DIVERSITY: BUILDING STRENGTH AND CAPABILITY

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The phases of implementation based research as a series of tasks, Young, C. (2016).
THE TEAM

Researchers

- Professor Bruce Rasmussen VU
- Celeste Young VU
- Dr Joanne Pyke VU
- Dr Craig Comick
- Professor Roger Jones VU
- Professor Michele Grossman, Deakin University

End Users

- State Emergency Service, New South Wales
- Metropolitan Fire Service, South Australia
- State Emergency Service, South Australian
- Queensland Fire and Emergency Services
- Rural Fire Services, New South Wales
WHY IS DIVERSITY IMPORTANT?

- Organisational sustainability
- Improving service delivery
- Resilience
- Innovation
OBSErvations from End Users

- Quotas aren’t always useful because people can become categorised not for the skills they have rather who they are.
- There is no point in changing the ‘rules’ if you don’t change the culture.
- Diversity is often seen as an ‘add on’ program rather than an intrinsic part of organisations.
- Inclusion is a critical aspect of enabling diversity.
- The diversity conversation has become ‘stuck’ and needs reframing.
KEY END USER NEEDS

- To be able to present more effectively the case for diversity.
- To understand the opportunities and barriers.
- Identify the levers for integrating diversity across organisations.
- To change the current narrative.
- To be able to measure how effective diversity actions are.
Research Structure

Phase 1 (12 months)
Understanding the context

Phase 2 (12-24 months)
Development of the framework in collaboration with end users and stakeholders

Phase 3 (24-36 months)
Testing of the framework, finalization and utilization of the framework
DECISION MAKING

values
• What are the predominant economic and social values which support diversity?

narratives
• How do these shape the diversity narratives?

decisions
• How do these values and narratives shape the decision-making context and content and how can they be used?
# Detail of Research Areas

## Economics
- What is the case for investment and how do you measure this?
  - Diversity mapping
  - Value & benefits
  - Skills
  - The role of diversity in innovation
  - Economic measures for diversity
  - Developing criteria to measure return on investment (e.g., social and economic returns)

## Community
- How do diverse communities see themselves in relation to Emergency Service organisations?
  - Diversity mapping
  - Community needs and expectations
  - Skills
  - Enablers and constraints
  - Policy landscape
  - Values and narratives

## Organisations
- What makes diversity effective and how do you measure this?
  - Decision making areas, structures, processes, policies e.g., HR
  - Values and narratives
  - Skills
  - Values attributed to diversity
  - Organisational measures of diversity and inclusion
  - Organisational flexibility
KEY RESEARCH ACTIVITIES AND OUTPUTS

- Values and attitudes survey
- 3 case studies
- A guidance framework to support implementation of diversity and inclusion and measure its effectiveness
- Community of practice event in partnership with AFAC
THANK YOU

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