

Transforming through diversity and inclusion capability - the pathway to achieving diversity benefits

Celeste Young / Victoria University

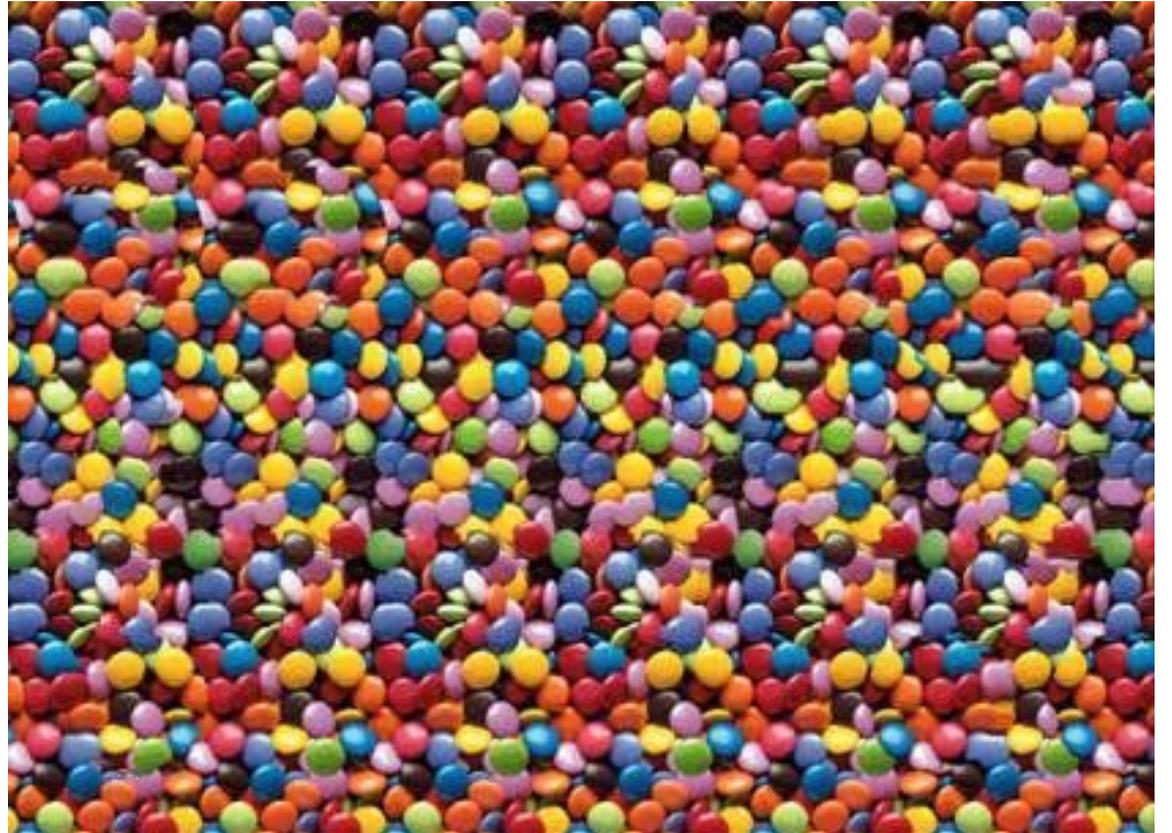
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Neelam Maharaj / Victoria University

Bruce Rasmussen / Victoria University

AFAC Conference 2019

Melbourne Convention Centre, 27th August 2019



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Business
Cooperative Research
Centres Programme

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End User Organisations

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Emergency Management Victoria

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State Emergency Service, New South Wales

South Australian Metropolitan Fire Service

State Emergency Service, South Australian

Queensland Fire and Emergency Services

Rural Fire Services, New South Wales

Fire and Rescue, New South Wales

Department of Fire and Emergency Services,
Western Australia

Northern Territory Fire and Rescue Service

Metropolitan Fire Brigade, Melbourne

Tasmanian Fire Service



The work behind this

BUILDING CAPABILITY IN EMERGENCY SERVICES: DIVERSITY AND INCLUSION IN COMMUNITIES

CHANGING CAPABILITIES OF EMERGENCY SERVICE ORGANISATIONS
Case study synthesis

COMMUNITY VALUES SURVEY
Diversity and inclusion: building strength and capability

