year. We also reviewed transcripts from the interviews conducted with 70 SES volunteers in the end of 2017. In reviewing this qualitative material, we aimed to identify short quotes that described SES volunteer experiences and expectations. About 300 such quotes were identified and reviewed by all project researchers for accuracy, suitability, and feasibility for later testing.

The original list of raw quotes was then narrowed to 109 quotes that were modified into recruitment messages. A similar process was undertaken with pictures sourced from the DFES photo stock and from public Facebook pages of SES units in WA. An online questionnaire was created to undertake the testing of the recruitment messages in terms of their accuracy and attractiveness. This survey was administered to current SES volunteers in WA through a personalised e-mail campaign and through Facebook.

We then decided to further expand the recruitment messaging study, and conduct extra testing, previously not included in the scope of the project. To further study the attractiveness of the pre-selected recruitment messages, and more importantly, whether these messages enforce the correct expectations about emergency services volunteering, we carried out this study with a sample that is intended to be representative of the Australian population. This will allow us to test if the recruitment messages and other materials are indeed effective in attracting volunteers who are not traditionally targeted through the current recruitment strategies. We anticipate that this additional testing will be completed before the end of September 2019 (Y3Q1). The results of both studies will be reported and discussed with end users in September of this year as per milestone 3.1.3 for that yearly quarter, and will help inform further design of future recruitment materials to be both accurate and attractive for potential recruits.

UTILISATION AND IMPACT

SUMMARY

Below we outline three main potential sources of further research utilisation from Work Packages 1 and 2. These include (1) the environmental scan results, (2) the CAT survey results, and (3) the new SES recruitment material market research study.

1) ENVIRONMENTAL SCAN RESULTS

Output Description

Results of Work package 1 Environmental Scan, particularly Enviro scan report 1 (*Emergency volunteering 2030 – views from managers in volunteerism*) and Enviro scan report 2 (*Emergency volunteering 2030 – views from local government managers*).

Extent of Use

- These results are being used nationally by agencies and organisations that are reviewing volunteerism strategies and approaches. Examples of organisations that have indicated via end user testimonials that this research is informing strategic direction (including confirming or reinforcing directions being pursued) include: Queensland Fire and Emergency Services (confirming directions in new Volunteerism Strategy), NSW Rural Fire Service (informing strategic priorities for volunteer sustainability in next strategic planning phase), and the South Australian State Recovery Office (Informing capability mapping of non-government sector in recovery).
- As at 16 July 2019, the first Environmental Scan report (views from managers in volunteerism) had been widely viewed on the BNHCRC web site over 3.5 months: The report had 212 total page views, with 180 unique page view at this time. (It was uploaded 27 February 2019.)
- Moreover, attendance at a webinar that shared the results of Enviro scan report 1 provides further indication of extent of use (or at least potential extent) of this research. Affiliations of the attendees at the webinar included emergency service agencies and other emergency management sector organisations (e.g. CFA, NSW RFS, NSW SES, NT PFES), universities, voluntary and community organisations, and the Australian Red Cross.

Utilisation Potential

- Utilisation potential depends on being able to apply knowledge from the Environmental scan to strategic thinking and planning activities. Next stages of this work package are focused on building capacity to do this, through two key actions: 1) involvement of stakeholders in prioritising the issues raised for future policy and strategy consideration (Delphi panel), and 2) developing future scenarios for emergency volunteering that can inform scenario planning workshops in which implications of future scenarios for today's decision-making can be considered in different settings and contexts.

Utilisation Impact

- Provides new ideas and information about how volunteering can benefit communities

- Confirms, reinforces and legitimates thinking in agencies that underpins development of new volunteerism strategies and approaches
- Provides positive solutions and ideas to adapt organisations and management practices to changing landscape of emergency volunteering
- Identifies and communicates key sustainability and capacity issues experienced by Volunteer Involving Organisations that are working towards emergency management and community resilience goals, providing evidence to inform advocacy

Utilisation and Impact Evidence

- Key evidence of the impact of this research comes directly from written end user testimonials

2) CAT SURVEY

Output Description

The quantitative results of the first (2018) CAT survey have been summarised in a report and shared with the end user group. Some more detailed analysis of the impact of the climate for inclusiveness on volunteer need satisfaction will be shared at the 2019 AFAC conference. Further, analysis of the qualitative responses to the CAT is currently underway.

Extent of Use

- The report was only released at the end of the fiscal year and thus the extent of use is currently unknown and most likely limited. However, we anticapte that utilisation outcomes, for example recommended changes to practice, will emerge in 2019-2020. These will be achieved through consultation with the end user groups and other groups such as VMTG.

Utilisation Potential

- We received feedback from end users, at the RUF, that they would find it useful to be able to access data on the psychological experiences of emergency services volunteers in close to 'real time' or 'on demand', much like what the CAT delivers but in real time. To this end, a concept for a 'CAT platform' which would facilitate both data colletion and reporting was proposed at the RUF. We have not received any feedback to date, but we have received some signs of interest from SA and WA, and the intention is to propose something concrete at the next VMTG meeting

Utilisation Impact

- This will emerge in 2019-2020 as the results of the CAT are discussed amongst the end user group.

Utilisation and Impact Evidence

- Key evidence of the impact of this research comes directly from written end user testimonials

3) MARKET RESEARCH OF SES RECRUITMENT MATERIALS

Output Description

As part of Work Package 2, the research team has undertaken a quantitative experimental study of messages and visual media for potential use in the recruitment of SES volunteers. The messages were collected through interviews with volunteers and the visual media was shared by DFES. The goal of this work is to identify messages that are both appealing AND provide a realistic account of the SES volunteer journey, so as to ensure expectations will be well managed during recruitment. In the next stage, we will complete a market research-like study of the materials and in the final stage, incorporate the materials into DFES's new volunteer recruitment platform for experimental testing. In between the market research and experimental work with DFES, we will share the outcomes of the market research study with volunteers at the upcoming VFES conference and solicit feedback.

