ENABLING SUSTAINABLE EMERGENCY VOLUNTEERING

2017-2018 Annual Report

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</table>
END-USER STATEMENT

Paul Davis, Volunteer Development and Innovation, Emergency Management Victoria, VIC

We are all very excited that the collaboration between the research leaders/researchers and the end users is transparent, honest and authentic. This project values contribution and collaboration.

I sense we are starting to see the benefits of working with the researchers early and in the design process of the project. Well done to the team for the effort to get out amongst the business and work closely with us as lead end users, and with many others across the business.
INTRODUCTION

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 (COAG, 2011). 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.” (UNISDR, 2015, p.23)

At the same time, the landscape of emergency and disaster volunteering is transforming (McLennan, Whittaker, & Handmer, 2016). 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 (Hustinx and Lammertyn, 2003). 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 (Whittaker, McLennan, & Handmer, 2015).

This situation presents significant challenges to current volunteer management practices, particularly in recruitment and retention. 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” (Commonwealth of Australia, 2012, 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 (Esmond and AEMVF, 2016). 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 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.

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 in the sector recognise, prevailing volunteer models tend to be overly rigid and resist activities that can capitalise on the emerging opportunities (BNHCRC, 2017). 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. 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 (BNHCRC, 2017; McLennan, et al., 2016; Whittaker, et al., 2015).
THE PROJECT

The goal of the Enabling sustainable emergency volunteering project is to work with emergency management stakeholders to improve the long-term sustainability of the volunteer workforce, and better engage the potential of volunteering to build disaster resilience in Australian communities.

The 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. 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.

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

WORK PACKAGE 1 – EMERGENCY VOLUNTEERING 2030: ADAPTING THE SECTOR

The Adapting the sector component 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 (Constantinides, 2013; Hines and Bishop, 2013; Volkery and Ribeiro, 2009) 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” (For-learn, 2018a).

“Foresight is a tool for developing "visions", understood as possible future states of affairs that actions today can help bring about (or avoid)” (For-learn, 2018b).

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 affects 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 if 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.
PROGRESS

WORK PACKAGE 1 – EMERGENCY VOLUNTEERING 2030: ADAPTING THE SECTOR

Interviews with 55 managers
The key research activity in the first year has been undertaking, analysing and reporting on semi-structured interviews with managers in emergency management organisations. The interviews are a component of a broad Environmental Scan that will capture and communicate diverse perspectives of the current, emerging and future landscapes of emergency volunteering (see Appendix 2). The purpose of the interviews was to examine manager views on 6 core questions:

1. What has changed in the emergency volunteering landscape over the last 5-10 years?
2. What are the key volunteering issues the sector is currently facing?
3. What is currently happening to address these issues?
4. What does the preferred future look like?
5. What needs to happen to move towards this future?
6. What external forces and uncertainties may shape the future?

In total 55 managers were interviewed from emergency management organisations across Australia (see Figure 1), including:
- 14 volunteerism managers from government EMOs
- 13 volunteerism managers from non-government EMOs
- 17 managers from local government (emergency management, volunteer management and community development)
- 10 community engagement, resilience and recovery managers from government EMOs.

Interviews were transcribed, returned to participants for checking, and analysed. A preliminary report of the finding was prepared and presented to the project’s end user group for feedback in March 2018. A full draft report on the results of interviews with government and non-government volunteerism managers was also prepared and circulated to participants.

A draft report on the results of interviews with local government managers was also prepared and circulated to participants. Both reports are due to be released in July.

A report on the results of interviews with community engagement, resilience and recovery managers is also in preparation and will be released in August.

The results of interviews were also presented at the BNHCRC research advisory forum, and the National Volunteering Conference, and will be presented at the Rural Fire Service Association and AFAC/BNHCRC conferences later in 2018.
Other research activities
Other key research activities undertaken this year were:

- Collection and analysis of foresight studies to examine external forces of change and uncertainty into the future. A report will be prepared and released in late 2018.
- A group interview was conducted with CEOs and policy managers representing six of Australia’s volunteering peak bodies and a draft report on the interview was prepared. A final report is due to be released in mid-August 2018 following review by the peak body CEO network in early August.
- Collection of emergency management volunteer strategies, and government reviews and audits of the emergency management sector that will be thematically analysed and reported on in late 2018.
- A literature review of prior research on emergency volunteering in Australia.

