

DIVERSITY AND INCLUSION IN EMERGENCY MANAGEMENT: FROM POLICY TO PRACTICE



Photos : Courtesy of Queensland Fire and Rescue Service, The Country Fire Authority (Victoria), Fire and Rescue New South Wales and Bigstock

Celeste Young | Victoria University

Bushfire and Natural Hazards CRC webinar 2 December 2020

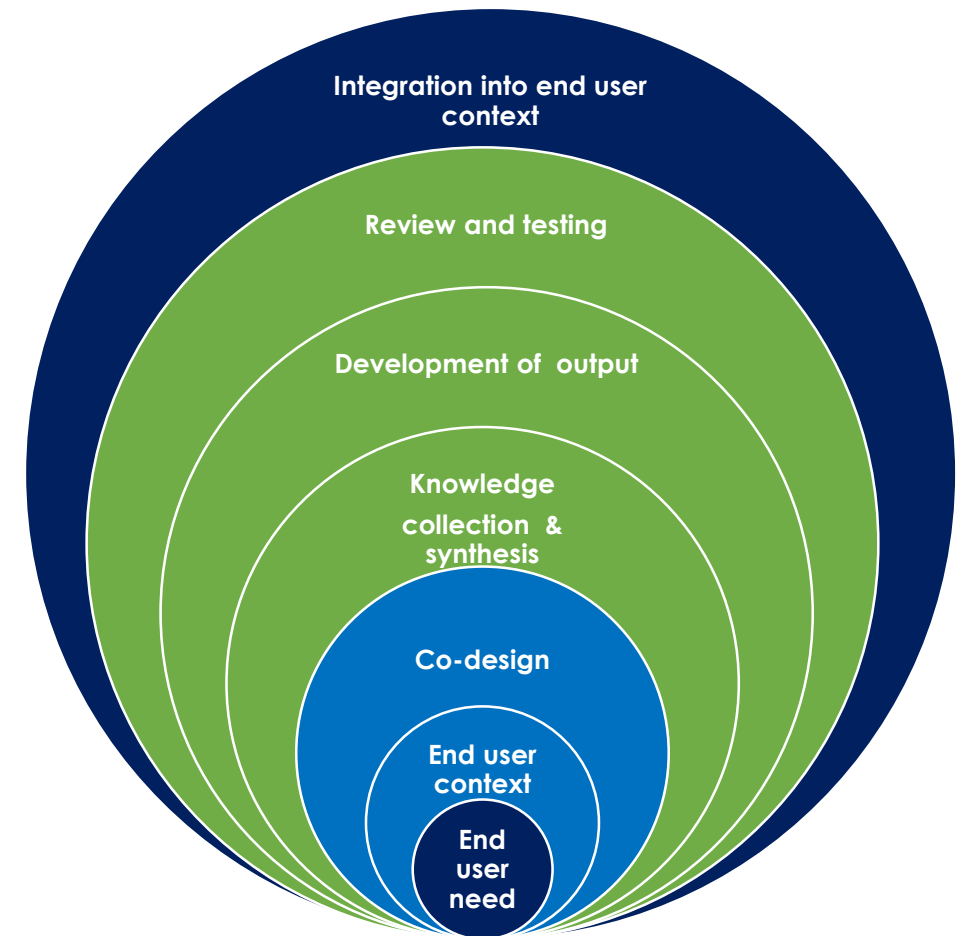


Working from the inside out

Our research is collaborative, end-user led and transdisciplinary; we use:

- Systemic assessments
- Ongoing communication, feedback and translation
- Iterative and reflexive processes.

Our focus: decision making – policy and practice and how the research is going to be used.



