bushfire&natural
HAZARDSCRC

ENABLING SUSTAINABLE EMERGENCY VOLUNTEERING

2017-2018 Annual Report

Dr Blythe McLennan [1,4], Dr Patrick Dunlop [2,4], Dr Darja Kragt [2,4], Dr Tarn Kruger [1,4], Dr Djurre Holtrop [2,4], Dr Marylene Gagne [2,4], Dr Alex Luksyte [2,4], Prof John Handmer [1,4]
[1] RMIT University, Victoria
[2] University of Western Australia
[3] Business School, University of Western Australia
[4] Bushfire and Natural Hazards CRC

RMIT UNIVERSITY

THE UNIVERSITY OF WESTERN AUSTRALIA

Version	Release history	Date
1.0	Initial release of document	1/11/2018

Australian Government
Department of Industry, Innovation and Science

Business
Cooperative Research
Centres Programme

All material in this document, except as identified below, is licensed under the Creative Commons Attribution-Non-Commercial 4.0 International Licence.

Material not licensed under the Creative Commons licence:
- Department of Industry, Innovation and Science logo
- Cooperative Research Centres Programme logo
- Bushfire and Natural Hazards CRC logo
- All other logos
- All photographs, graphics and figures

All content not licenced under the Creative Commons licence is all rights reserved. Permission must be sought from the copyright owner to use this material.

Publisher:
Bushfire and Natural Hazards CRC

November 2018

Cover: Open source, no attribution required.

TABLE OF CONTENTS

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:

o **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.

o **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.

o 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:

o 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.

o 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.

o 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:
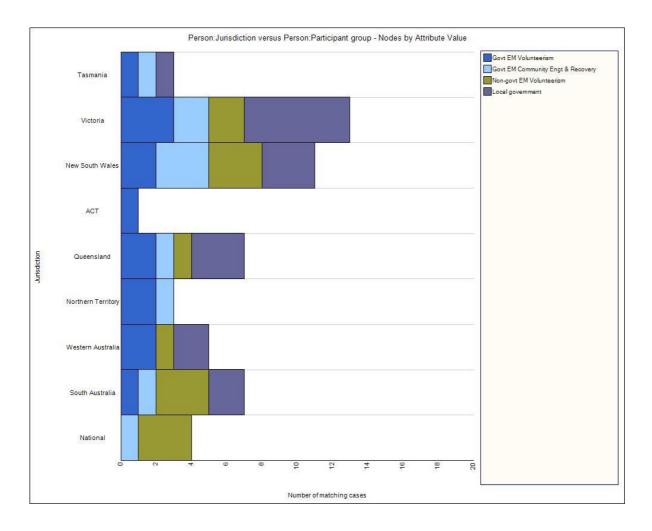- 14 volunteerism managers from government EMOs
- 13 volunteerism managers from non-government EMOs
- 17 managers from local government (emergency management, volunteer management and community development)
- 10 community engagement, resilience and recovery managers from government EMOs.

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.

Person:Jurisdiction versus Person:Participant group - Nodes by Attribute Value

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:

Interview section	Sample question(s)
Background	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?
Recruitment	What attracted you to become an SES volunteer?
Induction and training	What was your first day with the SES like? What happened?
Expectations	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?
Emotional experiences	What was the most exciting experience you had as an SES volunteer? How did you feel?
Wellbeing	What do you enjoy about volunteering at SES? What makes you happy?
Retention	How long do you intend to volunteer with SES? Why do you think some people leave SES?
Unit characteristics	Do you feel included in your unit? Does your unit have strong relationships with other parties: community, local government, DFES, others?

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.
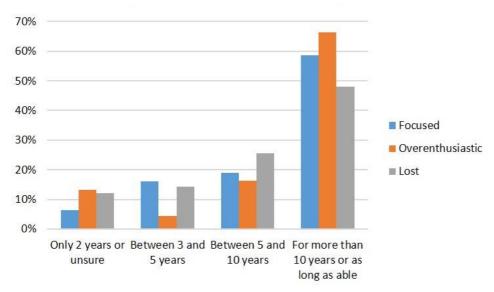
A report on the findings from the interviews related to the recruitment and retention practices will be released in November.

///

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.

