ADAPTING THE SECTOR
Enabling sustainable emergency volunteering project
(Work package 1)

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TRANSFORMATION OF VOLUNTEERING (VIEW AND PRACTICE)

From this

‘TRADITIONAL’
Formal, ongoing, stable, loyal, longer-term

Informal volunteering (under-the-radar)

To this

‘MODERN’
More diverse, informal, fluid, self-driven, cause-based, mobile, digitally-enabled, shorter-term

‘TRADITIONAL’
Informal volunteering is becoming more visible

We can’t continue to do more of the same. We have to do things differently.
ENABLING SUSTAINABLE EMERGENCY VOLUNTEERING PROJECT

**Challenge 1:** Adapting the EM sector to the transformation of volunteering (RMIT)

**Challenge 2:** Enhancing volunteer sustainability - recruitment & retention in EMOs (UWA)
WHO IS INVOLVED

Researchers

• **Adapting the sector (RMIT)** – Dr Blythe McLennan, Dr Tarn Kruger, Prof John Handmer
• **Enhancing volunteer sustainability (UWA)** – Dr Pat Dunlop, Dr Darja Miscenko, Dr Alex Luksyte, Dr Djurre Holtrop, Professor Marylène Gagné

Lead End Users

• Paul Davis, EMV
• Deb Parkins, IGEM-Vic
• Troy Davies, QFES

End User Group

• Karen Roberts & Jennifer Pidgeon, DFES
• Ali Martin, CFA
• Peter Jeffrey, Qld SES
• Georgina Goodrich, SA SRO
• Kristine Wendtman, NSW RFS
• Adelaide Cooper & Lisa Grieg, SAFECOM
• Andrew McCullough, NSW SES
• Zoe Kenyon, AFAC

Advisory Group (Adapting the sector)

• Wider end users – volunteer groups, local government, NGOs etc
SYNERGIES WITH DIVERSITY PROJECT

Synergy 1: Change management implications for organisations

Diversity
Framework to guide organisational decision-making for diversity

Volunteering WP1
Knowledge base needed to choose strategies to adapt to the transformation of volunteering

Volunteering WP2
Evidence-based strategies on more effective recruitment, on-boarding & retention

Synergy 2: Recruiting & retaining volunteers with diverse backgrounds

Synergy 3: Building an inclusive culture for diverse volunteers

Synergy 4: Recruiting & retaining volunteers into the future in a changing environment

Synergies bring opportunity for integrating findings, aligning outputs, and maximising value for end users (if managed well). They also bring potential for duplication or conflicting results (if not managed well).
ADAPTING THE SECTOR

Utilisation Outcomes
The EM sector is best positioned to:
1) enable and enhance the value of volunteering to communities, and
2) capture new opportunities and transform them into practice.

Utilisation Output
The knowledge base that the EM sector needs, transferred into the products it needs, to self-assess emerging opportunities and challenges, and to choose appropriate adaptation strategies.

Foresight
“the ability to plan and think systematically about future scenarios in order to inform decision-making in the present.”

APPROACH - FRAMEWORK FORESIGHT

1. Grounding
   - Domain description
   - Current assessment

2. Forecasting
   - Baseline future
   - Alternative futures
   - Preferred future

3. Foresight
   - Implications analysis
   - Futures to plans
   - Leading indicators
   - Summary

**PROCESS**

1. **Grounding**
   - Domain description
   - Current assessment
   - Baseline future
   - Alternative futures
   - Preferred future

2. **Forecasting**
   - Implications analysis
   - Futures to plans
   - Leading indicators
   - Summary

3. **Foresight**
   - Environmental scan (organisations/sector) **Late 2017**
   - Delphi (sector/external) **Early 2018**
   - Scenario workshops (place-based) **2018 - 2019**
   - Implications workshop (sector) **Late 2019**
   - Key utilisation period **Late 2019 – early 2020**
AN EXAMPLE - FEMA STRATEGIC FORECAST INITIATIVE