(Tasks of implementation-based research, Young. C 2016)



Our team

Research team

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Celeste Young, VU

Dr Fiona Macdonald, VU

Professor Bruce Rasmussen, VU

Neelam Maharaj, VU

Dr Craig Cormick,
thinkoutsidethe

Dr Joanne Pyke, VU

The engine room

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Rescue

Service, UK

Kelly Martin, Yosemite National Park, USA

Dr Dave Baigent, Fittingin, UK

Women and Firefighting Australasia

End users organisations

Fire and Rescue, Victoria

Emergency Management Victoria

Inspector General Emergency Management, Victoria

State Emergency Service, New South Wales

South Australian Metropolitan Fire Service

State Emergency Service, South Australian

Department for Health and Wellbeing, South Australia

Department for Environment and Water, South
Australia

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

Tasmanian Fire Service

Lifesaving Victoria

VICTORIA UNIVERSITY **HAZARDS**

BUILDING CAPABILITY IN EMERGENCY SERVICES: DIVERSITY AND INCLUSION IN COMMUNITIES

Dr Joanne Pyle
Institute of Sustainable Industries and Livable Cities (VIC), Victoria

VICTORIA UNIVERSITY **HAZARDS**

CHANGING CAPABILITIES OF EMERGENCY SERVICE ORGANISATIONS

Case study synthesis

Richard Mahony and Steve Swainston
Faculty of Sustainable Industries and Livable Cities, Victoria
DIVERSITY AND INCLUSION

VICTORIA UNIVERSITY **HAZARDS**

COMMUNITY VALUES SURVEY

Diversity and inclusion: building strength and capability

Dr Craig Cormick
Institute of Sustainable Industries and Livable Cities
DIVERSITY AND INCLUSION

VICTORIA UNIVERSITY **VICTORIA INSTITUTE OF STRATEGIC ECONOMIC STUDIES** **HAZARDS**

DIVERSITY AND INCLUSION: BUILDING STRENGTH AND CAPABILITY LITERATURE REVIEW

Celeste Young, Joanne Pyle, Hecem Mahara, Bruce Rasmussen and Roger Jones
Victoria University

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THE LONG ROAD: BUILDING EFFECTIVE DIVERSITY AND INCLUSION IN EMERGENCY MANAGEMENT ORGANISATIONS

Case study synthesis and draft framework

CELESTE YOUNG, ROGER JONES, J.A. MARGARITA KURNICK
Faculty of Sustainable Industries and Livable Cities, Victoria University
Richard Mahony, Natural Hazards CRC

Research **HAZARDS**

ABSTRACT

Effective diversity in emergency management organisations: the long road

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HAZARD NOTE

MAKING DIVERSITY AND INCLUSION THE NEW NORMAL IN EMERGENCY SERVICES

ABOUT THIS PROJECT
This project has explored the integration of the Institute of Sustainable Industries and Livable Cities (I-SIL) research findings and those of the Bushfire and Natural Hazards CRC (BNH) into a practical guide for emergency management organisations. The project was a collaboration between I-SIL and BNH, with I-SIL providing the research and BNH providing the practical expertise.

bnhrc.com.au **HAZARDS**

DIVERSITY AND INCLUSION: BUILDING STRENGTH AND CAPABILITY

Non-peer reviewed research proceedings from the Bushfire and Natural Hazards CRC 4th AGC Conference
Paper: 3-8 September 2018

Celeste Young, Joanne Pyle, Hecem Mahara, Craig Cormick, Bruce Rasmussen, Richard Mahara

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

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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 Jane Taylor (Queensland Fire and Emergency Services), Matt Swainston (2020 Fire and Rescue), Peter Smith (South Australia), Robert Jones (Fire Brigades NSW), Steve O'Malley (Metropolitan Fire Brigade) and Kelly Martin (Queensland Fire Services)

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BUILDING RESILIENCE: UNDERSTANDING THE CAPABILITIES OF DIVERSE COMMUNITIES

Case studies of two communities

Dr Fiona MacDonald
Institute of Sustainable Industries and Livable Cities, Victoria University

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BUILDING INCLUSIVE PARTNERSHIPS WITH CULTURALLY AND LINGUISTICALLY DIVERSE (CALD) COMMUNITIES

