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DIVERSITY AND INCLUSION: BUILDING STRENGTH AND CAPABILITY



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Centres Programme


**VICTORIA
UNIVERSITY**
MELBOURNE AUSTRALIA

THE TEAM

Researchers

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- Professor Roger Jones, VU
- Dr Craig Cormick, thinkoutsidethe

Working Group

- Janine Taylor, QFES
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- Malcolm Connellan, FRNSW
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End User Organisations

- Country Fire Authority, Victoria
- Department of Environment, Land, Water and Planning, Victoria
- Department of Environment and Water, South Australia
- Emergency Management Victoria
- Inspector General Emergency Management, Victoria
- 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

RESEARCH STRUCTURE

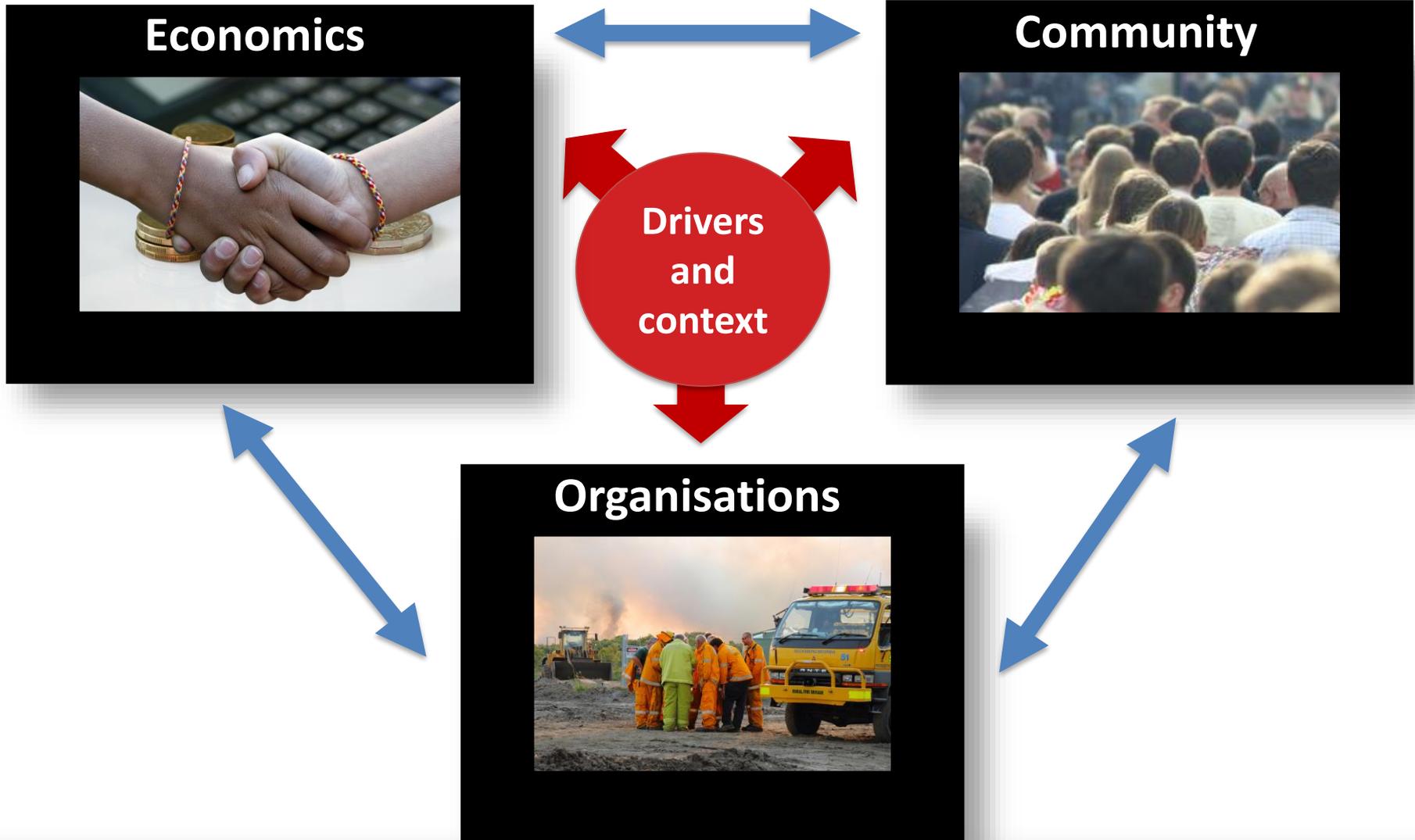
Phase 1 (12 months)
Understanding the context

Phase 2 (12-24 months)
Development of the framework

Phase 3 (24-36 months)
Testing, finalization and utilization.