DIVERSITY AND INCLUSION: BUILDING STRENGTH AND CAPABILITY LITERATURE REVIEW

THE LONG ROAD: BUILDING EFFECTIVE DIVERSITY AND INCLUSION IN EMERGENCY MANAGEMENT ORGANISATIONS
Case study synthesis and draft framework

Effective diversity in emergency management organisations: the long road

HAZARD NOTE
MAY 2019
MAKING DIVERSITY AND INCLUSION THE NEW NORMAL IN EMERGENCY SERVICES

DIVERSITY AND INCLUSION: BUILDING STRENGTH AND CAPABILITY
Non-peer reviewed research proceedings from the Bushfire and Natural Hazards CRC & AEMC Conference Perth, 2-8 September 2018

Video 1: A man in a dark uniform with "FIRE RESCUE" on the chest speaking in a video call.

Video 2: A man in a dark shirt speaking in a video call.

Video 3: A man in a suit and tie speaking in a video call.

Video 4: A man in a white shirt speaking in a video call.

Video 5: A man in a white shirt speaking in a video call.

SHAPING THE NEW NORM: WAFA CONFERENCE 2018 EVALUATION AND QFES WORKSHOP SYNTHESIS

Celeste Young, Joanne Taylor and Quinn Cramer
2019

RISKY BUSINESS: WHY DIVERSITY AND INCLUSION MATTER

Into the future: building skills and capabilities for a diverse and inclusive workforce, workshop synthesis and key research findings

Celeste Young and Roger Jones (Victoria University and Bushfire and Natural Hazards CRC)

With contributions from Joanne Taylor (Queensland Fire and Emergency Services), Matt Corneil (NSW Fire and Rescue), Peter Burton (South Australia Metropolitan Fire Brigade), Steve O'Malley (Metropolitan Fire Brigade) and Jilly Martin (Vicemite National Park)



Where we started

Diversity and inclusion is part of a transformative process needed within EMS organisations.

- Inclusion is the key
- It requires a whole of organisation approach
- People can't become what their organisations can't envisage
- **D&I needs to be connected to tasks and the benefits valued**
- **Future capabilities and skills**



What we did

We undertook the following activities:

- Focus groups with brigades and units
- An economic case study of FRNSW, Indigenous Fire and Rescue Pathways Employment Strategy (IFARES) program
- A workshop in December 2018 to explore attributes, skills and capabilities for the future



overwhelmed

frustrated

anger

horrified

apathy

overwhelming

fear

short-sighted

seen that before

opportunity

missed opportunity



This poses a real risk

What we found

Consequences of D&I shocks included:

- Increase in conflict
- Loss of trust
- Reduction in ability to respond effectively to natural hazard events
- Failure of programs
- **Decrease in community safety and increase of risk**



What we found

Risk category	Impact type	Primary capital at risk	Risk example
OHS	Direct	Human	Decreased wellbeing of workforce
Reputational	Indirect	Social	Poor public perception of organisation, loss of social licence with community
Operational (service delivery)	Direct	Human	Reduced service and response capability
Regulatory and legal	Direct and indirect	Human	Legal action for discrimination
Innovation	Direct	Human	Reputational damage and disengagement due to perverse outcomes
Programmatic risk (D&I program implementation)	Direct	Social	Inability to fulfil future community needs due resistance to programs
Strategic	Direct	Human	Inability to transform and secure organisational sustainability due to lack of strategic vision
Political	Direct and indirect	Social	Disruption of D&I programs and strategies due to changing political agenda
Social (community livelihoods)	Indirect	Social	Reduction in community safety and increased vulnerability in diverse cohorts
Economic	Indirect	Financial	Unforeseen liabilities from D&I failure (e.g. increased costs of insurance premiums due to discrimination claims)
Cultural	Indirect	Social	Breakage of trust, cultural values at risk
Environmental	Indirect	Natural	Increase in community risk due to loss and degraded natural environment