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:

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

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
- Participation on the Ready2Go project's State Reference Group (a community-based preparedness project in Vic, see http://echo.org.au/programs/ready2go/)

OUTPUTS TO DATE

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

McLennan, B., Whittaker, J., Kruger, T., & Handmer, J. (2017). Out of uniform (building community resilience through non-traditional emergency volunteering) – what have we learned? *Paper presented at the 2017 Bushfire and Natural Hazards CRC & AFAC Conference, Sydney.*

*McLennan, B. J. (2018). Conditions for effective coproduction in community-led disaster management: a case study in Warrandyte Australia. *Voluntas,* 1-17. doi:10.1007/s11266-018-9957-2

*Kragt, D., Dunlop, P.D., Gagné, M., Holtrop, D.J., Luksyte, A. (in press, accepted March 1, 2018). When joining is not enough: Profiles of emergency services volunteers and the intention to stay. *Australian Journal of Emergency Management*.

McLennan, B. and Kruger, T. (2018) *Emergency volunteering 2030 environmental scan: preliminary report of manager interviews.* RMIT University and BNHCRC: Melbourne.

*McLennan, B., Whittaker, J., Kruger, T. and Handmer J. (in press) Establishing authority when unaffiliated volunteers co-produce emergency management services: Insights from four Australian cases. *Environmental Hazards*.

PRESENTATIONS

McLennan, B. (2017). Enabling sustainable emergency volunteering – why and for what outcomes? *Presentation at the BNHCRC Research Showcase,* Adelaide, July 2017

McLennan, B. and Kragt, D. (2017). Enabling sustainable emergency volunteering project. *Presentation to the AFAC Volunteer Management Technical Group.* Melbourne, October 2017

McLennan, B. and Kruger, T. (2017) Emergency volunteering 2030: Adapting the sector. Presentation to the AFAC Community Engagement Technical Group. Melbourne, November 2017

McLennan, B., Kruger, T., and Handmer, J. (2018) Enabling sustainable emergency volunteering. *Presentation to the BNHCRC Research Advisory Forum,* Sydney, April 2018

Kragt, D., Dunlop, P.D., Holtrop, D., Gagne, M., and Luksyte, A. (2018) Enabling sustainable emergency volunteering – changing management practices. *Presentation to the BNHCRC Research Advisory Forum,* Sydney, April 2018

Kragt, D. (2018). Lived Experiences of Emergency Services Volunteers in Western Australia. Presentation at the Australian & New Zealand Disaster and Emergency Management Conference, May 2018

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

WORKSHOPS

Kragt, D., Dunlop, P.D., Gagné, M., Holtrop, D.J., Luksyte, A. (2017). Enabling sustainable SES volunteering in WA. Workshop delivered at the WAFES conference in Perth, Western Australia.

OTHER

McLennan, B., Handmer, J. and Kruger, T. (2017) *Submission to the QFES Volunteerism Strategy Discussion Paper.* RMIT University and BNHCRC. August 2017.

McLennan, B. Emergency volunteering: where do we go from here? *Asia Pacific Fire Magazine.* Submitted April 2018.

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.

	WP1 – Adapting the sector	WP2 – Enhancing volunteer sustainability
Outcomes	EM sector is best positioned to: - enable & enhance the value of volunteering to communities - capture new opportunities & transform them into practice	Greater capacity to: - Self-assess progress towards building a stronger culture of inclusiveness - Effectively attract & on-board new recruits
Outputs (as at June 2018)	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) - Place-based scenario planning workshops	Flexible, targeted, evidence-based 'cultural assessment tool' (CAT). Evidence EMOs need to design effective recruitment & socialisation materials & strategies
	Resources and knowledge to adapt or design new volunteer roles and pathways	

TABLE 1: INTENDED UTILISATION OUTCOMES AND OUTPUTS, AS AT JUNE 2018

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 organisationss 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

Work package 1

Dr Blythe McLennan

School of Global, Urban and Social Studies
RMIT University
T: 03 9925 1164
E: blythe.mclennan@rmit.edu.au

Dr Tarn Kruger

School of Global, Urban and Social Studies
RMIT University
T: 03 9925 1164
E: tarn.kruger@rmit.edu.au

Professor John Handmer

School of Science
RMIT University
T: 03 9925 2307
E: john.handmer@rmit.edu.au

Work package 2

Dr Darja Kragt

School of Psychological Science
University of Western Australia
T: 08 6488 2202
E: darja.kragt@uwa.edu.au

