Sector Report

2016 Emergency Management Volunteer Welfare and Efficiency Survey

Endorsed by the Volunteer Consultative Forum (VCF)

EMV
EMERGENCY MANAGEMENT VICTORIA

Working in conjunction with Communities, Government, Agencies and Business

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Acknowledgment

EMV acknowledges Volunteer Fire Brigades Victoria for the design, development and management of the survey.

Acronyms

AV	Ambulance Victoria
AVCG	Australian Volunteer Coast Guard
CFA	Country Fire Authority
EMC	Emergency Management Commissioner
EMV	Emergency Management Victoria
LSV	Life Saving Victoria
Salvos	The Salvation Army
St John	St John Ambulance
VCCEM	Victorian Council of Churches - Emergencies Ministry
VCF	Volunteer Consultative Forum
VFBV	Volunteer Fire Brigades Victoria
VICSES	Victoria State Emergency Service
VICSESVA	Victoria State Emergency Service Volunteer Association

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Acknowledgement of Country:

Emergency Management Victoria (EMV) acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land. EMV also acknowledges and pays respect to the Elders, past and present and is committed to working with Aboriginal and Torres Strait Islander communities to achieve a shared vision of safer and more resilient communities.

Executive Summary

Satisfaction and Expectations

1. Overall, volunteers seem much more satisfied with the performance of matters important to them at the local team level, and less satisfied with the organisational support or management, particularly in the areas of consultation and training.
2. Volunteers identify as being more satisfied with their role as a volunteer than they are with the support received from their agency.
3. Whilst there is some variance in results when considering the scoring of each statement, views of what is being done well, and what could improve, are consistent across the whole sector.
4. Volunteers' expectations are more closely met within their local team, whether this be their local brigade, unit, club, centre or equivalent.

People Management/Recruitment and Retention

5. Volunteers rate diversity and creating a welcoming environment to new volunteers as extremely important.
6. There is general consensus across volunteers surveyed that it is important there are no barriers to the roles women can occupy and that people from all cultural backgrounds, different religions and differing political and personal beliefs are all welcome. In addition, a welcoming environment, with no tolerance of bullying, consistently rates as highly important across all statements.
7. Overall, performance is closer to meeting volunteer expectations than it is within the other themes. The statements within this theme cover areas such as a lack of tolerance for workplace bullying, demonstration of team leaders effectively dealing with conflict, ensuring a welcoming environment and ensuring volunteer consultation at a local level.

Cooperation

8. Results indicate that volunteers do not feel they are consulted and involved enough in decision making at a state management/corporate level. Consultation at a regional/district level has also been identified as an area where there is scope for improvement. Concentration on improved cooperation and workforce arrangements, that enable paid staff and volunteers to work as integrated teams, may need to be a focus for some agencies.

Training

9. There is a significant difference between the expectations of volunteer training and the delivery. Most respondents feel that their expectations are not being met in relation to training opportunities. They want it to be easier for them to participate.
10. Volunteers seeking opportunity for access to leadership development, conflict management and mentoring is an area where the difference between importance and performance is higher, indicating a need for improvement.

Demographics and Tenure

11. In most cases, the demographic make-up of the respondents correlates with the demographic make-up of their respective organisation.
12. Survey responders are spread across all age groups, however the least represented are those under 25 years of age. This probably reflects the age demographic profile of the agency, and the sector. The agencies indicate that recruitment and retention of younger people as volunteers is an area with significant scope for improvement. Agencies that deliver services in the relief and recovery phases of emergencies tend to have more participants from those over 55 years of age.
13. The gender profiles vary however, overall, it does not appear that there are marked differences between the opinions of males and females.
14. The survey respondents come from a broad cross section, with some having volunteered for a short time, through to those who have been with their agency for a significant amount of time.
15. Most statements in the survey score above 8/10 as being important, indicating and reinforcing that the statements covered issues important to emergency management volunteers across the sector.

WE LISTENED TO

4185

VOLUNTEERS

in the largest and most comprehensive sector-wide welfare and efficiency survey in Victoria, specifically designed for emergency management volunteers.

SECTION 1

SURVEY OVERVIEW

Project Overview

Emergency management volunteers provide an invaluable service to the Victorian community. The welfare of volunteers and the efficiency of the service is of vital importance to all involved in, or affected by, emergencies.