Extent of Use (ainticipated)

- Whether the new recruitment materials are used extensively will (and should!) depend on the evidence of their effectiveness. The selection of materials will be founded on a good understanding of recruitment and psychological contract theories, as well as data. Nonetheless, the goal of research is to test ideas and learn what works and what does not work; if the approach proposed here is not effect, then we would not recommend it be put into practice.

Utilisation Potential

- If the data indicate that the new recruitment materials are effective in attracting volunteers but arming them with reasonable expectations, then we would advise making the materials freely available to SES unit managers. Results of the research are likely to be shared at the forthcoming VMTG meeting.

Utilisation Impact

- Again, this will depend on the evidence, but the potential impact will be improved recruitment outcomes, which would include a reduction in early volunteer turnover.

Utilisation and Impact Evidence

- Key evidence of the impact of this research comes directly from written end user testimonials

4) EMERGENCY VOLUNTEERING SHARED LEARNING NETWORK

Output Description

The Emergency Volunteering Shared Learning Network (EVN) was established in September 2018 to: enable and enhance the value of volunteering to Australian communities before, during and after emergencies now and into the future; and do this by promoting the exchange of knowledge and experience amongst people who share this goal.

Three core learning activities were undertaken in this year: 1) circulating monthly e-newsletters, 2) conducting four live webinars, and 3) setting up and maintaining an online resource sharing space. In addition, an EVN home page was set up to give members a single location to access the learning resources produced by these activities. Two surveys were also conducted: A New Member Survey, and a Member Feedback Survey at the end of the pilot period.

Extent of Use

By the end of March 2019, the network had 201 subscribed members. 37% of members identified as a volunteer, 35% as a volunteer manager/coordinator, and 30% as someone who worked with volunteers. 65% worked or volunteered with an emergency service agency, and 23% with a not-for-profit. Over 40% of EVN members lived in Victoria, 20% in NSW, 18% in Queensland.

Utilisation Potential

Regarding potential of the EVN, one of our EVN members said it better than we can:

> *"I think there is an important role the EVN can fill in providing a "broad church" as such, which communities and the EM sector can tap into, that provides access to latest learning, contacts for specialists in areas of interest etc. In particular I think that RMIT's longevity in the studies and information-sharing of disaster/emergency related knowledge places it as an institution in a unique position of authenticity to continue this work in ways in which grassroot volunteers feel they can engage.*
>
> *By maintaining the current approach of a "network" this sharing of knowledge will grow in its ability to be a two-way conduit for learning. As such, grassroots volunteer endeavours and experiences will be available to the research world without the need to activate selective research projects to seek out that insight, while volunteers and those who work with them will have access to insights on best practice which may be outside of their normal sources of internal updates."* - Volunteer, emergency service agency.

Utilisation Impact

- The EVN had made a wider range of people across the EM sector aware of research, new knowledge, and best practice in emergency volunteering. EVN members reported that the EVN had performed best in four areas: updating people on relevant research, updating them on emergency volunteering developments, enabling them to learn about topics of interest, and enabling them to learn about new ideas, innovation, and best practice. Members reported that the information shared though the EVN was valuable for people in paid roles supporting volunteers, as well as for volunteers with key roles supporting volunteer teams.

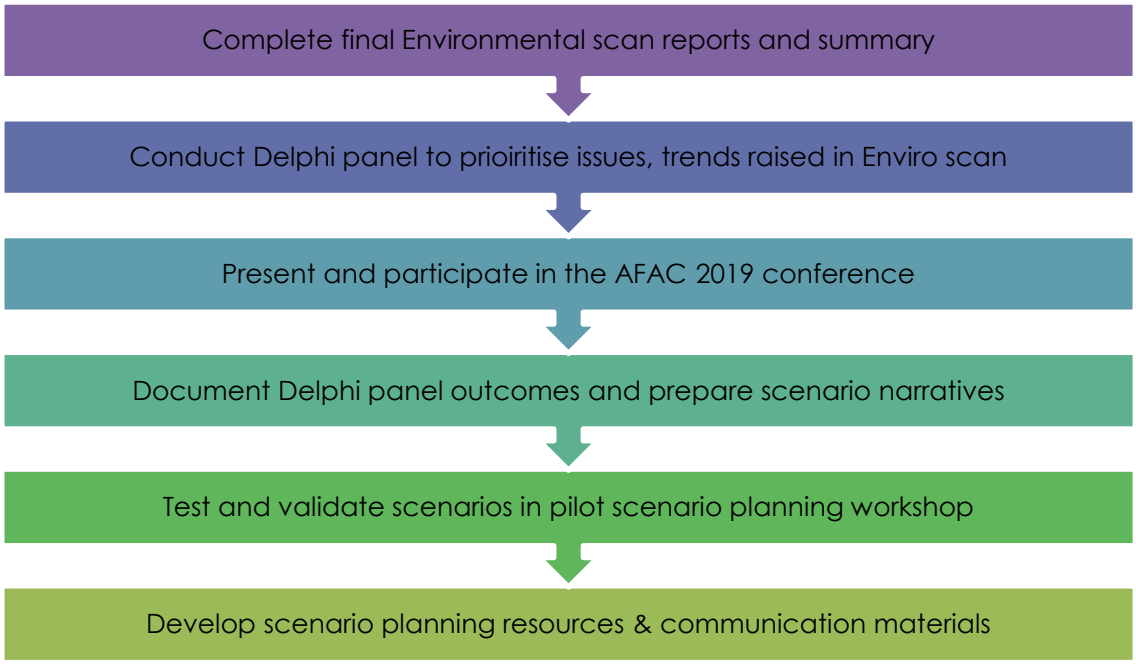
Utilisation and Impact Evidence

EVN Pilot Report: McLennan, B. J. (2019). *Emergency volunteering shared learning network: Pilot report*. Melbourne: RMIT University & Bushfire and Natural Hazards CRC. https://www.bnhcrc.com.au/publications/biblio/bnh-5610