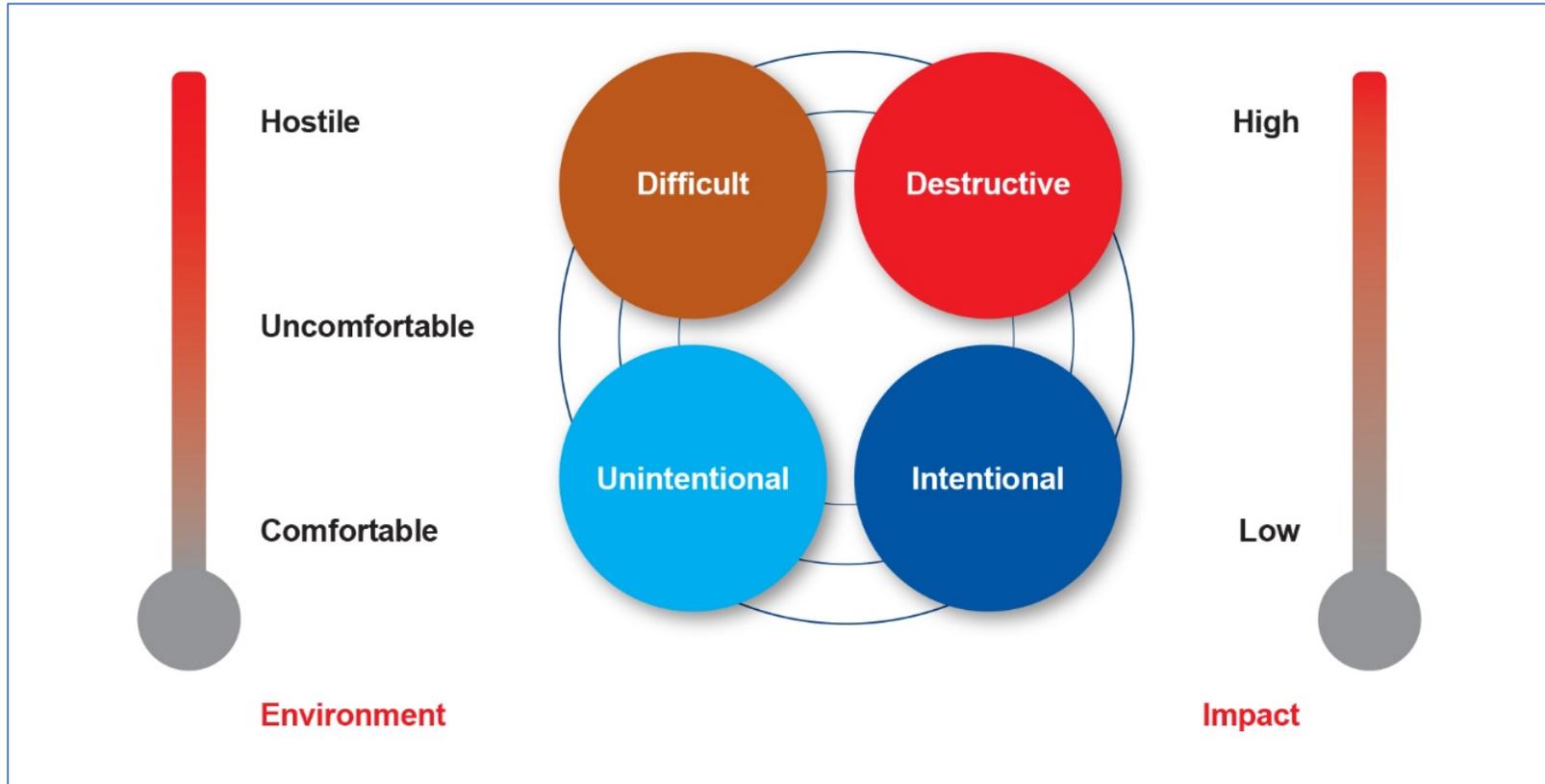
Note: Pre-existing risks associated with D&I, and those exacerbated by the poor implementation of D&I programs and strategies, are not included.

D&I-related risk categories (direct or indirect), the major capitals at risk and risk examples (Young & Jones 2019)



What we found

“Everything is bullying now, no one knows what it means anymore, it is everything and nothing.”
— Workshop participant



Different behaviours related to impact and environment (Young & Jones 2019)

Skills, attributes and capabilities

‘We are in a difficult time and people need leaders they can trust. People won’t listen or follow someone, they don’t feel safe with – why would they?’ Workshop participant

	Attributes	Skills	Capabilities
Most allocated (>2)	Empathy Emotional intelligence Integrity Trustworthy	Communication Listening	Agility and adaptiveness Collaborative
Greatest importance (>2)	Empathy Emotional intelligence Inquisitive	Listening Reflective	Agility and adaptiveness Cultural competency

Most allocated and most prioritised attributes, skills and capabilities from the workshop (Young & Jones 2019)

Benefits



A preliminary economic assessment of FRNSW IFARES program found an estimated **\$8 million** economic benefit to the community, with a benefit **cost ratio of 20 to 1** and a range of invaluable intangible benefits.