Daniel Doh and Celeste Young
Institute of Sustainable Industries and Livable Cities, Victoria University

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YOUNG PEOPLE AND THE EMERGENCY SERVICES: WORKING TOWARDS INCLUSIVE PARTNERSHIPS

Dr Fiona MacDonald
Institute of Sustainable Industries and Livable Cities, Victoria University

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THE ECONOMIC BENEFITS OF THE INDIGENOUS FIRE AND RESCUE EMPLOYMENT STRATEGY (IFARES) PROGRAM: FIRE AND RESCUE NEW SOUTH WALES

With Researcher and Monitor: Michael VICTORIA UNIVERSITY

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LEARNING AS WE GO: DEVELOPING EFFECTIVE INCLUSIVE MANAGEMENT – CASE STUDIES AND GUIDANCE

Celeste Young, Craig Cormick and Roger Jones
In collaboration with the Bushfire and Natural Hazards CRC 'Diversity and inclusion: building strength and capability'

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DIVERSITY AND INCLUSION FRAMEWORK FOR EMERGENCY MANAGEMENT POLICY AND PRACTICE

Celeste Young and Roger Jones
In collaboration with the Bushfire and Natural Hazards CRC 'Diversity and inclusion: building strength and capability' end user project group

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DIVERSITY AND INCLUSION: TOWARDS A BETTER UNDERSTANDING OF MANAGEMENT AND MEASUREMENT – POLICY PAPER

Celeste Young and Roger Jones
In collaboration with the Bushfire and Natural Hazards CRC 'Diversity and inclusion: building strength and capability' end user project group

Corresponding author: celeste.young@vu.edu.au





Our communities are changing and
so are the risks they experiencing

overwhelmed

frustrated

anger

horrified

apathy

overwhelming

fear

short-sighted

seen that he

opportunity

missed opportunity

human and social risk



So what is at risk?

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	Direct	Human	Reduced service and response capability

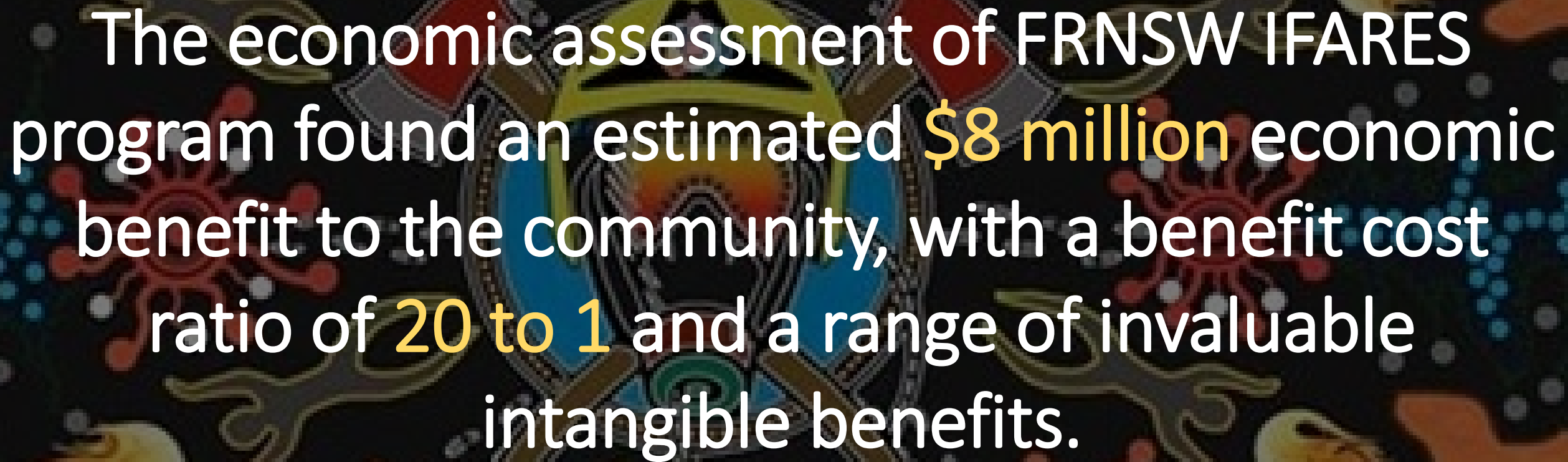
Community and organisational safety and wellbeing