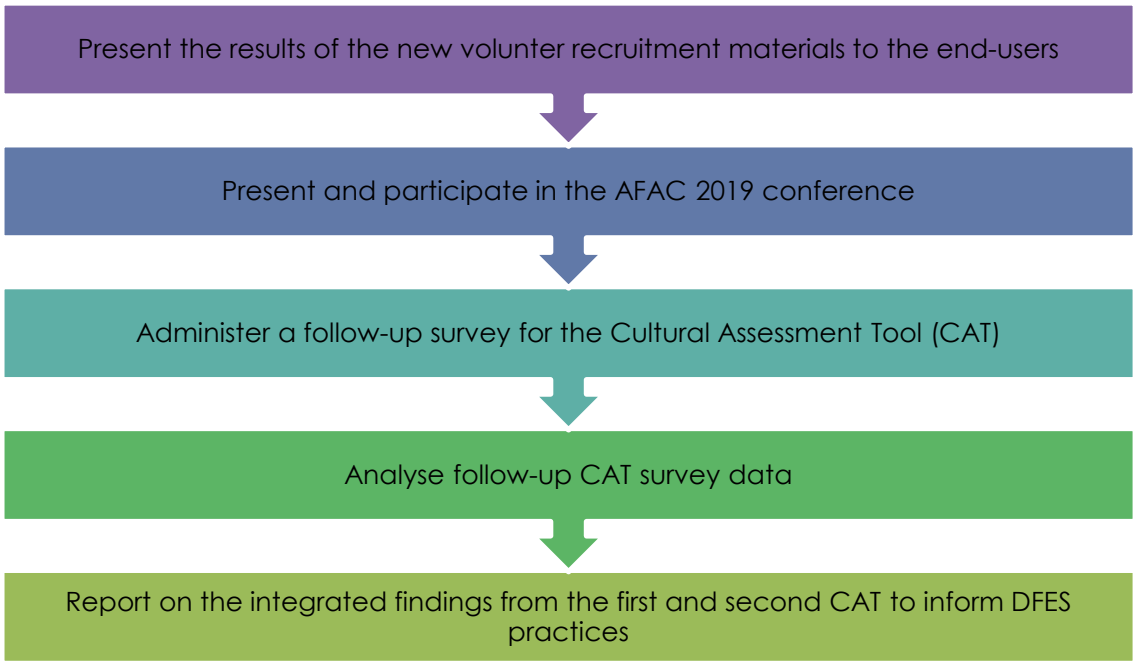
NEXT STEPS

The upcoming activities for this work package in the near future are as follows:

WORK PACKAGE 1 – EMERGENCY VOLUNTEERING 2030: ADAPTING THE SECTOR



WORK PACKAGE 2 – CHANGING MANAGEMENT PRACTICE



Running in parallel to the above will be the pilot testing of the SES recruitment materials.

OUTPUTS LIST

PEER REVIEWED JOURNAL ARTICLES

McLennan, B.J. (2018). Conditions for effective coproduction in community-led disaster management: a case study in Warrandyte Australia. *Voluntas,* 1-17. https://doi.org/10.1007/s11266-018-9957-2

Kragt, D., Dunlop, P.D., Gagné, M., Holtrop, D.J., and Luksyte, A. (2018). When joining is not enough: Profiles of emergency services volunteers and the intention to stay. *Australian Journal of Emergency Management*. 33(4): 35. https://knowledge.aidr.org.au/resources/ajem-oct-2018-when-joining-is-not-enough-emergency-services-volunteers-and-the-intention-to-remain/

Kragt, D. and Holtrop, D.J. (2019). Volunteering research in Australia: A narrative review. *Australian Journal of Psychology*. https://doi.org/10.1111/ajpy.12251

McLennan, B., J. Whittaker, T. Kruger, and J. Handmer. (*in press*). Establishing authority when unaffiliated volunteers co-produce emergency management services: Insights from four Australian cases. *Environmental Hazards*.

CONFERENCE EXTENDED ABSTRACTS

McLennan, B., Whittaker, J., Kruger, T., & Handmer, J. (2017). Out of uniform (building community resilience through non-traditional emergency volunteering) – what have we learned? *Paper presented at the 2017 Bushfire and Natural Hazards CRC & AFAC Conference, Sydney.* *https://www.bnhcrc.com.au/publications/biblio/bnh-3899*

Kruger, T. and McLennan, B. (2018). Volunteering into the future – disaster events, local governments & communities. *Research Proceedings of the 2018 Bushfire and Natural Hazards CRC & AFAC Conference.* Perth, August 2018 (extended abstract). https://www.bnhcrc.com.au/publications/biblio/bnh-4802

McLennan, B. and Kruger, T. (2018). Emergency volunteering 2030: a sector-wide, management perspective. *Research Proceedings of the 2018 Bushfire and Natural Hazards CRC & AFAC Conference*. Perth, August 2018. (extended abstract). https://www.bnhcrc.com.au/publications/biblio/bnh-4796