(Maharaj and Rasmussen 2019, forthcoming)

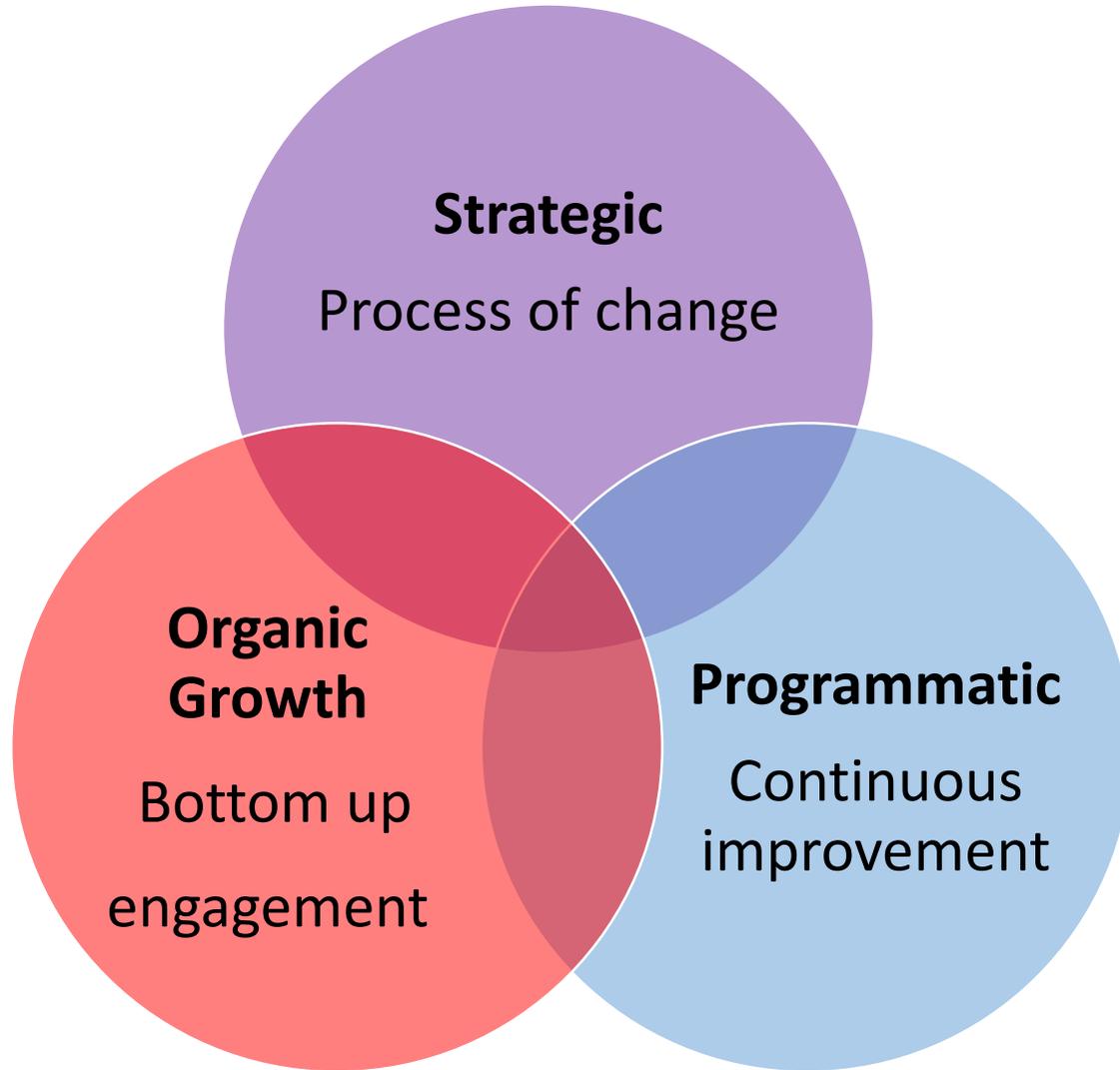
The cause and the cure

Poor management of D&I or lack of inclusion of diversity can cause substantial risk.

However....

Implementing effective diversity and inclusion can reduce this risk, enhance service delivery and result in substantial benefits.





