

DIVERSITY AND INCLUSION: BUILDING STRENGTH AND CAPABILITY



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PEOPLE ARE ONE OF THE MOST IMPORTANT RESOURCES FOR AN ORGANISATION. WHO IS EMPLOYED AND WHY, AND HOW THEY ARE MANAGED, IS A KEY DETERMINANT IN AN ORGANISATION'S CAPABILITY TO ADAPT AND SURVIVE CHANGING CIRCUMSTANCES.

The Emergency Management Sector is currently experiencing considerable challenges due to:

- ▶ increasing frequency, intensity and cost of natural hazard events
- ▶ new technologies
- ▶ finite resources
- ▶ changing demographics in communities, and
- ▶ the need for innovation.

Each of these challenges is driving transformation from response to building resilience. This requires a more strategic and flexible approach. Emergency Service organisations will need to reassess current resources and build the relevant capabilities and new skills required to ensure long-term sustainability.

Understanding how to implement effective diversity and inclusion is a key factor in building organisational resilience and innovation.

CURRENT END USER NEEDS

- ▶ To be able to measure the effectiveness of diversity and inclusion within Emergency Service organisations.
- ▶ To understand where opportunities, barriers and levers for effective diversity and inclusion lie in Emergency Service organisations.
- ▶ To be able to more effectively present the case for diversity to a broad stakeholder group in economic terms (the value), and also improved service delivery (the benefits), to support investment, understanding and uptake.

THE PURPOSE OF THE RESEARCH

The purpose of the research is to develop a framework through:

- ▶ Identifying the current strengths and characteristics of successful current and past diversity and inclusion programs.
- ▶ Examining the current context for diversity and inclusion.
- ▶ Analysing the decision making processes and systems being used.

The framework will be developed, tested and finalised in collaboration with our end users for inclusion into the current decision making context of Emergency Services organisations.

OUR APPROACH

We specialise in end user-based research, which is a collaborative and reflexive process that starts at the conceptualisation of the project, and requires end user input and knowledge exchange throughout the whole process (Figure 1)

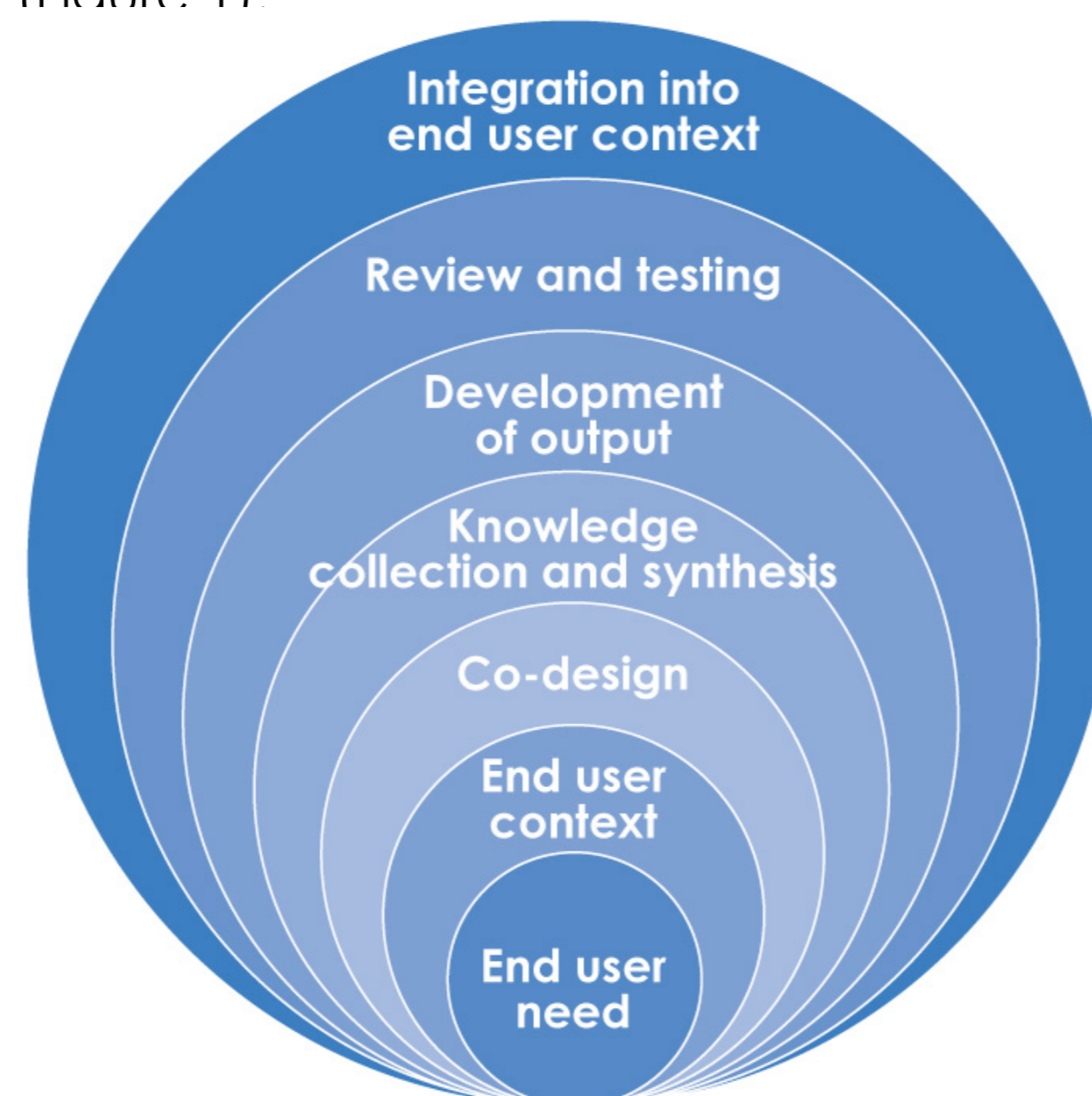


Figure 1: End user research model

HOW WE WILL DEVELOP THE FRAMEWORK

We will examine diversity and inclusion using values and the narratives to determine how they shape and frame decision making (Figure 2).



Figure 2: Decision making framework

The drivers and contexts will be assessed across the key research areas: economic, community, organisational.

WHAT WE HOPE TO ACHIEVE WITH OUR END USERS

- ▶ Improved understanding of the value diversity and inclusion.
- ▶ Better management of diverse workforces to support the changing needs of organisations.
- ▶ Identification through the sector as to where effective diversity and inclusion is occurring, and how it is occurring.
- ▶ Better ability to measure how effective diversity and inclusion is in organisations and across the sector.

'Diverse workforces make better decisions and deliver better outcomes for the community.' — Diversity and inclusion strategy 2016–2020, DELWP Victorian Government.

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