Summarising feedback from 4185 existing emergency management volunteers, this report presents sector-wide data, capturing and presenting common trends. It enables cross sector discussions, and analysis of data and key insights. It is anticipated that this report will help to identify sector or system wide issues directly from frontline volunteers, to identify areas of strengths, to reveal where weaknesses may exist and to provide decision makers with both data on, and insights about, their emergency management volunteers at the sector or system level.

The report identifies and provides information on common themes around reasons for volunteering and satisfaction with the experience. Topics such as professionalism, cooperation, support and training compare needs, motivations and expectations to actual volunteering experiences. The report also provides information such as the demographics of those who took part in the survey. Individual agency results are not identified in this report. They are being provided directly to CEOs in individual agency-specific reports. The agency reports will offer a 'fit for purpose' tool that has been developed directly from their volunteers' viewpoint, to inform business, strategic and investment planning, and overall decision making, informed by their needs.

It is envisaged that the survey results will provide the Minister for Emergency Services, government and agencies with a direct volunteer perspective. In addition, it will help identify common themes across the broader emergency management sector in Victoria, and facilitate sharing of good ideas, learning and improvement initiatives. Importantly, it will establish a foundation on which the sector can build an ongoing, formal and robust method of understanding the views of volunteers. It can also assist in determining where government and agencies focus their investment, validated by evidence and not assumptions.

Background

In December 2015, the Volunteer Consultative Forum (VCF) endorsed a proposal to expand Volunteer Fire Brigade Victoria's (VFBV) Welfare and Efficiency Survey to all emergency management volunteers across Victoria. This survey was based on the original Welfare and Efficiency survey for Country Fire Authority (CFA) volunteers, established by VFBV in 2012, using grant funding from the Victorian Government's Valuing Volunteers Program. Victoria State Emergency Service (VICSES) volunteers were also invited to participate in the survey in 2015. VFBV has maintained oversight, management and analysis of the survey since its development.

Building the Survey

The initial survey tool and system were designed and developed by volunteers, for volunteers, and identified key survey themes affecting their welfare and efficiency. These themes were then used to devise the survey, including 33 statements for which each volunteer provided a rating for both importance and performance on a scale of 1–10. Recognised industry research and performance technologists were contracted to develop the survey construct and data collection integrity controls. Seven survey analysis themes were developed:

- **Respect and professionalism**
- **My role as a volunteer**
- **Cooperation**
- **Support**
- **Training**
- **Recruitment and retention**
- **People management**

Participants

The survey attracted 4185 Victorian emergency management volunteers, who took the opportunity to participate in the opt-in survey. The survey tracked trends in volunteers' opinions on matters affecting their welfare and efficiency, and has become an important feedback and performance monitoring tool. Volunteer agencies included:

- **Ambulance Victoria**
- **Country Fire Authority**
- **Australian Volunteer Coast Guard**
- **Life Saving Victoria**
- **Red Cross – Emergency Services**
- **The Salvation Army – Emergency Services**
- **St John Ambulance**
- **Victoria State Emergency Service**
- **Victorian Council of Churches – Emergencies Ministry**

Objectives

Launched to Victorian emergency management volunteers in July/August 2016, the Welfare and Efficiency Survey has enabled a sector-wide view of the opinions of volunteers and provides individual agencies with a valuable insight and validation of their volunteers' expectations and whether they are being met. The intent has been to provide an 'opt-in' survey designed to complement, rather than replace, other surveys and feedback mechanisms within the emergency management volunteer sector in Victoria. The survey has offered a broad cross section of emergency management volunteers the opportunity to participate and have their say.

The survey was expanded to:

- **Provide the Minister for Emergency Services, the Emergency Management Commissioner, government and agencies with a frontline perspective and direct feedback from all volunteers across the emergency management sector.**
- **Assist the Minister for Emergency Services, government and agencies to better understand volunteers' needs systematically by providing real data, real insight and real evidence about what's working well and what's not working well.**
- **Build a body of insight and knowledge and enable decision makers to see current and future trends, issues and opportunities, and to set a standard in Victoria to improve our understanding and bring to life the voice of our volunteers.**
- **Improve information about current and future volunteer needs, motivation, values and challenges resulting in more informed and improved decision making, and to assist in determining where government and agencies focus their investment, validated by facts and not assumptions.**
- **Improve understanding of current and future volunteer needs. This is critical to encourage, maintain and strengthen emergency management volunteering.**

Importantly, the survey offered an opportunity to align with, and reinforce, the focus areas and needs identified in the *Strategic Priorities for Emergency Management Volunteering in Victoria*[1] developed by the VCF in October 2015.