WORK PACKAGE 2 – CHANGING MANAGEMENT PRACTICE

Interviews with 70 SES volunteers and volunteer managers
The key research activity in the first year has been undertaking, analysing, and reporting on semi-structured interviews with volunteers at the State Emergency Service (SES) in Western Australia. Overall, 70 volunteers and unit managers from
17 different units were interviewed. 10 of these were located in the regional or remote area of WA (59%) with volunteers from 9 out of 12 regions interviewed. 25 interviewees were female (36%), which is representative of the proportion of female volunteers in WA SES overall (37%).

The interviews are a first major component of a research project and served as an input into the design of the quantitative survey that will be distributed to all SES volunteers in the later 2018 (see Appendix 3 for research design).

The purpose of the interviews was to examine volunteers’ personal experiences with the service and views on the current recruitment and retention practices in their unit. An overview of interview topics and questions is provided in the table below:

<table>
<thead>
<tr>
<th>Interview section</th>
<th>Sample question(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>What is your current role with SES? When did you join? How long have you been with the service? Have you had other roles in the service?</td>
</tr>
<tr>
<td>Recruitment</td>
<td>What attracted you to become an SES volunteer?</td>
</tr>
<tr>
<td>Induction and training</td>
<td>What was your first day with the SES like? What happened?</td>
</tr>
<tr>
<td>Expectations</td>
<td>What did you expect as an SES volunteer, when you joined? How would you describe an 'ideal' SES volunteer? What does it take to be an SES volunteer?</td>
</tr>
<tr>
<td>Emotional experiences</td>
<td>What was the most exciting experience you had as an SES volunteer? How did you feel?</td>
</tr>
<tr>
<td>Wellbeing</td>
<td>What do you enjoy about volunteering at SES? What makes you happy?</td>
</tr>
<tr>
<td>Retention</td>
<td>How long do you intend to volunteer with SES? Why do you think some people leave SES?</td>
</tr>
<tr>
<td>Unit characteristics</td>
<td>Do you feel included in your unit? Does your unit have strong relationships with other parties: community, local government, DFES, others?</td>
</tr>
</tbody>
</table>

Preliminary findings from the interviewees were summarised in the AFAC research proceedings submission and will be presented at their annual conference.

A report on the results of interviews related to volunteers’ personal experiences with the service is in preparation and will be released in August. In addition, a Hazard Note with a summary of these findings is in preparation.

A report on the findings from the interviews related to the recruitment and retention practices will be released in November.
Analysis of First Year Volunteer Survey Data from DFES
Upon commencement of the project, an opportunity to engage with the existing volunteer data collected by DFES was identified in collaboration with DFES volunteer managers. The survey was distributed in 2015-2017 to all new DFES volunteers after approximately 12 months of joining the service. 539 valid responses were received. These responses represented all volunteer emergency services under DFES, including Bushfire Service, SES, Volunteer Fire and Rescue Service, and so on. The aim of the analyses was to identify the expectation profiles of first-year emergency services volunteers and examine how these relate to their intentions to remain with a service. A psychological contract perspective has been applied in analysing the data.

Three distinct profiles of first-year emergency services volunteers—focused, overenthusiastic, and lost—were identified. These profiles primarily differed in the number of activities volunteers expected to be involved in and the number of motives they expected to satisfy by joining. The focused volunteers had a well-defined set of expectations about the activities they would undertake and the reasons for joining the service. Whereas the lost volunteers had barely any expectations and the enthusiastic volunteers were expecting many things. Having a well-defined set of expectations meant that focused volunteers had better experiences in their first year with the service and were intending to continue volunteering for longer. This is consistent with the psychological contract perspective where realistic initial volunteer expectations (relative to the actual experiences of volunteering) lead to reduced turnover. However, there is a potential danger in that the focused volunteers might be too rigid in their expectations and lack the flexibility required to deal with the unexpected demands of the volunteering role. The figure below depicts volunteers’ intention to remain with the service by profile.

![Volunteer Intention Chart](image.png)

The results of the analyses were accepted for publication by the Australian Journal of Emergency Management. In addition, these findings were presented at the ANZ Disaster Management Conference, among other.