RESEARCH

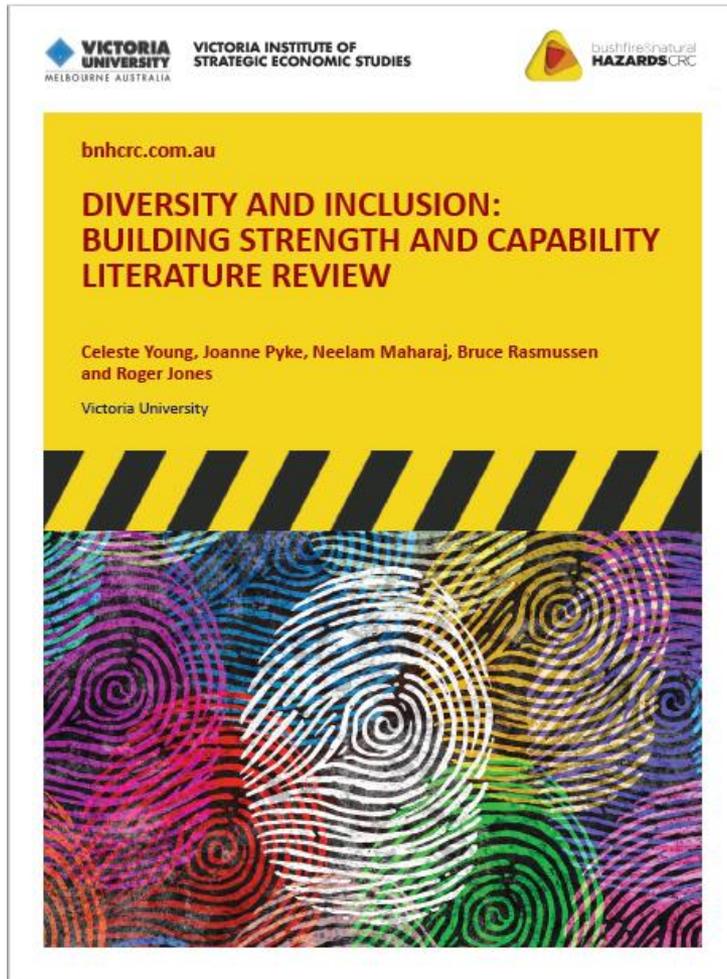
RESEARCH AREAS



WHAT WE HAVE BEEN DOING



EFFECTIVE DIVERSITY



“Effective diversity is the result of **interactions** between organisations and individuals **that leverage, value and build upon characteristics and attributes** within and beyond their organisations to increase diversity and inclusion, **resulting in benefits** that support joint personal and organisational objectives and goals, **over a sustained period of time.**”

WHAT MAKES DIVERSITY EFFECTIVE

Doing diversity without inclusion is like jumping out of a plane without a parachute.

Malcolm Connellan,
Deputy Commissioner, FRNSW



THE CHALLENGE

Characteristics of EMS organisations	Characteristics of effective diversity
Hierarchical	Valuing everyone, equality
Tactical	Strategic
Primarily technical skills focused	Primarily soft skills focused
Authoritative leadership that directs areas of an organisation	Enabling leadership at all levels of the organisation
Shorter term decisions	Long-term visions
Reactive	Reflexive
Resistant to change	Continuous change
Traditional – built on the past	Forward focus – embracing the future
People working for the organisation and communities	People working with the organisation and communities
Inward thinking with an organisational focus	Outward thinking across all of society
Directive communication	Interactive communication
Fixes things within a fixed timeframe	Not fixable, requires ongoing management for the longer term
Knowing and not making mistakes	Not knowing and learning from what doesn't work
Positional power	Empowerment of individuals