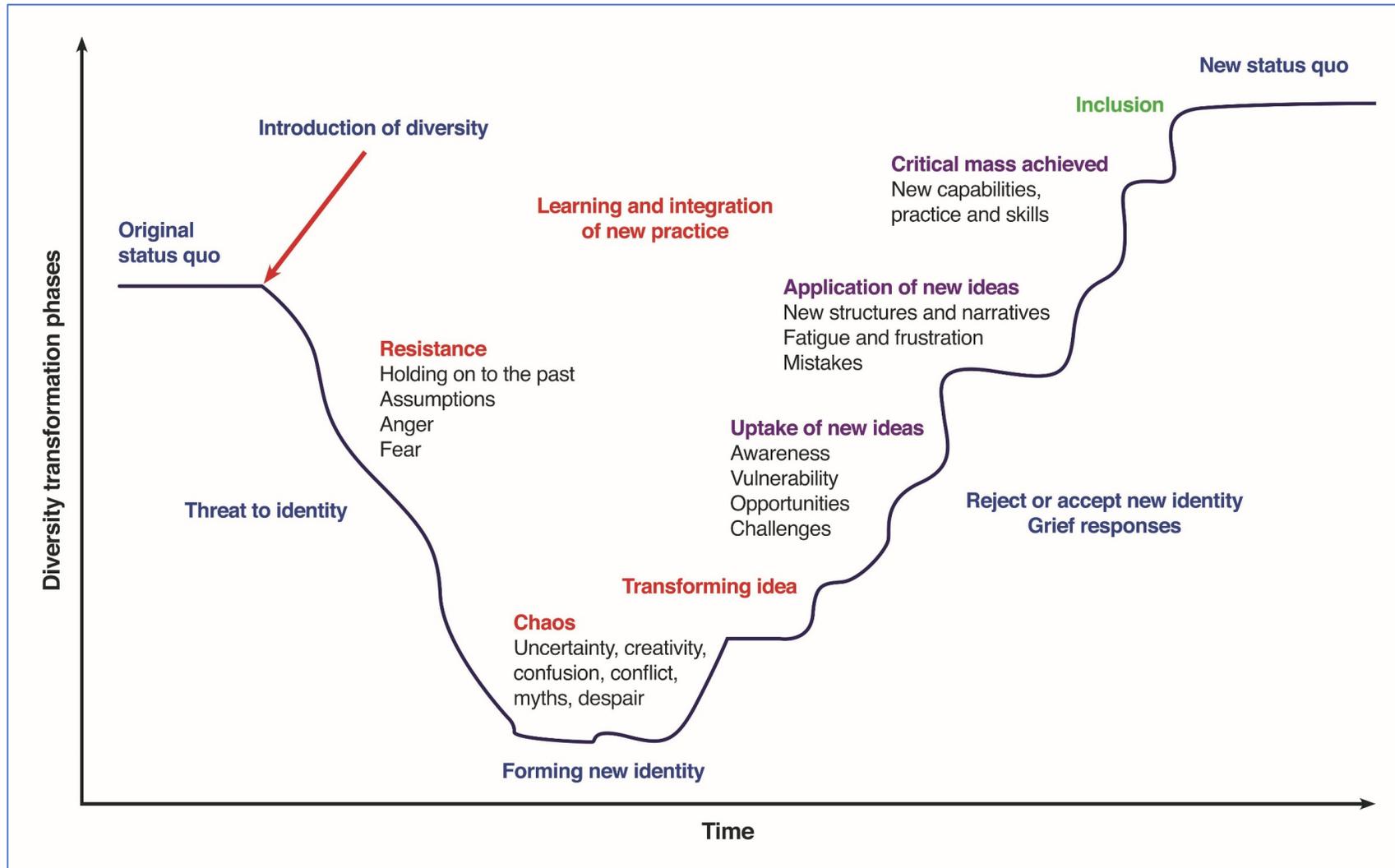
The framework

for diversity and inclusion
management and measurement

Three areas link strategy and task with
innovation and change

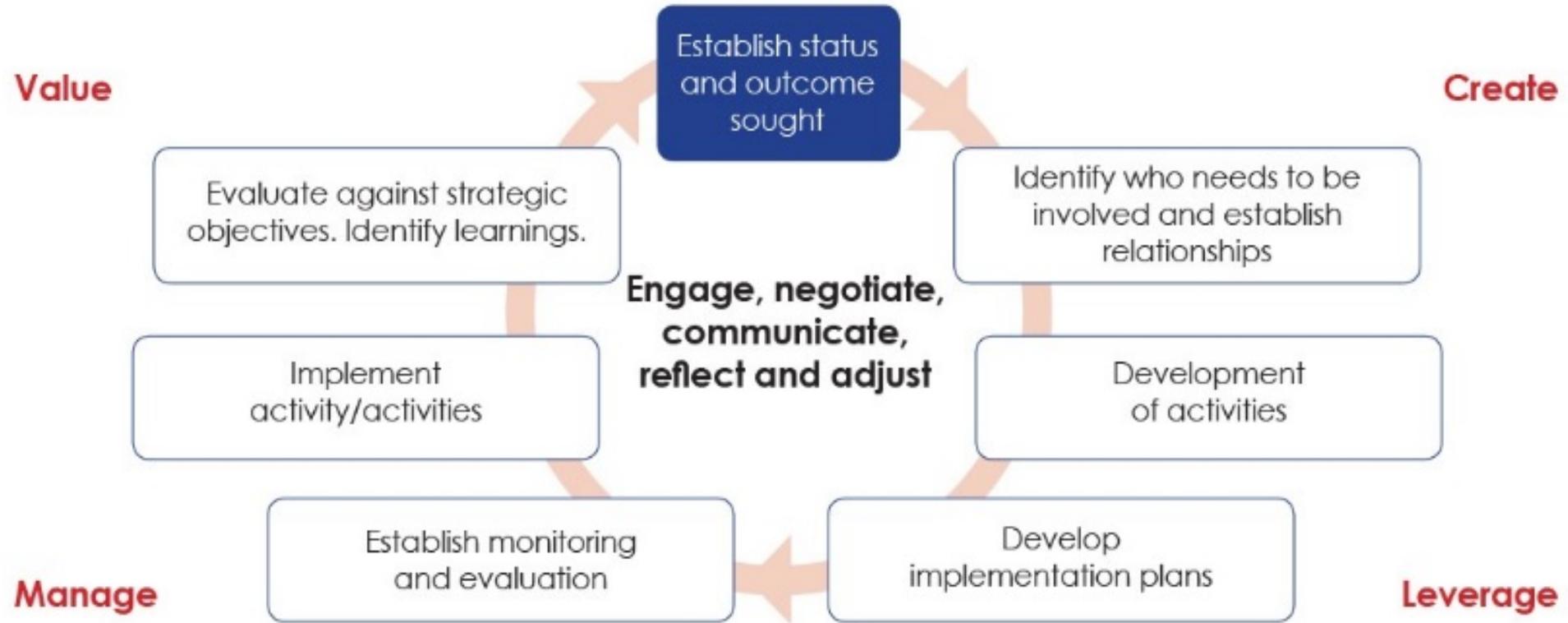


The Strategic process



(Diversity and inclusion transformation process, The Long Road, Young & Jones 2018)

The programmatic process



The organic growth tasks

Key actions	Supporting tasks
Connect and understand	<ul style="list-style-type: none">• Observe, listen• Seek out ideas
Developing relationships	<ul style="list-style-type: none">• Welcome difference• Enable ideas, trust• Build common language, purpose• Establish boundaries• Build on existing values, strengths• Be reflective, flexible
Collaborate and empower action	<ul style="list-style-type: none">• Enable leadership, ownership of actions• Leverage capabilities, skills• Create pathways for two-way dialogue/feedback• Acknowledge, respect contributions• Watch, listen, learn, reflect, adjust
Celebrate and share	<ul style="list-style-type: none">• Evaluate, celebrate, share achievements/learnings• Acknowledge, reward achievements/contributions



Joining the dots

Risk category	OHS
Risk	Exclusion or discrimination due to difference
Consequences	Low morale, disengagement, WorkCover/liability claims
Treatment	Develop inclusive culture program, education, measurement of wellbeing
Benefits	Decrease in insurance premiums, increase in trust, wellbeing and community safety
Key tasks	Monitoring and evaluation, engagement/communication, program development, project and risk management, innovation, education
Attributes	Cultural and emotional intelligence, sensitivity, trustworthy, empathy
Skills	Engagement, communication, educational, strategic, innovation, project and risk management
Capability	Risk management, self-care, cultural and emotional capability

Abridged example of linking D&I risk to day-to-day tasks across organisations (Young & Jones 2019)



Final thoughts

'If only senior managers dealt with these issues in the same way they do the emergency incident – by giving it their full attention.'

Ex-firefighter, Dr Dave Baigent



Thank you

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Research reports can be found at

<https://www.bnhcrc.com.au/research/hazard-resilience/3392>