Kragt, D., Dunlop, P.D., Holtrop, D.J., Luksyte, A., and Gagné, M. (2018). Lived experiences of emergency services volunteers in Western Australia. *Paper presented at the AFAC Conference.* Perth, August 2018. (extended abstract). https://www.sasesva.org.au/forms/lived-experiences-of-emergency-services-volunteers-in-western-australia.pdf

TECHNICAL REPORTS

McLennan, B. J. and Kruger, T. (2019). *Emergency volunteering 2030: Views from managers in volunteerism*. Melbourne, RMIT University and Bushfire and Natural Hazards CRC. Environmental Scan Report No. 1. https://www.bnhcrc.com.au/publications/biblio/bnh-5415

Kruger, T. and McLennan, B.J. (2018). *Emergency volunteering 2030: Views from local government managers.* Melbourne, RMIT University and Bushfire and Natural Hazards CRC. Environmental Scan Report No. 2. https://www.bnhcrc.com.au/publications/biblio/bnh-5195

McLennan, B.J. (2019). *Emergency volunteering shared learning network – report on pilot*. RMIT University & Bushfire and natural Hazards CRC: Melbourne. https://www.bnhcrc.com.au/publications/biblio/bnh-5610

PRESENTATIONS

McLennan, B. (2017). Enabling sustainable emergency volunteering – why and for what outcomes? *Presentation at the BNHCRC Research Showcase,* Adelaide, July 2017. https://www.bnhcrc.com.au/resources/presentation-slideshow/3773

McLennan, B. and Kragt, D. (2017). Enabling sustainable emergency volunteering project. *Presentation to the AFAC Volunteer Management Technical Group*. Melbourne, October 2017.

McLennan, B. and Kragt, D. (2017). Enabling sustainable emergency volunteering. *Presentation to the AFAC Employee Relations Network.* Melbourne, October 2017.

McLennan, B. and Kruger, T. (2017). Emergency volunteering 2030: Adapting the sector. *Presentation to the AFAC Community Engagement Technical Group.* Melbourne, November 2017. https://www.bnhcrc.com.au/resources/presentation-slideshow/4111

McLennan, B., Kruger, T., and Handmer, J. (2018) Enabling sustainable emergency volunteering – Adapting the sector. P*resentation to the BNHCRC Research Advisory Forum*. Sydney, April 2018. https://www.bnhcrc.com.au/resources/presentation-slideshow/4540

Kragt, D., Dunlop, P.D., Holtrop, D.J., Gagné, M., and Luksyte, A. (2018). Enabling sustainable emergency volunteering – changing management practices. *Presentation to the BNHCRC Research Advisory Forum.* Sydney, April 2018. https://www.bnhcrc.com.au/resources/presentation-slideshow/4533

Kragt, D. (2018). Lived experiences of emergency services volunteers in Western Australia. *Presentation at the Australian & New Zealand Disaster and Emergency Management Conference*. Sydney, May 2018. https://www.bnhcrc.com.au/resources/presentation-slideshow/4941

McLennan, B.J. (2018). Emergency management sector volunteering in 2030: Change is coming. *Presentation at the National Volunteering Conference*. Sydney, June 2018. https://aemvf.org.au/wp-content/uploads/2019/04/NVC2018-Blythe-McLennan-Emergency-Sector-Volunteering-in-2030.pdf

Kruger, T. (2018). Emergency volunteering into the future: Adapting the sector. *Presentation at the Rural Fire Service Association Annual Conference.* Rosehill, July 2018. https://emergencyvolunteeringau.dropmark.com/594398/19509524

Holtrop, D.J., Kragt, D., Luksyte, A., Gagné, M., and Dunlop, P.D. (2018). The journey of volunteering: Research on the recruitment and retention of volunteers. *Presentation at the Life-Saving Victoria pre-season forum.* Melbourne, October 2018.

Kragt, D. (2018). Enabling sustainable emergency volunteering – Changing management practices. *Presentation to the AFAC Volunteer Management Technical Group meeting.* Melbourne, November 2018.

McLennan, B.J. (2018). Emergency volunteering 2030: Adapting the sector. *Presentation to the AFAC Community Engagement Technical Group.* Melbourne, November 2018.

McLennan, B.J. (2019). Enabling sustainable emergency volunteering. *Presentation at the Northern Australia Research Advisory Forum.* Darwin, February 2019.

Kragt, D. (2019). Understanding emergency services volunteering in Western Australia: A psychological contract perspective. *Presentation at the ConocoPhillips Science Experience.* University of Western Australia, February 2019.

Dunlop, P.D., and Gagné, M. (2019). Future proofing the volunteer sector: How to attract and retain volunteers. *Presentation for the Research Rumble at the Future of Work Institute, Curtin University.* Perth, March 2019.

Dunlop, P.D. (2019). SES volunteer recruitment study – Managing expectations and targeting diversity. *Presentation to the AFAC Volunteer Management Technical Group meeting.* Melbourne, May 2019.

Dunlop, P.D. (2019). Findings from the Cultural Assessment Tool (CAT) Survey Wave 1. *Presentation at the Workforce and Volunteerism 2030 Research Advisory Forum.* Melbourne, May 2019.
https://www.bnhcrc.com.au/resources/presentation-slideshow/5575

McLennan, B.J. (2019). Sustainable volunteering projects: Out of uniform and Adapting the sector. *Presentation at the Workforce and Volunteerism 2030 Research Advisory Forum.* Melbourne, May 2019.
https://www.bnhcrc.com.au/resources/presentation-slideshow/5582

McLennan, B. (2019). Stuck in the middle with you: Lesson from the emergency volunteering shared learning network. *Presentation at the Volunteering Victoria State Conference.* Melbourne, June 2019.
https://emergencyvolunteeringau.dropmark.com/594398/19502949

Kruger, T. (2019). Towards the future: Emergency volunteering 2030. *Presentation at the NSW RFS Leadership Forum.* Wollongong, June 2019.
https://emergencyvolunteeringau.dropmark.com/594398/19509524

WORKSHOPS & WEBINARS

Kragt, D., Dunlop, P.D., Gagné, M., Holtrop, D.J., Luksyte, A. (2017). Enabling sustainable SES volunteering in WA. *Workshop delivered at the WAFES conference in October, 2017*. Perth, Western Australia.

