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DIVERSITY: BUILDING STRENGTH AND CAPABILITY

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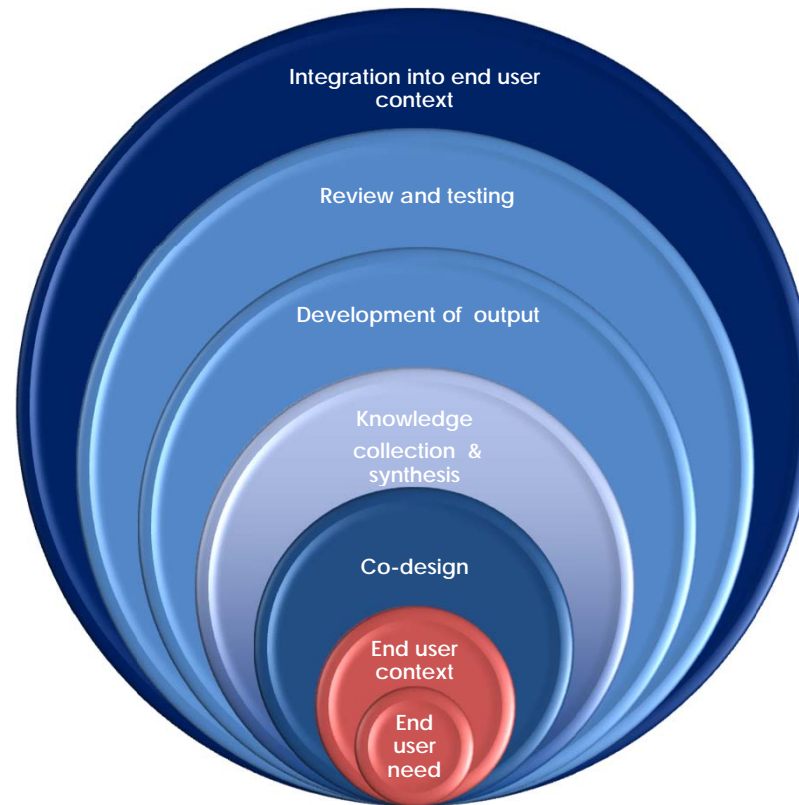
Australian Government
Department of Industry,
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WORKING FROM THE INSIDE OUT



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 Cormick
- 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?

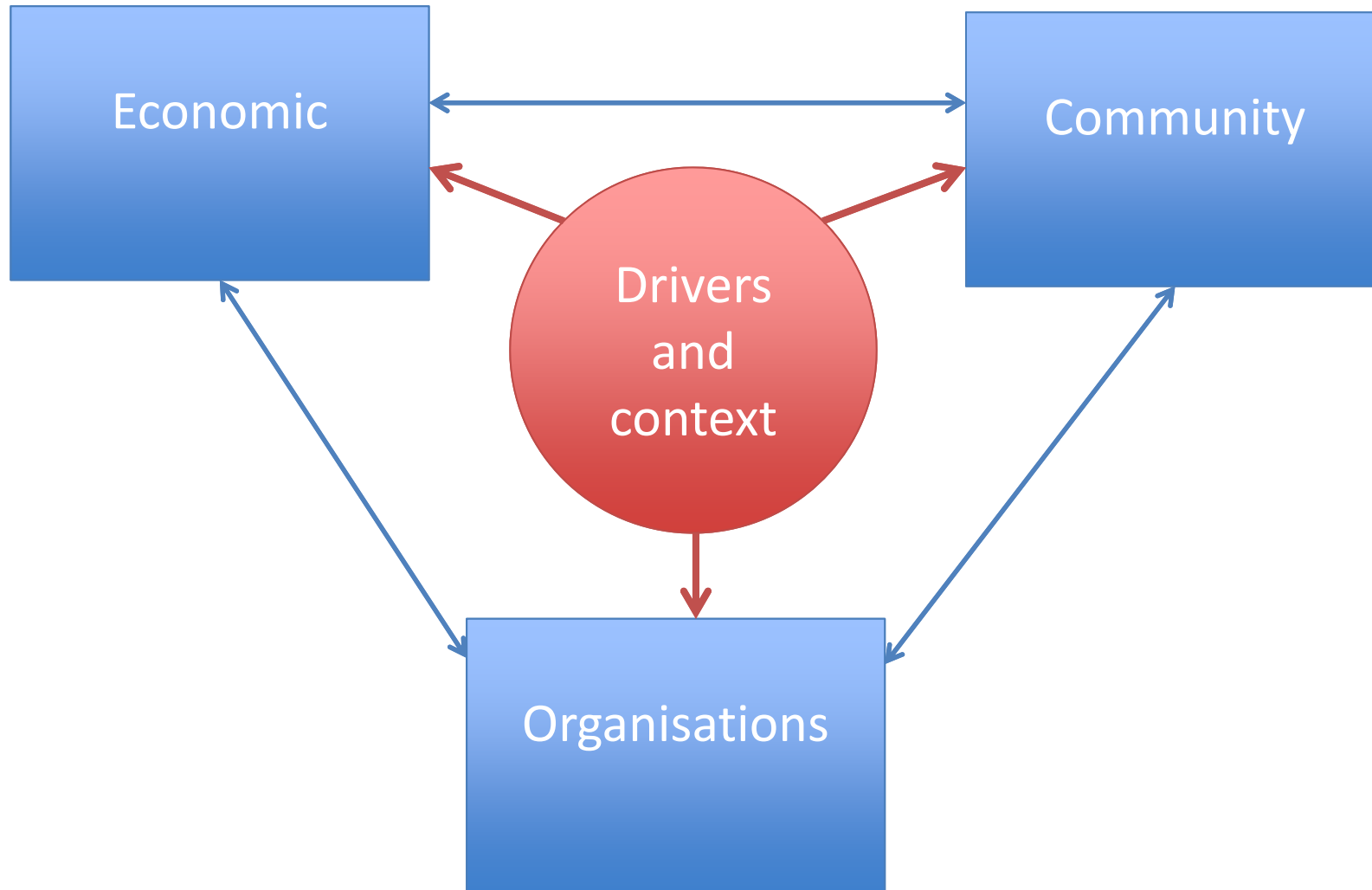
narratives

- 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?

RESEARCH AREAS



DETAIL OF RESEARCH AREAS

Economics	Community	Organisations
<p>What is the case for investment and how do you measure this?</p>	<p>How do diverse communities see themselves in relation to Emergency Service organisations?</p>	<p>What makes diversity effective and how do you measure this?</p>
<ul style="list-style-type: none"> ▪ 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) 	<ul style="list-style-type: none"> ▪ Diversity mapping ▪ Community needs and expectations ▪ Skills ▪ Enablers and constraints ▪ Policy landscape ▪ Values and narratives 	<ul style="list-style-type: none"> ▪ 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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