Dr Patrick Dunlop

School of Psychological Science,
University of Western Australia
T: 08 6488 7614
E: patrick.dunlop@uwa.edu.au

Dr Djurre Holtrop

School of Psychological Science
University of Western Australia
T: 08 6488 2202
E: djurre.holtrop@uwa.edu.au

Dr Alex Luksyte

UWA Business School
University of Western Australia
T: 08 6488 2633
E: alex.luksyte@uwa.edu.au

Prof Marylene Gagne

UWA Business School
University of Western Australia
T: 08 6488 1402
E: marylene.gagne@uwa.edu.au

LEAD END USERS

- **Paul Davis**, Emergency Management Victoria

- **Troy Davies**, Queensland Fire and Emergency Services

- **Deb Parkin**, Inspector-General for Emergency Management, Victoria

WORK PACKAGE 2 PARTNERS

- **Karen Roberts** & **Jennifer Pidgeon**, Department of Fire and Emergency Services, Western Australia

CRC END USER GROUP

- **Ali Martin**, Country Fire Authority

- **Annabelle Kirwan**, **Kendra Clegg** & **Jenn Burgess** State Emergency Service Victoria

- **Andrew McCullough**, State Emergency Service New South Wales

- **Diana Bernardi**, Australian Red Cross

- **Georgina Goodrich**, Department for Communities and Social Inclusion, South Australia

- **Karen Roberts** & **Jennifer Pidgeon**, Department of Fire and Emergency Services, Western Australia

- **Kristine Wendtman**, NSW Rural Fire Service

- **Lisa Grieg & Adelaide Cooper**, South Australian Fire & Emergency Services Commission

- **Peter Jeffrey**, Queensland Fire and Emergency Services

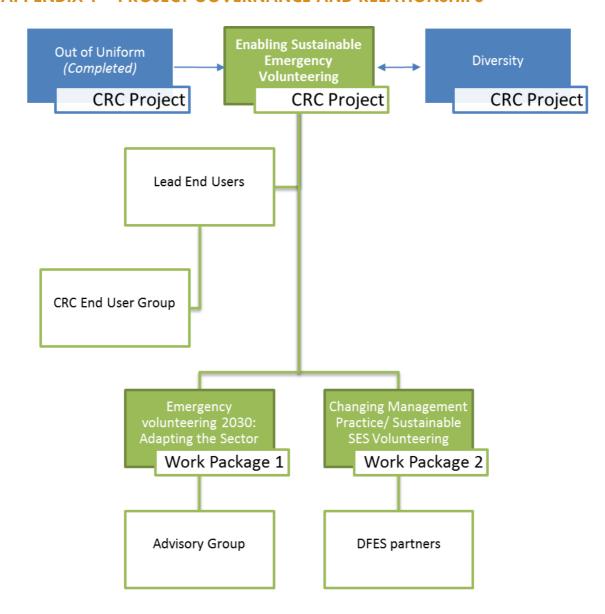- **Zoe Kenyon**, Australasian Fire and Emergency Service Authorities Council

WORK PACKAGE 1 ADVISORY GROUP

- **Allie Guegan**, Frankston City Council, CFA volunteer
- **Amanda Nixon**, Volunteering Queensland
- **Anne Leadbeater**, consultant
- **Anthony Bradstreet**, NSW Rural Fire Service
- **Bridget Tehan**, Victorian Council of Social Services
- **Carla Bailey**, Logan City Council
- **Faye Bendrups**, Victorian Emergency Service Association
- **Julie Molloy**, IGEM Queensland
- **Mark Dryden**, Volunteer Fire Brigades Victoria
- **Melissa Pexton**, WA Local Government Association
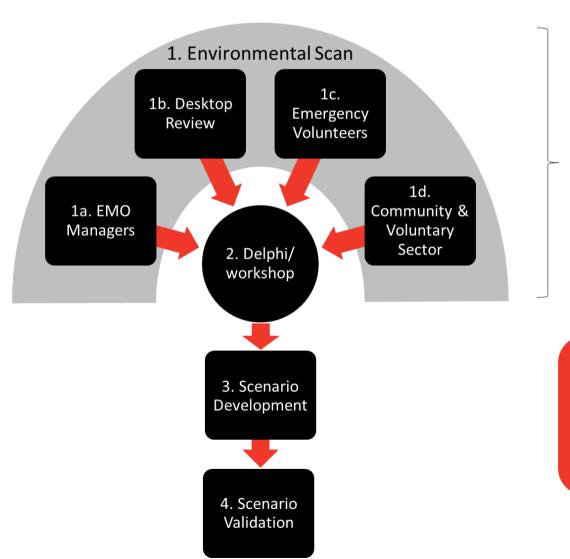- **Steve Pascoe**, consultant