Kragt, D., and Holtrop, D.J. (2018). Workshop: Volunteer recruitment and retention. *Presentation for Motorcycling WA on 30th August 2018*.

Kragt, D., and Holtrop, D.J. (2018). Workshop for Volunteer Managers in Recruitment and Socialisation. *Workshop facilitated for Volunteering WA on the 9th October 2018.* Perth, Western Australia.

McLennan, B.J. (2019). *Emergency volunteering 2030: views from managers in volunteerism.* RMIT University & Bushfire and Natural Hazards CRC. Webinar presented on 5th February 2019. https://emergencyvolunteeringau.dropmark.com/594398/18699340

Kragt, D. and Muhammad Farid, H. (2019). Effective on-boarding of new recruits. University of Western Australia & Bushfire and Natural Hazards CRC. *Webinar presented on 12th February 2019.* https://emergencyvolunteeringau.dropmark.com/594398/18699328

Schimanski, L., A. McCullough and B, McLennan. (2019). Mobilising spontaneous volunteers: recent experiences. Volunteering Tasmania, NSW SES & RMIT University. *Webinar presented on 29th April 2019.* https://emergencyvolunteeringau.dropmark.com/594398/19110013

McLennan, B.J. (2019). Mapping pathways towards 2030. *Workshop session with the AFAC Volunteer Management Technical Group.* Melbourne, May 2019.

Nixon, A., Green, K. and McLennan, B.J. (2019). Planning for the use of spontaneous disaster volunteers. Volunteering Queensland and RMIT University. *Webinar presented on 22nd May 2019.* https://emergencyvolunteeringau.dropmark.com/594398/19229913

Holtrop, D.J. (2019). Recruiting volunteers in the emergency services. *Presentation for the VMSO workshop on 21st June 2019.* Perth, Western Australia.

OTHER

McLennan, B.J., Handmer, J. and Kruger, T. (2017). *Submission to the QFES Volunteerism Strategy Discussion Paper.* RMIT University and BNHCRC. August 2017.

McLennan, B.J. (2019). Emergency volunteering: where do we go from here? *Asia Pacific Fire Magazine.* April. https://apfmag.mdmpublishing.com/emergency-volunteering-where-do-we-go-from-here/

McLennan, B.J. and Kruger, T. (2019). *Emergency Volunteering Shared Learning Network (EVN) Resource Collection*. https://emergencyvolunteeringau.dropmark.com/594398

McLennan, B.J. (forthcoming) Spontaneous volunteering outgrows problem image. *Hazard Note No. xx*. Bushfire and Natural Hazards CRC, Melbourne.

Kruger, T. (2019) Looking to the future with the NSW Country Women's Association. BNHCRC *Blog Post*, March 2019. http://www.bnhcrc.com.au/news/blogpost/tkruger/2019/looking-future-nsw-country-womens-association

McLennan, B.J. and Kruger, T. (2018) Emergency Volunteering Shared Learning Network (EVN) Newsletter, October 2018. https://emergencyvolunteeringau.dropmark.com/594398/16508209

McLennan, B.J. and Kruger, T. (2018) Emergency Volunteering Shared Learning Network (EVN) Newsletter, December 2018. https://emergencyvolunteeringau.dropmark.com/594398/17326461

McLennan, B.J. and Kruger, T. (2019) Emergency Volunteering Shared Learning Network (EVN) Newsletter, February 2019. https://emergencyvolunteeringau.dropmark.com/594398/18213846

McLennan, B.J. and Kruger, T. (2019) Emergency Volunteering Shared Learning Network (EVN) Newsletter, March 2019. https://emergencyvolunteeringau.dropmark.com/594398/18456970

TEAM MEMBERS

RESEARCH TEAM

Work package 1

Dr Blythe McLennan

School of Global, Urban and Social Studies, RMIT University
T: 03 9925 1164
E: blythe.mclennan@rmit.edu.au

DR TARN KRUGER

School of Global, Urban and Social Studies, RMIT University
T: 03 9925 1164
E: tarn.kruger@rmit.edu.au

Work package 2

Dr Darja Kragt

School of Psychological Science, University of Western Australia

T: 08 6488 2202
E: darja.kragt@uwa.edu.au

Dr Patrick Dunlop

Future of Work Institute, Curtin University

T: 08 9266 4824
E: patrick.dunlop@curtin.edu.au

Dr Djurre Holtrop

Future of Work Institute, Curtin University

T: 08 9266 4172
E: djurre.holtrop@curtin.edu.au

Dr Alex Luksyte

UWA Business School, University of Western Australia

T: 08 6488 2633
E: alex.luksyte@uwa.edu.au

Prof Marylène Gagné

Future of Work Institute, Curtin University

T: 08 9266 4825
E: marylene.gagne@curtin.edu.au

Hawa Muhammad Farid

School of Psychological Science, University of Western Australia

T: 0492 671 821
E: hawa.muhammadfarid@uwa.edu.au

LEAD END USERS

- **Paul Davis**, Emergency Management Victoria
- **Troy Davies**, Queensland Fire and Emergency Services
- **Deb Parkin**, Inspector-General for Emergency Management, Victoria

WORK PACKAGE 2 PARTNERS

- **Nancy Appleby** & **Jennifer Pidgeon**, Department of Fire and Emergency Services, Western Australia