The Long Road, Young et al 2018

KEY FINDINGS FOR ORGANISATIONS



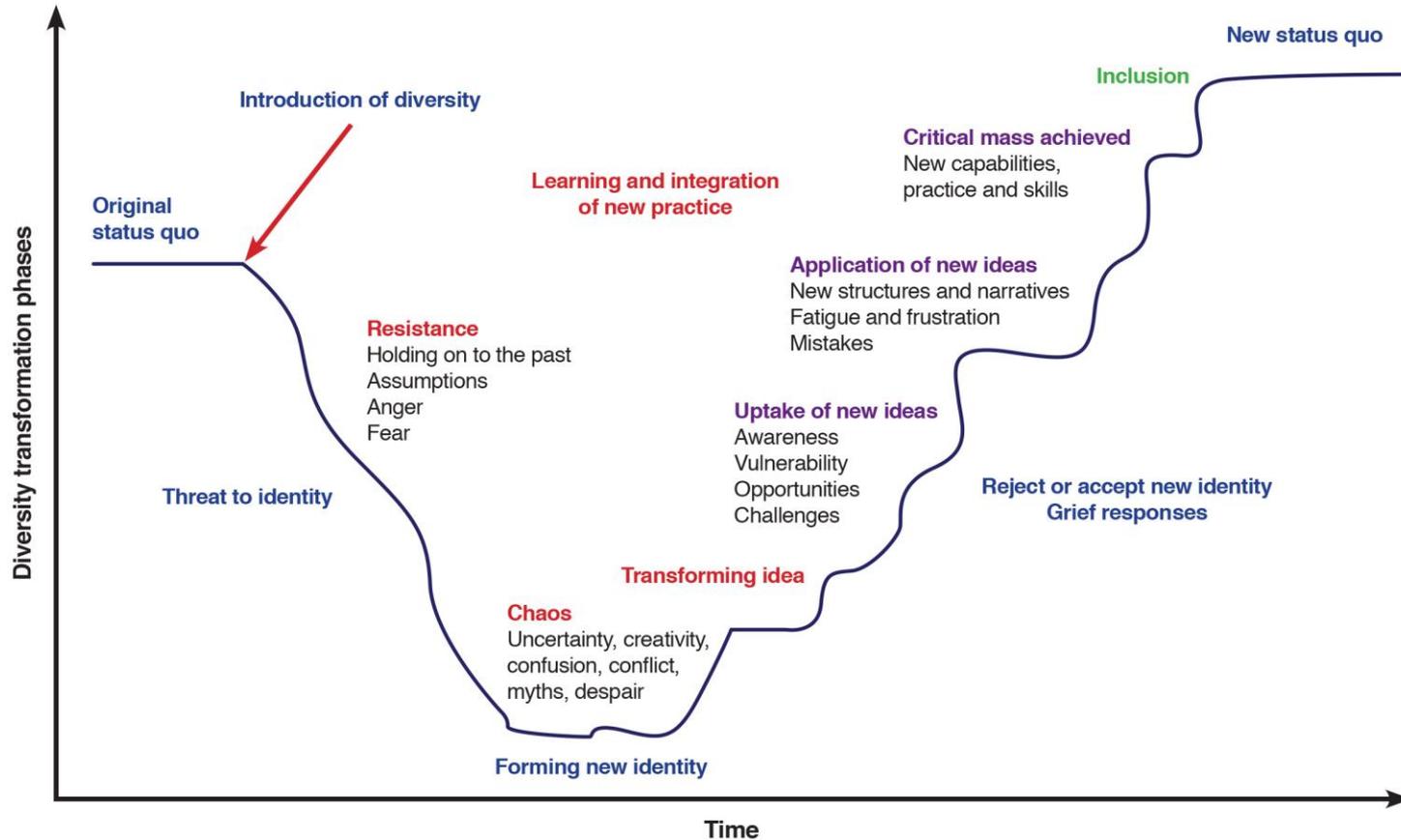
- There is no one way to undertake D&I
- There are multiple different types of diversity
- Limited agency to act
- D&I capabilities, skills attributes were seen as not valued or rewarded.
- D&I is not integrated into organisational systems and day to day decision making

DECISION MAKING

Type of decision	Simple	Complicated	Complex
Characteristics	Linear, actionable, can be solved with one solution. Often static risks with known treatments and outcomes.	Systemic, may require more than one solution to address. Will use a mixture of known and unknown treatments. Dynamic, but usually able to be stabilised over time.	Systemic, unbounded, multiple interrelated actions and solutions required to address the issue. The treatment will often evolve and change over time. Highly dynamic and unpredictable, high levels of uncertainty. Often high impact low probability.
Example	A faulty piece of machinery.	Containment of a natural hazard event.	Climate change, resilience, recovery
Actionees	Individual to organisational – person or persons with allocated responsibility or the asset owner.	Collaborative – parties associated with and effected by the event. Shared ownership with delegated areas of responsibility.	Extensive collaboration, – a 'whole of society approach'. Complex collaborative ownership that is shared across society through inclusive partnerships.
Thinking frameworks	Logical, analytical, prescriptive and practical.	Short to medium-term thinking, analytical, responsive. Predominantly prescriptive but has intuitive elements that respond to changing circumstances.	Long-term, strategic, conceptual, lateral, analytical, creative, reflexive, continuous, flexible.
Leadership actions	Direct and review	Consult, assess, respond and direct.	Consult, facilitate, reflect, empower and guide.
Skills	Technical	Technical, tactical, soft skills (to a lesser degree).	Strategic, technical, soft skills.