The Survey

Method

The Emergency Management Volunteer Welfare and Efficiency survey has been managed and delivered by VFBV, using Survey Monkey as the survey platform. Funding was provided by the Victorian Government through the Valuing Volunteers Program.

The survey contains 33 statements relating to matters important for the welfare and efficiency of emergency management volunteers. For analysis, the 33 statements were grouped into the seven key survey themes, as previously identified in the report's background.

In addition to the 33 statements against specific issues considered important to volunteer welfare and efficiency, there are additional summary questions seeking to measure overall volunteer satisfaction.

These include:

- **Overall how satisfied are you with your role as an emergency management volunteer?**
- **Overall how satisfied are you with the way volunteers are treated by your agency?**
- **I intend to continue in my volunteering role.**
- **I would recommend being a volunteer with my agency to people I know.**

In the analysis of the results, when reporting the 'satisfaction', the results are grouped as follows:

7–10	5–6	1–4
indicates satisfied	indicates unsure	indicates dissatisfied

A section of questions relating to demographics is also included to provide additional volunteer perspectives to the survey.

It is worth noting that the survey statements are essentially the same for each participating agency, with only minor modifications to suit specific terminology and language applicable to individual agencies.

For the purposes of this report, when quoting survey statements, the agency name has been replaced with 'my agency' in most cases, or a generic form of the statement is used.

Survey Design, Promotion, Engagement and Reliability

The survey was promoted to emergency management volunteers by their agencies. Each agency employed its own methods to distribute, communicate and support the survey. The survey was also promoted on the EMV website.

Officially, the 'opt in' survey was open for emergency management volunteers to participate between 15 July and 29 August 2016. At the close of survey 4,185 volunteers in Victoria had taken part.

Of the survey respondents, the percentage and participation for each agency varied significantly. When the total population under investigation was small then the required sample size needed to be a high percentage of the total population. For a larger population, such as CFA volunteers, where there are 60,000, the percentage of volunteers required to achieve a robust result was lower. This was a challenge to those agencies with a smaller cohort of volunteers, as they required a higher percentage of participation to obtain a statistically valid result. As a result, the different sample sizes from each agency resulted in different levels of statistical validity. However, to provide the collective sector viewpoint, all responses contributed to the overall results presented in this report, even where there were low numbers from a participating agency. Even though response numbers were low for some agencies, the trend of what is done well and where improvements could be made, were similar across the sector.

For the purposes of this report, the total results for each agency contributed to the average. There were some challenges using this method due to the varying statistical validity, however it was also important that the views of all volunteers who participated were taken into consideration. In many cases volunteers, regardless of agency, held similar views indicating the areas that were, or were not, meeting expectations were shared across the sector.

VFBV conducted the survey for CFA volunteers over five years, and experienced an increased participation of 280% from the first year. It would be anticipated that the trend of increasing engagement would also replicate across the sector for future surveys.

Survey respondents were able to respond anonymously. This ensured that they could provide their honest and open opinions in their written responses to the survey statements. For security purposes, all online survey responses were entered into a securely encrypted electronic survey record system.

It is important to acknowledge this was the first time the survey was offered to all emergency management volunteers. It is anticipated that with an offer to participate on a regular basis, over the coming years, increasing awareness and participation will provide increased reliability on results for the sector. In addition, the ability to compare year-on-year will become available.

Conclusion

The first year of the sector-wide Emergency Management Volunteer Welfare and Efficiency Survey in Victoria provides a sound foundation on which the sector can begin to better understand the successes, challenges, satisfaction and views directly from the voice of the emergency management volunteers.

Results of the survey can assist the Minister for Emergency Services, government, EMV, agencies and the VCF to identify priorities that will address the needs identified by the volunteers. Survey results will assist in understanding where the satisfaction of their volunteers is at its highest, and provide valuable insight into where effort needs to be made to improve the gap between volunteer expectations and what is being delivered.