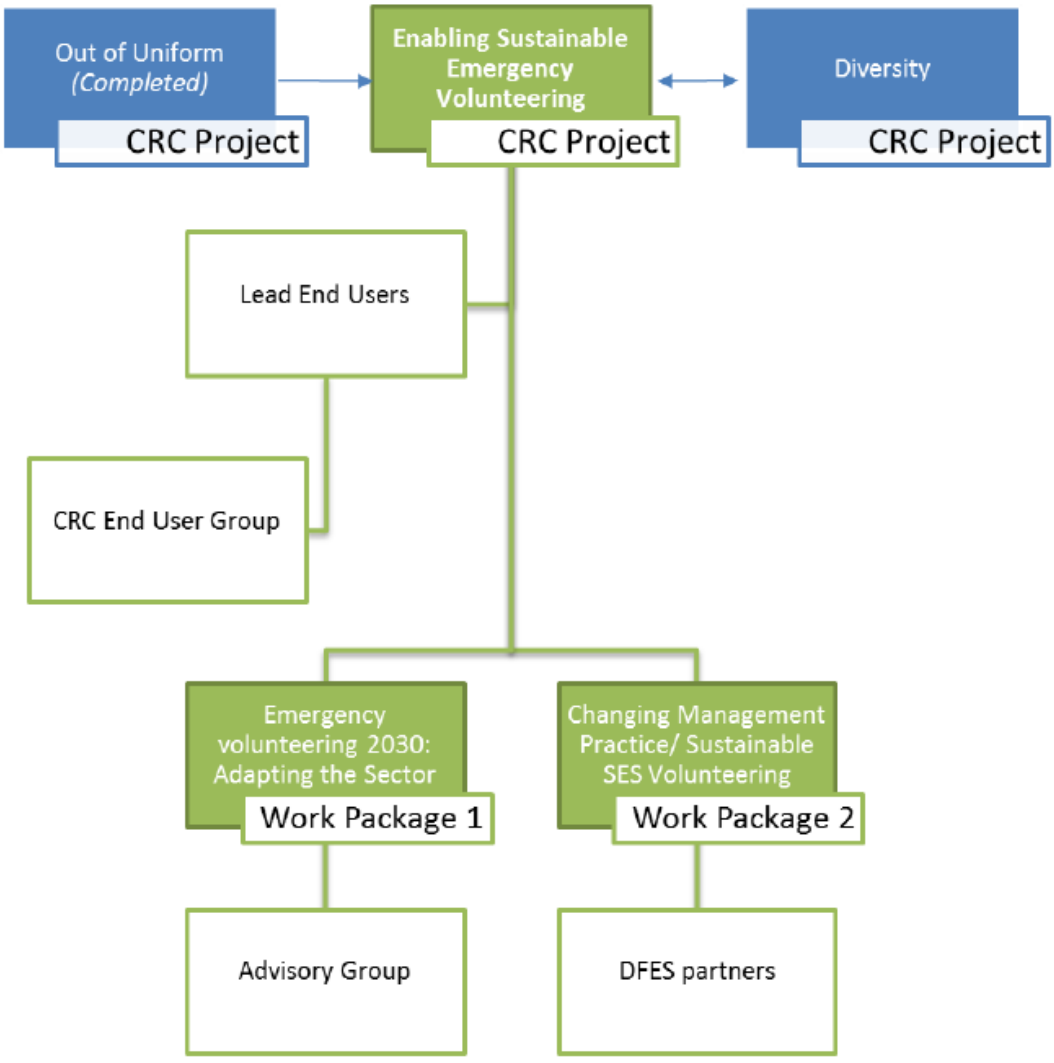
CRC END USER GROUP

- **Kerrie Laurie** & **Ali Martin**, Country Fire Authority
- **Annabelle Kirwan**, **Kendra Clegg** & **Jenn Burgess**, State Emergency Service Victoria
- **Andrew McCullough**, State Emergency Service New South Wales
- **Diana Bernardi**, Australian Red Cross
- **Georgina Goodrich**, Department of Human Services, South Australia
- **Nancy Appleby** & **Jennifer Pidgeon**, Department of Fire and Emergency Services, Western Australia
- **Kristine Wendtman**, NSW Rural Fire Service

- **Lisa Grieg**, South Australian Fire & Emergency Services Commission
- **Catriona Freeman,** Australasian Fire and Emergency Service Authorities Council