Social (community livelihoods)	Indirect	Social	Reduction in community safety and increased vulnerability in diverse settings
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)





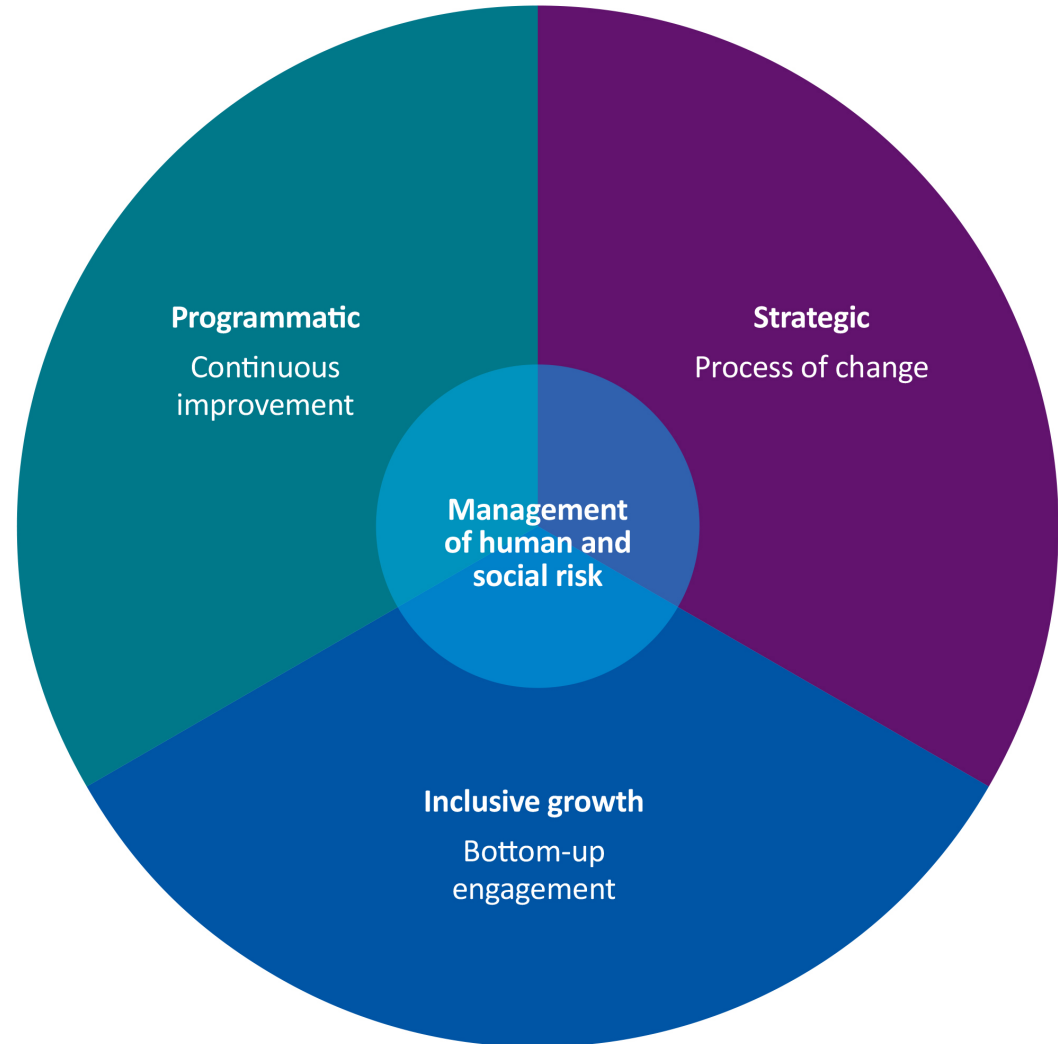
The economic assessment of FRNSW IFARES program found an estimated **\$8 million** economic benefit to the community, with a benefit cost ratio of **20 to 1** and a range of invaluable intangible benefits.