Adapted from Risk ownership Framework Policy and Practice. Young. C. 2015.

MAKING SENSE OF PRACTICE



The Long Road, Young et al 2018

CULTURE



State of Queensland (Queensland Fire and Emergency Services) 2018

- Hierarchical, rigid and response based.
- “Fix it” and “fit in” culture
- Multiple organisational cultures, gaps between these
- Lack of awareness
- Identity and narrative

MANAGEMENT



State of Queensland (Queensland Fire and Emergency Services) 2018

- Key need for skills development
- Facilitative approaches that work with and guide staff
- Proactive management
- Clear boundaries

IMPLEMENTATION



Photo by [Bekir Dönmez](#) on [Unsplash](#)

- Lack of priming and socialisation
- Sustained long term action, allocated resources & perseverance
- Relate to their context and tasks
- Building and maintaining trust is critical
- Authentic actions
- Balancing competing needs

THINKING THE FUTURE



“Change is coming we need to be ready for it”

COMMUNITY SURVEY AIM AND METHOD

The aim

To obtain data using a survey to provide a baseline for understanding existing community values relating to diversity and inclusion relating to the Emergency Services Sector.

The method

1. 14 survey questions were asked of an online audience of 539 people: values of interest to Emergency Services. Varied demographic spectrum across age, gender and culture.
2. Schwartz's measurement of values, comprised of ten different values, based around four key areas: openness to change, self-transcendence, conservation and self-enhancement
3. Questions from the Schwartz values study combined with World Values Survey to develop the survey and also informed by the working group.

BACKGROUND

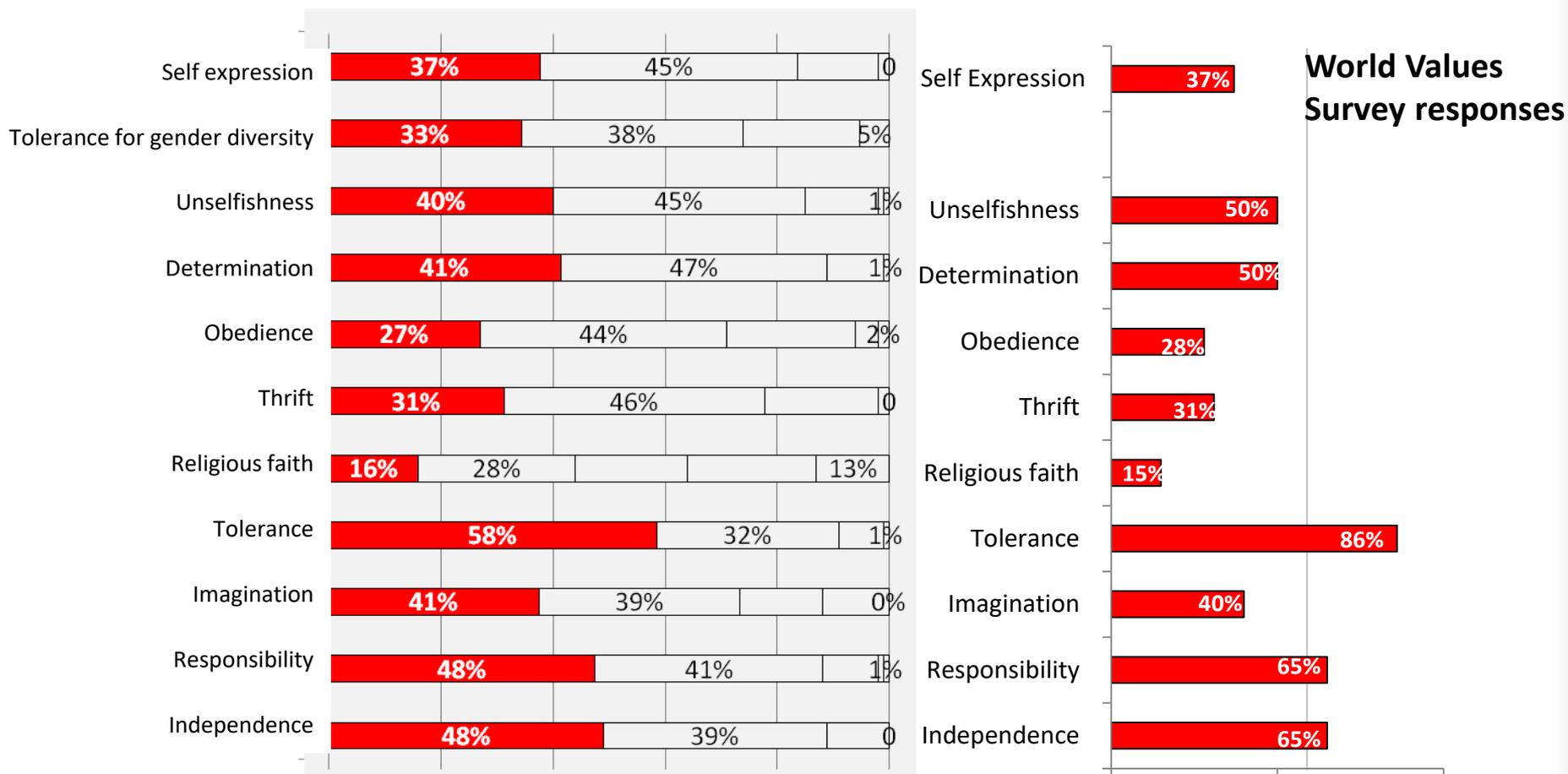
For this exercise values can be clumped into four main groups:

- Openness to change
- Self-transcendence
- Self-enhancement
- Conservation

If an organisational culture comes too much from particular quarters it can lead to troubles reflecting and interacting with the wider community.

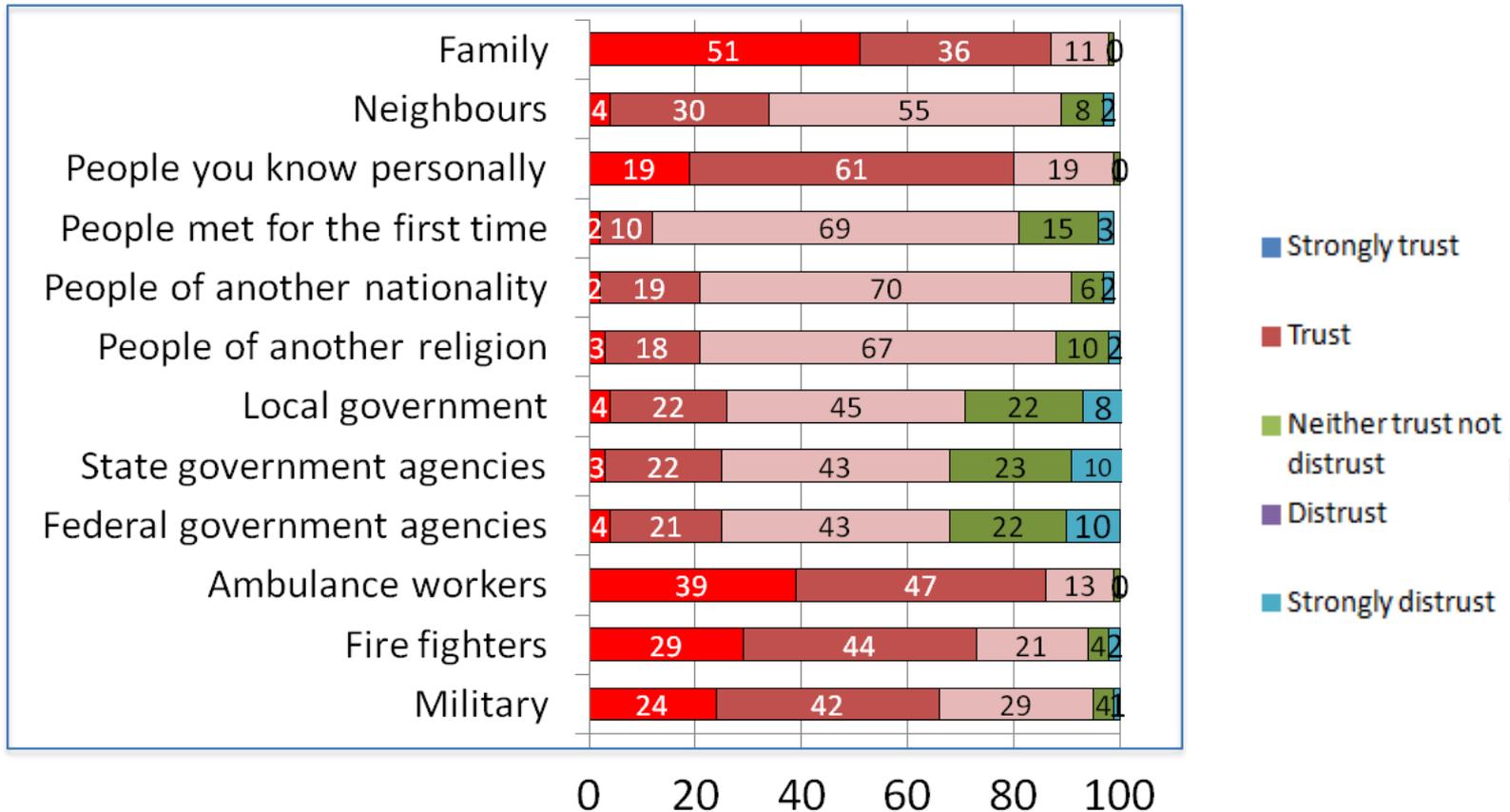