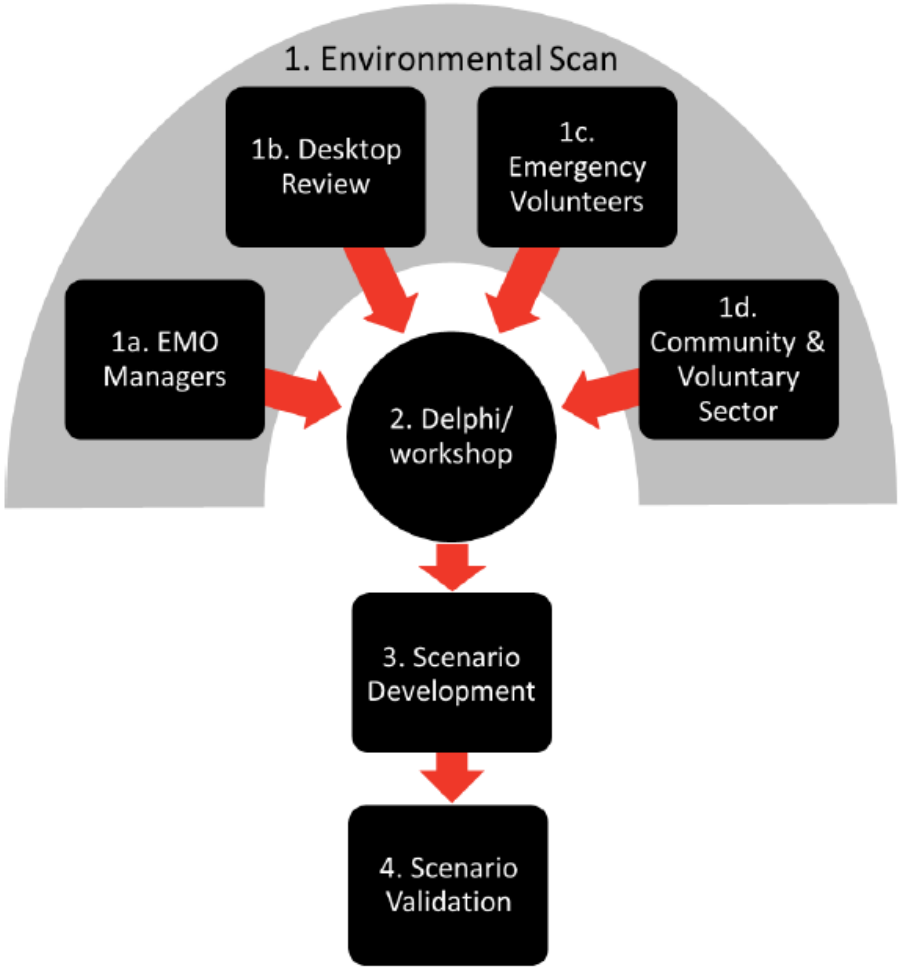
APPENDICES

APPENDIX 1 – PROJECT GOVERNANCE AND RELATIONSHIPS



(Green = project components - Blue = related CRC projects)

APPENDIX 2 – WORK PACKAGE 1 – RESEARCH DESIGN



1a. EMO Managers
- Interviews

1b. Desktop review
- EM strategies & reviews
- Foresight studies

1c. EM Volunteers
- Existing survey results
- Open-ended survey

1d. Community & Voluntary Sector
- Open-ended survey
- Group interview (vol peak CEOs)

Utilisation Plan (working)
- Shared learning network (pilot late 2018)
- Place-based scenario-planning workshops (2019/2020)

APPENDIX 3 – WORK PACAKGE 2 – RESEARCH DESIGN

Key Research Activities

- Literature review and consultation with DFES
- Interviews with SES volunteers and managers
- Design Cultural Assessment Tool (CAT)
- Data collection using CAT
- Develop new recruitment materials
- Volunteer manager workshops
- Gap analysis of current practices
- Evaluation

Key Research Questions

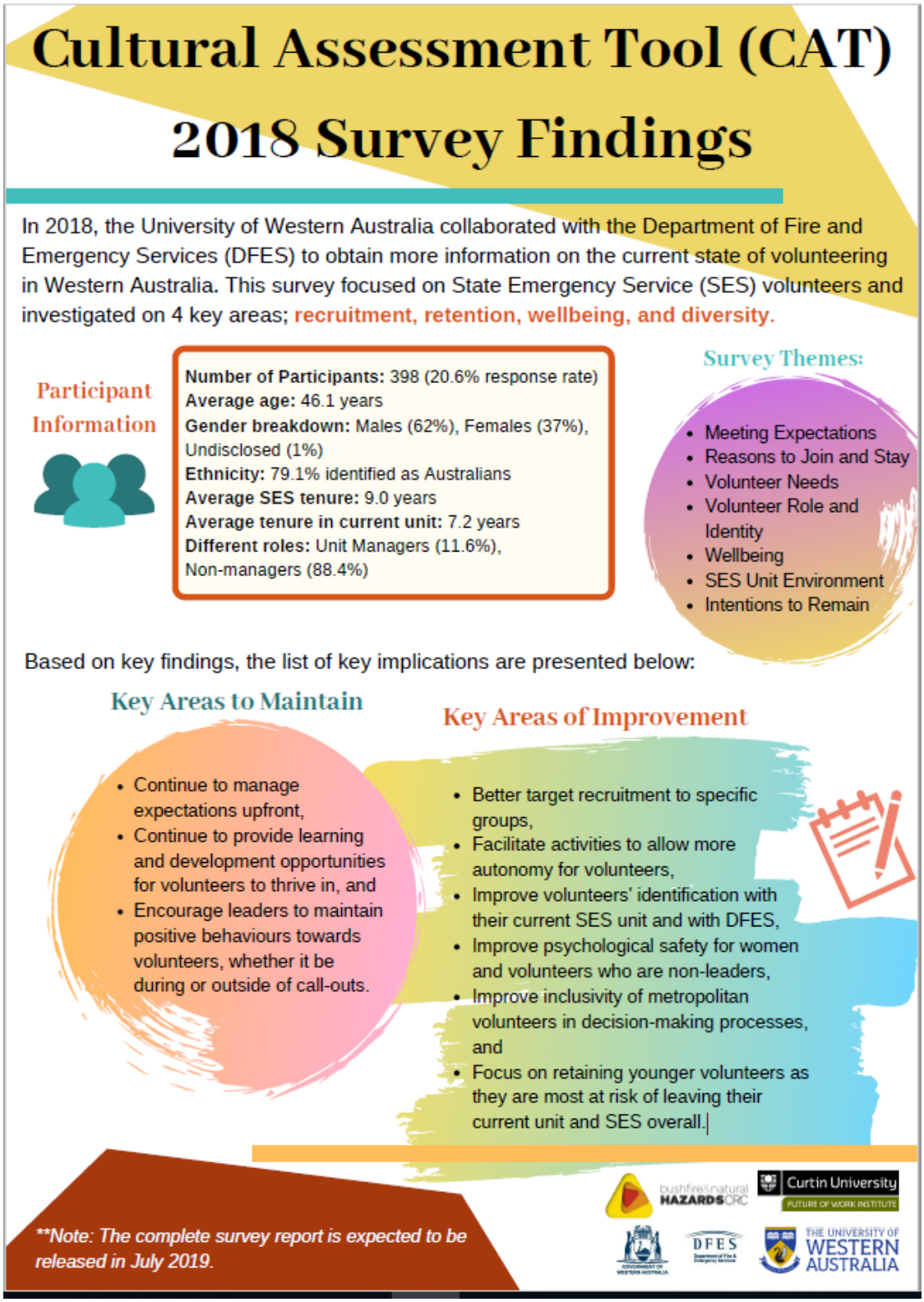
Recruitment
What does it take to become an SES volunteer?