(Maharaj and Rasmussen 2020)



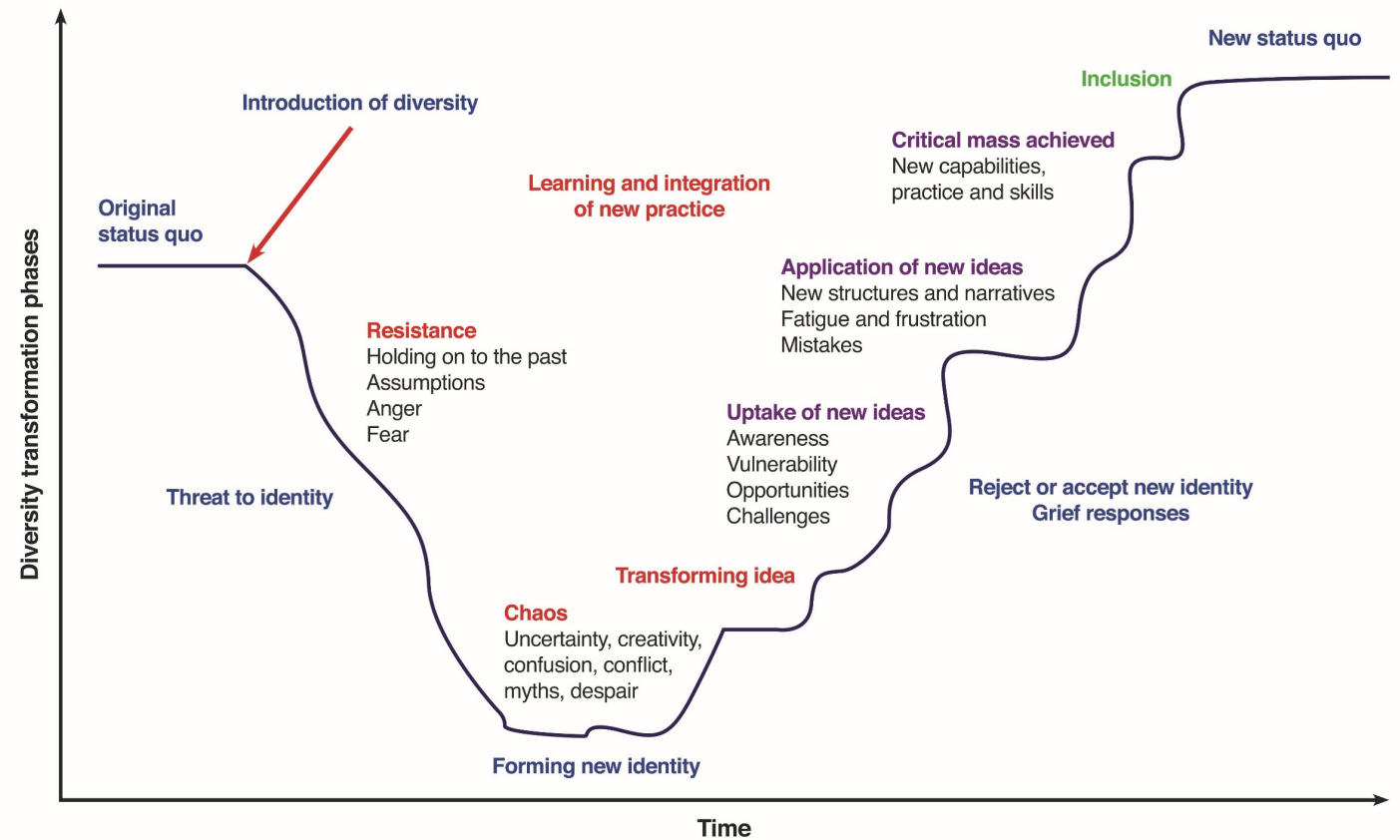
Diversity is what creates the change
inclusion is how you manage it