Design of the Cultural Assessment Tool (CAT)
In preparation for the key research activity that will take place in the second year of the project, design and pilot of the CAT survey have been undertaken.
The aim of the CAT survey is to collect data on a number of variables identified as important to the recruitment and retention of SES volunteers from the literature review and the qualitative interviews. The first version of the CAT survey has been reviewed by volunteers, volunteer managers, and other stakeholders (including project end users). This feedback has been used to further refine the survey.

The final version of the survey includes validated research scales to measure constructs related to volunteer expectations, psychological contract, identity, psychological safety and so on. A number of open ended questions are also included. The list of constructs and a brief explanation are presented in the table below:

<table>
<thead>
<tr>
<th>Construct</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Met expectations</td>
<td>To what extent volunteer expectations of the role were met</td>
</tr>
<tr>
<td>Needs-supplies fit</td>
<td>To what extent volunteers’ needs are fulfilled by their volunteering role (are they getting what they need?)</td>
</tr>
<tr>
<td>Reasons to join</td>
<td>What are the reasons that motivated volunteers to join the service?</td>
</tr>
<tr>
<td>Reasons to remain</td>
<td>What are the reasons that motivate volunteers to continue with the service? How are these different from reasons to join?</td>
</tr>
<tr>
<td>Volunteer identity</td>
<td>To what extent volunteers identify with their role</td>
</tr>
<tr>
<td>Demands- Abilities Fit</td>
<td>To what extent volunteers’ perceived abilities meet the role’s demands (are they able to perform and does performing well draw from their abilities?)</td>
</tr>
<tr>
<td>Needs satisfaction</td>
<td>To what extent volunteering role satisfied individuals’ basic psychological needs of autonomy, competency, and relatedness</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>To what extent are volunteers satisfied with their role as a whole</td>
</tr>
<tr>
<td>Thriving</td>
<td>Learning and vitality in a volunteering role</td>
</tr>
<tr>
<td>Psychological safety</td>
<td>To what extent do volunteers perceive their unit to have a safe climate for communication (e.g. raising concerns)</td>
</tr>
<tr>
<td>Climate for inclusiveness</td>
<td>To what extent the unit encourages diversity in opinions and problem solving</td>
</tr>
<tr>
<td>Identification with a unit</td>
<td>To what extent volunteers identify with their unit</td>
</tr>
<tr>
<td>Unit manager behaviours</td>
<td>To what extent unit managers demonstrate task and relationship orientated behaviours in everyday situations vs call-outs</td>
</tr>
<tr>
<td>Identification with organisation</td>
<td>To what extent volunteers identify with their organisation (i.e. DFES)</td>
</tr>
<tr>
<td>Intention to remain</td>
<td>How long volunteers plan to stay with their unit/organisation</td>
</tr>
</tbody>
</table>
Demographics | Age, gender, location, etc.

The CAT will be launched at the AFAC annual conference in Perth (September 2018).

**ENGAGEMENT AND COMMUNICATION**

**Core activities**
- 4 lead end user meetings
- 3 CRC end user meetings
- 5 project update videos created and circulated
- 1 BNHCRC Research Advisory Forum
- 2 advisory group meetings (work package 1)
- Engagement with DFES volunteer management and integration with other research projects conducted internally (work package 2)

**Other engagement events**
- Submitted a response to the QFES volunteerism strategy discussion paper, August 2017
- Participated in 4 AFAC group meetings (VMTG, CETG, IR, Oct 2017 – April 2018
- Participated in DFES volunteer conference, September 2017
- Presented a workshop for volunteer managers at DFES conference, Sep 2017
- Participated in CFA rural decline workshop, Oct 2017
- Provided feedback and content for the volunteer recruitment section on the DFES portal, Oct 2017
- Presented to WA Volunteer Fire and Rescue Service Committee, November 2017
- Presented to WA SES Committee, November 2017
- Participated in communications planning meeting for EMV’s Value of Volunteers project, Feb 2018
- Participated in AIDR planning for spontaneous volunteers’ clinic in Melbourne, March 2018
- Participated in Volunteering Victoria’s HelpOut/MSEV lessons learned workshops, June 2018

**Other ongoing engagement activities**
- Numerous one-on-one meetings and phone calls with volunteer managers, e.g. DFES SWORD volunteer fire and emergency services (VFES) unit, Volunteering Victoria, Volunteer Fire Brigades Victoria (VFBV), Executive Officer of the South Australia State Emergency Management Committee (SEMC), Coordinator of the CFA’s flexible volunteering pilot project
- Participation on the CFA’s Community Engagement Sub-committee
OUTPUTS TO DATE