Q. HERE IS A LIST OF QUALITIES THAT CHILDREN CAN BE ENCOURAGED TO LEARN AT HOME. HOW IMPORTANT ARE THEY TO YOU?



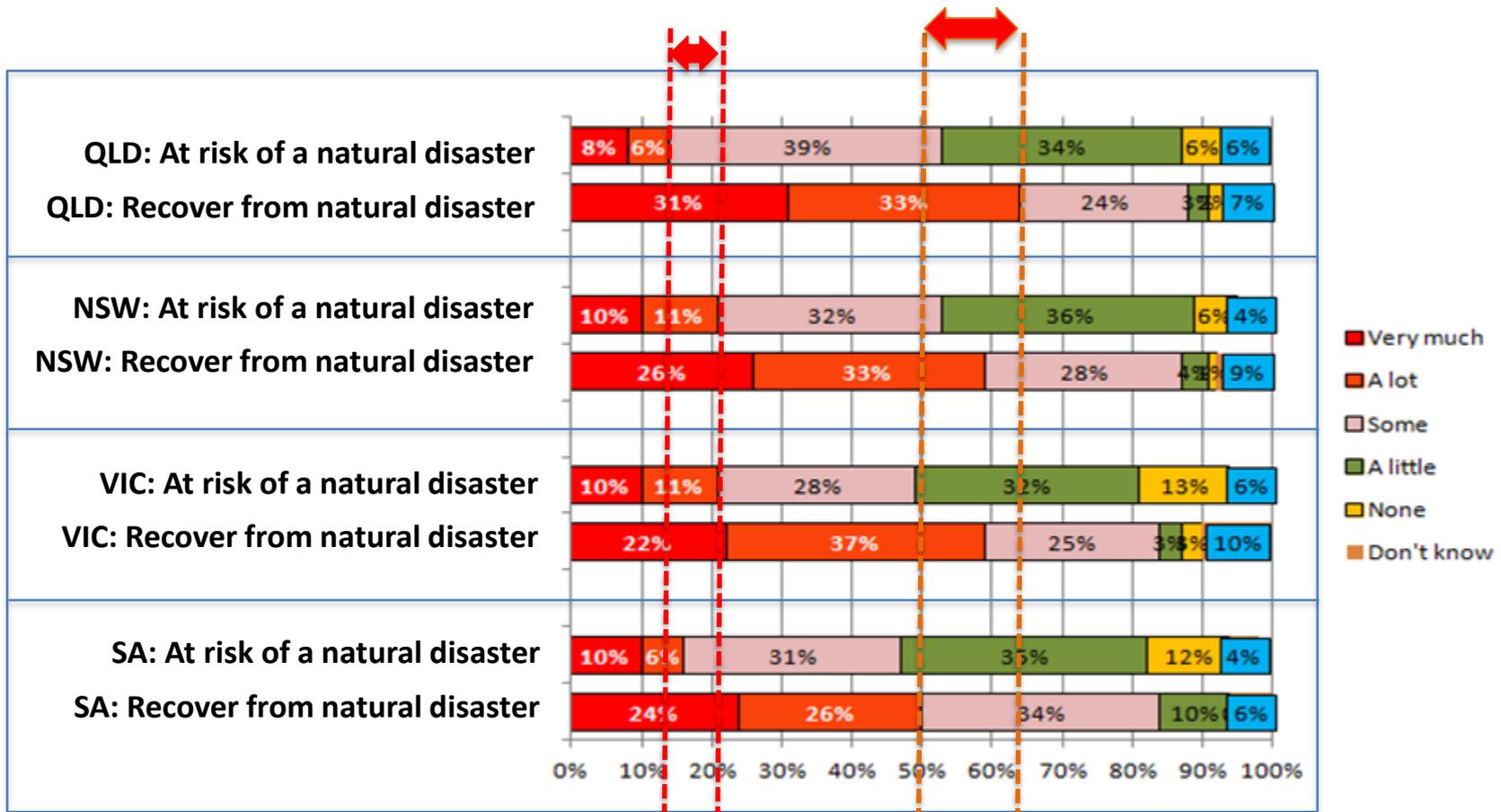
Australian survey found similar patterns to the World Values Survey so we can use that to know more about different community values.