Retention
What keeps SES volunteers coming back for more?

Wellbeing
How makes SES volunteers happy?

Diversity
How do we get more people to volunteer for SES?

APPENDIX 4 – ONE-PAGE INFOGRAPHIC ON CAT SURVEY RESULTS



REFERENCES

1. Birch, A., *Recruiting and retaining volunteer firefighters in Australasia: An integrative summary of research*. 2011, LaTrobe University & Bushfire and Natural Hazards CRC: Melbourne.
2. McLennan, B.J., et al., *Strategies for non-traditional emergency volunteers: A risk-benefit framework for decision-making*. 2017, RMIT University, Bushfire and Natural Hazards CRC: Melbourne, Australia.
3. McLennan, B.J., et al., *Out of uniform (building community resilience through non-traditional emergency volunteering) – what have we learned?*, in *2017 Bushfire and Natural Hazards CRC & AFAC Conference*. 2017: Sydney.
4. McLennan, B., et al., *Enabling sustainable emergency volunteering: 2017-2018 Annual report*. 2018: Melbourne.
5. COAG, *National strategy for disaster resilience: building our nation's resilience to disasters*. 2011, Council of Australian Governments: Canberra, ACT.
6. UNISDR, *Sendai Framework for Disaster Risk Reduction 2015-2030*. 2015, United Nations Office for Disaster Risk Reduction,: Geneva, Switzerland.
7. McLennan, B.J., J. Whittaker, and J.W. Handmer, *The changing landscape of disaster volunteering: opportunities, responses and gaps in Australia*. Natural Hazards, 2016. **84**(3): p. 2031–2048.
8. Hustinx, L. and F. Lammertyn, *Collective and reflexive styles of volunteering: a sociological modernization perspective*. Voluntas, 2003. **14**(2): p. 167-187.
9. Whittaker, J., B.J. McLennan, and J. Handmer, *A review of informal volunteerism in emergencies and disasters: Definition, opportunities and challenges*. International Journal of Disaster Risk Reduction, 2015. **13**: p. 358-368.
10. Commonwealth of Australia, *National emergency management volunteer action plan*. 2012, Attorney-General's Department: Canberra.
11. Esmond, J. and AEMVF, *Report on the attraction, support and retention of emergency management volunteers*. 2016, Australian Emergency Management Volunteer Forum.
12. McLennan, J., *Issues facing Australian volunteer-based emergency services organisations: 2008-2010*. 2008, Melbourne: Emergency Management Australia (EMA); La Trobe University.
13. McLennan, J., et al., *Factors impacting on recruiting and retaining Australia's volunteer firefighters: some research evidence*. Australian Journal on Volunteering, 2007. **12**(2): p. 59-69.
14. Kragt, D., et al., *When joining is not enough: Emergency services volunteers and the intention to remain*. Australian Journal of Emergency Management, The, 2018. **33**(4): p. 35.
15. BNHCRC, *A summary of workshop outputs supporting the statement on national research priorities for natural hazards emergency management*. 2017, Bushfire and Natural Hazards Cooperative Research Centre,: Melbourne.
16. CFA, *Volunteerism Strategy 2015-2020*. 2015: Victoria.
17. QFES, *Volunteerism strategy: Growing QFES together*. 2018, Queensland Fire and Emergency Services,: Brisbane.
18. Volunteer Consultative Forum, *Strategic priorities for emergency management volunteering in Victoria*. 2015, Emergency Management Victoria: Melbourne.

19. McCullough, A., *Volunteering Reimagined: Flexible volunteering in the NSW SES (Discussion Paper)*. 2017, New South Wales State Emergency Service: Wollongong.

20. DFES, *Together we can: Western Australian emergency services volunteer sustainability strategy, 2016-2024*. 2016: Perth.

21. Constantinides, P., *The failure of foresight in crisis management: A secondary analysis of the Mari disaster.* Technological Forecasting and Social Change, 2013. **80**(9): p. 1657-1673.

22. Hines, A. and P.C. Bishop, *Framework foresight: Exploring futures the Houston way*. Futures, 2013. **51**: p. 31-49.

23. Volkery, A. and T. Ribeiro, *Scenario planning in public policy: Understanding use, impacts and the role of institutional context factors.* Technological Forecasting and Social Change, 2009. **76**(9): p. 1198-1207.

24. For-learn. *Foresight*. 2018 9 April 2018]; Available from: http://forlearn.jrc.ec.europa.eu/guide/A1_key-terms/foresight.htm

25. For-learn. *Why do foresight?* 2018 9 April 2018]; Available from: http://forlearn.jrc.ec.europa.eu/guide/1_why-foresight/index.htm.

26. Riddell, G.A., et al., *Enhancing the policy relevance of exploratory scenarios: Generic approach and application to disaster risk reduction.* Futures, 2018.