Into policy & practice



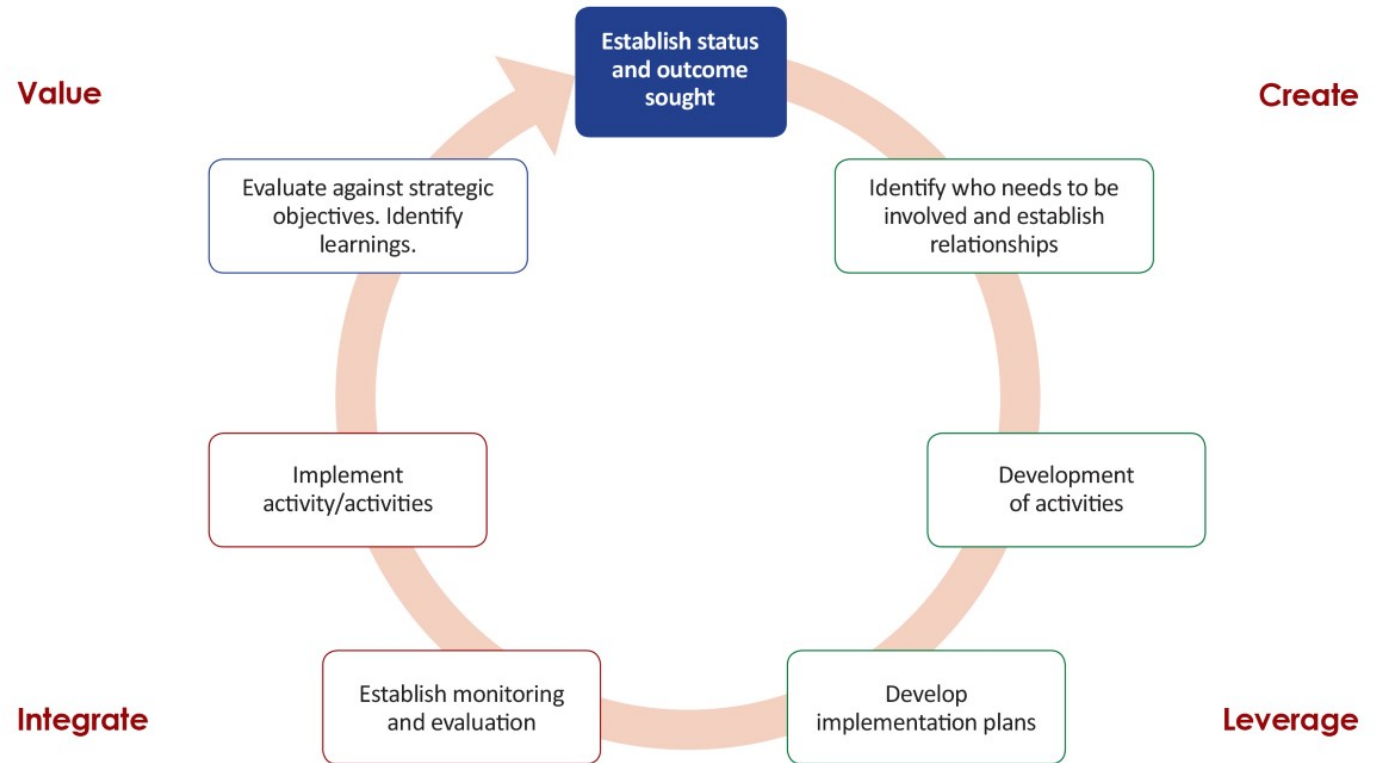
Diversity and inclusion framework components (Young and Jones 2020)