Q. WHICH PEOPLE DO YOU TRUST THE MOST?



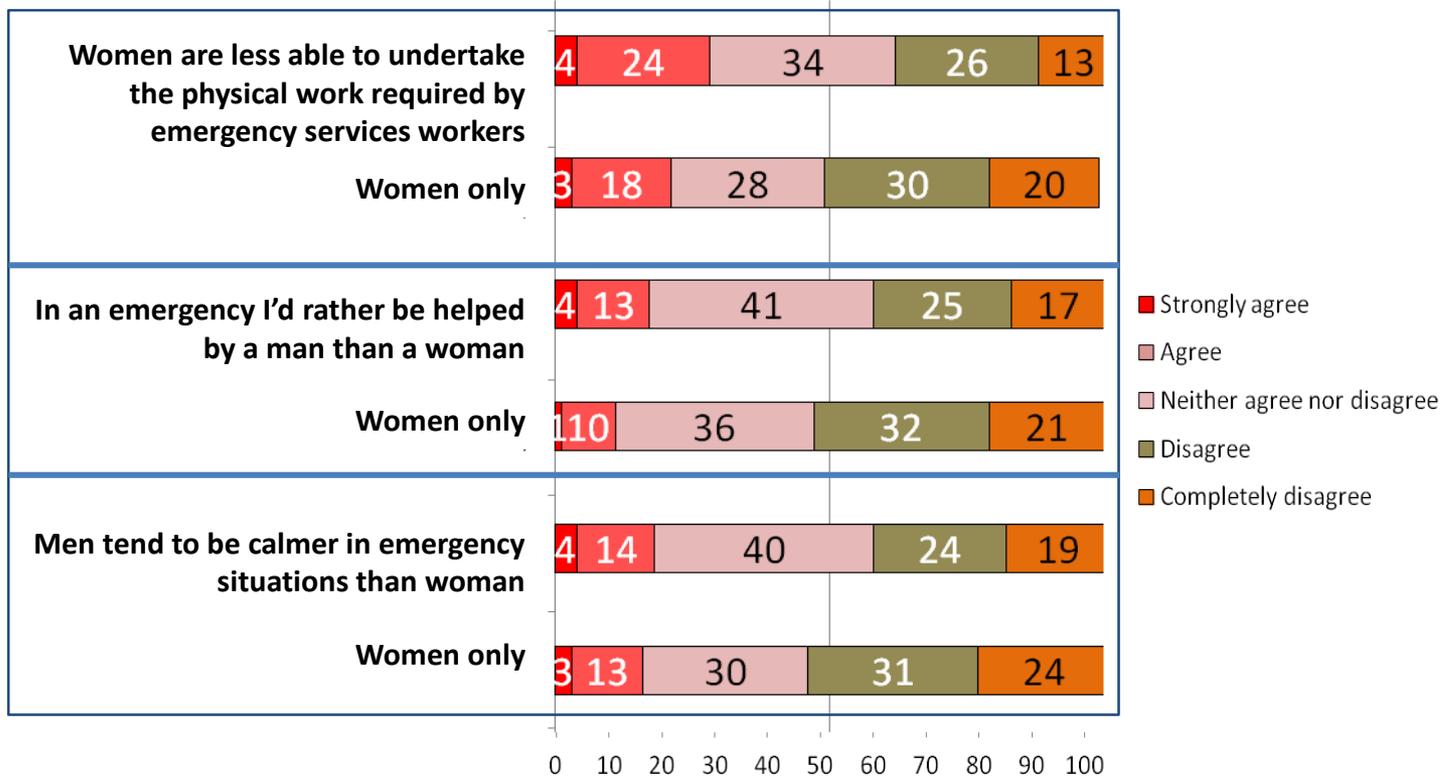
Highest trust in friends and family, and lowest trust in government
High trust in Ambulance workers and fire fighters, and reasonable trust for military