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**Environmental Scanning**
- Initial Research
  - Scoping Workshop
- Identify Draft Drivers
  - Accelerator/Poster Workshops
  - Expert Outreach
  - Topic Webinars/Conferences
- Evaluate Existing Scenarios
- Customize Scenarios
- SFI Scenario Workshop
- ID Strategic Needs
- Align Strategies
- Engage Stakeholders

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**Scenario Planning**
- Drivers Defined
- Strategic Needs Defined

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**Advancing & Sustaining Foresight**
- Expand and Share Research

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### SFI Strategic Needs

<table>
<thead>
<tr>
<th>Essential Capabilities</th>
<th>Future Context for Strategic Needs</th>
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<tbody>
<tr>
<td>1</td>
<td>Develop capabilities to address dynamic population shifts</td>
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<tr>
<td></td>
<td>Emergency managers will be faced with complex demographics shifts as the U.S. population increases, ages, and becomes more culturally and linguistically diverse.</td>
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<td>2</td>
<td>Practice omni-directional knowledge sharing</td>
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<td></td>
<td>The proliferation of information from all sources intensifies the need to make emergency management information useful and accessible. The public’s role as an information source will be vital.</td>
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<td>3</td>
<td>Infuse EM practices &amp; skills across the entire educational experience</td>
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<td>In an expectedly tight fiscal environment, schools will be critically important channels for promoting sound prevention practices, especially in the face of complex threats, like pandemics.</td>
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<td>4</td>
<td>Build a shared EM future vision with appropriate plans &amp; contingencies</td>
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<td></td>
<td>The SFI scenarios depict increasingly complex, rapidly changing worlds. Emergency managers will have to collaboratively explore innovative solutions as it prepares for the future.</td>
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<tr>
<td>5</td>
<td>Leverage volunteer capabilities across all EM phases</td>
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<tr>
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<td>Emergency and disaster management resources, especially personnel, are apt to be stretched in future operating environments marked by tight budgets and/or more frequent national emergencies.</td>
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### Scenario Characteristic

<table>
<thead>
<tr>
<th>Scenario Characteristic</th>
<th>Quantum Leap</th>
<th>Bet on the Wrong Horse</th>
<th>Dragons vs Tiger</th>
<th>Treading Water</th>
<th>Dude, Where’s My Sovereignty?</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Economy</td>
<td>Strong, vibrant, dynamic</td>
<td>Lethargic, in and out of recessions</td>
<td>Strong rebound after a period of decline and</td>
<td>Worst since Great Depression</td>
<td>Lagging peer competitors</td>
</tr>
<tr>
<td>Climate &amp; Weather</td>
<td>Extreme events more frequent</td>
<td>Stabilizing; climate change possible reversed</td>
<td>Steady state trend in climate change and</td>
<td>Worsening trend, with more extreme weather</td>
<td>More severe storms, droughts and flooding.</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Bleeding-edge modernization underway</td>
<td>Mixed: transport lags global trends</td>
<td>Highly advanced, with embedded IT and security</td>
<td>Seriously degraded</td>
<td>General decline; pay-per-use is widespread</td>
</tr>
<tr>
<td>States &amp; Localities</td>
<td>Relatively strong, but with pockets of distress</td>
<td>Rural areas hit by population shifts to urban areas</td>
<td>Recovering after massive federal bailouts</td>
<td>Extreme fiscal vulnerability with paring of fed help</td>
<td>States very powerful but prospects vary</td>
</tr>
<tr>
<td>Major Threat Areas</td>
<td>Climate change effects, technology in wrong hands</td>
<td>Cyber-security, chronic fiscal pressures</td>
<td>Potential for nuclear conflict abroad; complacency</td>
<td>Pandemics, poverty, limited public resources</td>
<td>Underfunded entitlements; foreign influence; weak federal leadership</td>
</tr>
</tbody>
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QUESTIONS

Environmental scan (the current view of volunteering):
• What strategies/plans do we need to include?
• Key developments? International best practice?
• Who do we need to talk to?
• When can/can’t we talk to you?

Delphi (a wider & deeper view of the future of volunteering):
• Who needs to be involved?
• Is March/April a suitable time to do it?
• Questions we should ask of people?

For quarterly video updates, email blythe.mclennan@rmit.edu.au