APPENDICES

APPENDIX 1 – PROJECT GOVERNANCE AND RELATIONSHIPS

(Green = project components - Blue = related CRC projects)

APPENDIX 2 - WORK PACKAGE 1 RESEARCH DESIGN

1. Environmental Scan

- 1b. Desktop Review
- 1c. Emergency Volunteers
- 1a. EMO Managers
- 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)

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

BNHCRC. (2017). *Bushfire and Natural Hazards CRC volunteering workshop summary*. Bushfire and Natural Hazards Cooperative Research Centre. Melbourne.

COAG. (2011). *National strategy for disaster resilience: building our nation's resilience to disasters*. Canberra, ACT: Council of Australian Governments. https://www.ag.gov.au/EmergencyManagement/Documents/NationalStrategyforDisasterResilience.PDF

Commonwealth of Australia. (2012). *National emergency management volunteer action plan*. Canberra: http://www.em.gov.au/Volunteers/

Constantinides, P. (2013). The failure of foresight in crisis management: A secondary analysis of the Mari disaster. *Technological Forecasting and Social Change, 80*(9), pp. 1657-1673. doi:http://dx.doi.org/10.1016/j.techfore.2012.10.017 Retrieved from http://www.sciencedirect.com/science/article/pii/S0040162512002636

Esmond, J., & AEMVF. (2016). *Report on the attraction, support and retention of emergency management volunteers*. http://www.em.gov.au/Documents/Esmond%20Consultancy%20-%20EM%20Volunteers%20Attraction%20Support%20Retention%20-%20FINAL%20REPORT.PDF

For-learn. (2018a). Foresight. Retrieved Date from http://forlearn.jrc.ec.europa.eu/guide/A1_key-terms/foresight.htm

For-learn. (2018b). Why do foresight? Retrieved Date from http://forlearn.jrc.ec.europa.eu/guide/1_why-foresight/index.htm.

Hines, A., & Bishop, P. C. (2013). Framework foresight: Exploring futures the Houston way. *Futures, 51*, pp. 31-49. doi:http://dx.doi.org/10.1016/j.futures.2013.05.002 Retrieved from http://www.sciencedirect.com/science/article/pii/S0016328713000773

Hustinx, L., & Lammertyn, F. (2003). Collective and reflexive styles of volunteering: a sociological modernization perspective. *Voluntas, 14*(2), pp. 167-187. doi:10.1023/A:1023948027200 Retrieved from http://dx.doi.org/10.1023/A%3A1023948027200

McLennan, B. J., Whittaker, J., & Handmer, J. W. (2016). The changing landscape of disaster volunteering: opportunities, responses and gaps in Australia. *Natural Hazards, 84*(3), pp. 2031–2048. doi:10.1007/s11069-016-2532-5 Retrieved from http://dx.doi.org/10.1007/s11069-016-2532-5

UNISDR. (2015). *Sendai Framework for Disaster Risk Reduction 2015-2030*. Geneva, Switzerland: United Nations Office for Disaster Risk Reduction. http://www.wcdrr.org/uploads/Sendai_Framework_for_Disaster_Risk_Reduction_2015-2030.pdf

Volkery, A., & Ribeiro, T. (2009). Scenario planning in public policy: Understanding use, impacts and the role of institutional context factors. *Technological Forecasting and Social Change, 76*(9), pp. 1198-1207. doi:https://doi.org/10.1016/j.techfore.2009.07.009 Retrieved from http://www.sciencedirect.com/science/article/pii/S0040162509001115

Whittaker, J., McLennan, B. J., & Handmer, J. (2015). A review of informal volunteerism in emergencies and disasters: Definition, opportunities and challenges. *International Journal of Disaster Risk Reduction, 13*, pp. 358-368. doi:10.1016/j.ijdrr.2015.07.010 Retrieved from http://www.sciencedirect.com/science/article/pii/S2212420915300388