Q. HOW MUCH IS YOUR COMMUNITY...? STATE BREAKDOWNS



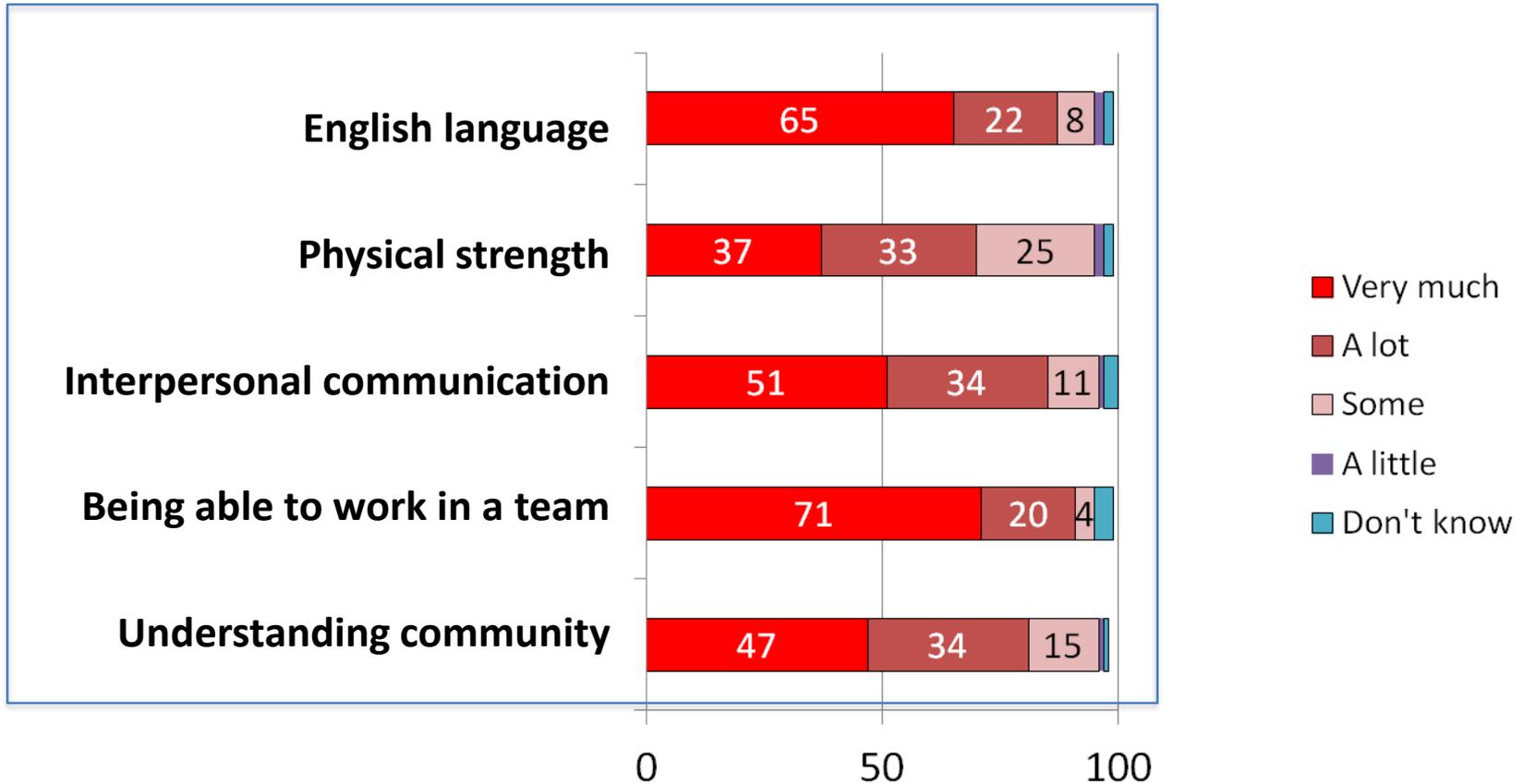
There were some notable differences in the tested States perceptions of being at risk of, and being able to recover from, natural disasters

Q. HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENTS?



**Differences between community attitudes to gender issues and women-only responses were not hugely different
But indicates there are still some strongly entrenched female stereotypes across the community both for men and women**

Q. HOW IMPORTANT DO YOU THINK THE FOLLOWING CAPABILITIES ARE FOR EMERGENCY SERVICES WORKERS?



Being able to work in a team and English language skills were rated the most important needs for emergency services workers.

KEY FINDINGS

- Polarisation on some topics.
- Trust is very high for emergency services organisations with ambulance and fire fighting the highest.
- Varying levels of community perceptions of being at risk of a natural disaster.
- Stereotypes of gender roles that exist in the community (small but that significant numbers held by women).
- Shows that the values of the 18-25 year old cohort might not be those that exist in media portrayals of 'Millenials' in the work place.

THANK YOU

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