ARTICLES, REPORTS, AND CONFERENCE PAPERS (* DENOTES PEER REVIEWED)


PRESENTATIONS


McLennan, B. (2018). Emergency management sector volunteering in 2030: Change is coming. Presentation at the National Volunteering Conference. Sydney, June 2018

WORKSHOPS


OTHER


**UTILISATION**

The intended utilization outcomes and outputs for the project are outlined in Table 1, below. Note that specific outputs will be designed in consultation with end users throughout the project and will change and develop over time.

<table>
<thead>
<tr>
<th>WP1 – Adapting the sector</th>
<th>WP2 – Enhancing volunteer sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcomes</strong></td>
<td><strong>Greater capacity to:</strong></td>
</tr>
<tr>
<td>EM sector is best positioned to:</td>
<td>- Self-assess progress towards building a stronger culture of inclusiveness</td>
</tr>
<tr>
<td>- enable &amp; enhance the value of volunteering to communities</td>
<td>- Effectively attract &amp; on-board new recruits</td>
</tr>
<tr>
<td>- capture new opportunities &amp; transform them into practice</td>
<td></td>
</tr>
</tbody>
</table>

**Knowledge base the EM sector needs, transferred into the products it needs, to self-assess emerging opportunities & challenges, & choose appropriate strategies to adapt**

| - Emergency volunteering network (EVN) | Flexible, targeted, evidence-based ‘cultural assessment tool’ (CAT). |
| - Place-based scenario planning workshops | Evidence EMOs need to design effective recruitment & socialisation materials & strategies |

**Resources and knowledge to adapt or design new volunteer roles and pathways**

---

**PLANNED UTILISATION OUTPUTS**

**Emergency volunteering network (EVN)** – A 6-month pilot of an emergency volunteering shared learning network and resources. The EVN aims to facilitate faster and more impactful sharing of research, innovation, experience and knowledge that can keep up with the fast pace of change in this dynamic area. (Aug 2018-Jan 2019)

**Scenario planning workshops** – Place-based scenario-planning workshops to consider the implications for today’s decision-making of alternative, policy-relevant, future scenarios for emergency volunteering. The aim of the workshops is to support practitioners to design and develop strategies and pathways to adapt to future of volunteering.

**Cultural assessment tool**

A standardized survey-based cultural assessment that will be available to all emergency services organisations. This tool can be used to diagnose issues that may be affecting volunteers’ engagement with the service or group and will also inform on issues relating to diversity management within the group. Part of the
research project will involve collecting normative data with the tool which other organisations can refer to.

**Volunteer attraction and management resources**

The research will give insight into what volunteers are expecting to experience when they first join, as well as what keeps them coming back for more. These insights can be used to guide the development of tools to improve recruitment of new volunteers in a way that ensures their expectations are in line with their experiences. Similarly, knowing what keeps volunteers from leaving will provide insight into how best to manage volunteers in a manner that will see their motivation sustained.
WHO IS INVOLVED

RESEARCH TEAM

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APPENDICES

APPENDIX 1 – PROJECT GOVERNANCE AND RELATIONSHIPS

Out of Uniform (Completed) -> CRC Project

Enabling Sustainable Emergency Volunteering -> CRC Project

Diversity -> CRC Project

Lead End Users

CRC End User Group

Emergency volunteering 2030: Adapting the Sector

Work Package 1 -> Advisory Group

Changing Management Practice/ Sustainable SES Volunteering

Work Package 2 -> DFES partners

(Green = project components - Blue = related CRC projects)
APPENDIX 2 - WORK PACKAGE 1 RESEARCH DESIGN

1. Environmental Scan
   - 1a. EMO Managers
   - 1b. Desktop Review
   - 1c. Emergency Volunteers
   - 1d. Community & Voluntary Sector

2. Delphi/workshop

3. Scenario Development

4. Scenario Validation

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 PACKAGE 2 – RESEARCH DESIGN

Key research activities

- Literature review and consultation with DFES
- Interviewees with SES volunteers and managers
- Design Culture Assessment Tool (CAT)
- Data collection using CAT
- Develop new recruitment material
- 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?
REFERENCES