The long road to transformation



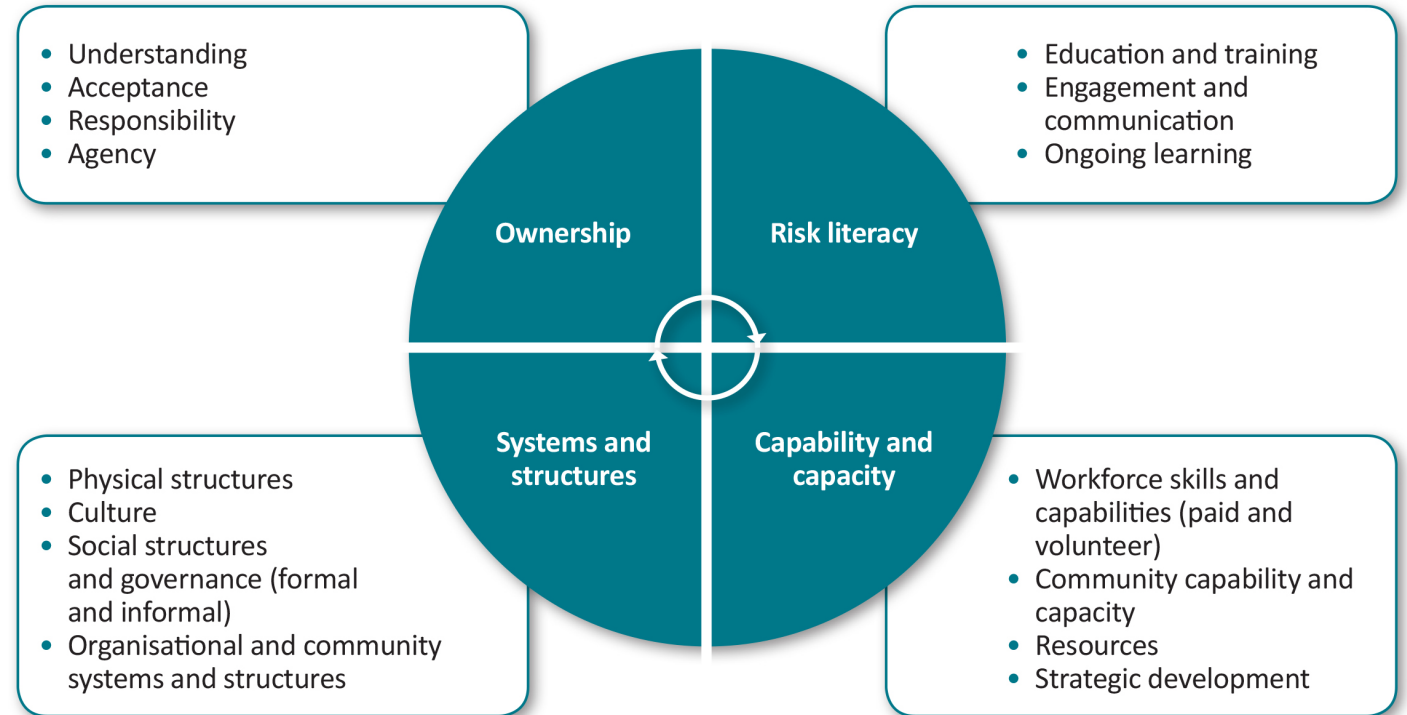
Phases of the Diversity and inclusion transformation process (Young et al 2018)

Social infrastructure and innovation



Diversity and inclusion framework components (Young and Jones 2020)

Embedding and linking to tasks



**Key activities that support embedding diversity and inclusion risk into existing systems
(Young and Jones 2020)**



- Statements of inclusion NOT statements about inclusion
- Visibility
- It is about how you get there



When things get tough just remember,
keep standing together and hold the
line.

Thank you

Celeste Young

celeste.young@vu.edu.au

Research reports can be found at

**[https://www.bnhcrc.com.au/research/
hazard-resilience/3392](https://www.bnhcrc.com.au/research/hazard-resilience/3392)**