Results in relation to the acceptance of diversity, and ensuring a welcoming environment to new volunteers suggests there is a positive foundation to attract new members to emergency management volunteering. There are positive signs that efforts are paying off to ensure there are no barriers to women, there is no tolerance for bullying, and that a diverse and welcoming volunteer environment exists.

Initiatives to engage younger people in emergency management volunteering have been identified as important. Survey results indicate support for current and future initiatives in the area of youth.

A range of people in organisations, agencies, governments and EMV play an integral role to ensure the voices of Victorian emergency management volunteers are captured, understood, valued and applied in ways that will support volunteers well into the future.

Observations

The results of the 2016 Emergency Management Volunteer Welfare and Efficiency Survey identify some questions worth exploring such as:

- **Why does satisfaction amongst emergency management volunteers appear to be lower than the general volunteering population?**
- **Why is the opinion of volunteers about how they are treated by their agency much lower than their overall satisfaction with their volunteer role?**
- **Why do the results for an organisation's performance decrease markedly after a volunteer's first year of service?**
- **How can the sector work together to learn from one another? For example, where one agency's individual results are higher, are there lessons that can be learned or shared with another agency in the sector?**

“Helping and making a difference in people’s lives is fantastic and the satisfaction you have is wonderful”

SECTION 2

SURVEY RESULTS

Demographics

Participants were asked to provide demographic (non-identifying) information to enable agencies to understand if different cohorts within their agency held particular views. For the purposes of this report, only overall observations are provided where similarities in the responses appear. Included is the breakdown of participants by gender, age and length of service.

Gender

The gender profile of the volunteers varied between the different agencies. Either formally or anecdotally, agencies identified that in most cases, this breakdown was representative of their volunteer profile.

The responses, when reviewed by gender, usually revealed that females rated performance higher than males, although this was not the case for every agency. In many cases the difference in the ratings between the two genders was quite small.

Age

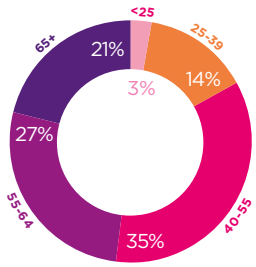
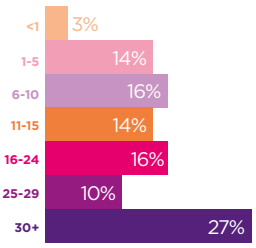
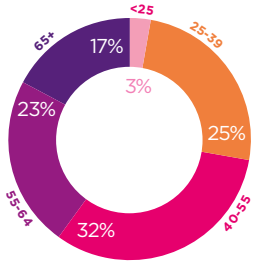
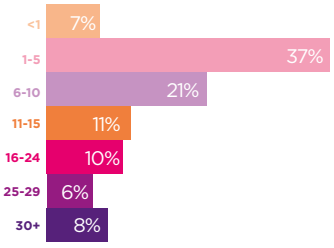
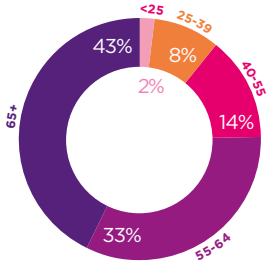
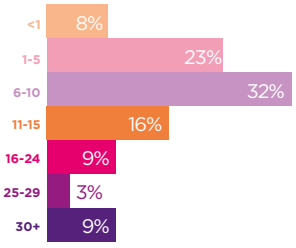
A review of age groups showed varying percentages for the age of the respondents. Most age groups, with the exception of the youngest cohort – those under 25 years of age – were reasonably well represented across the total number.

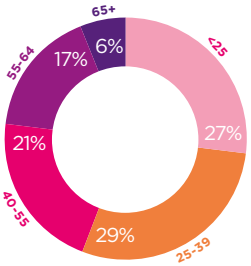
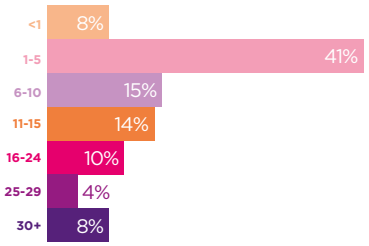
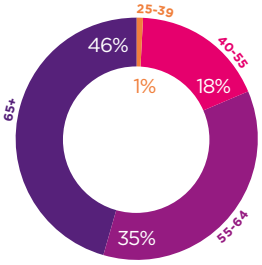
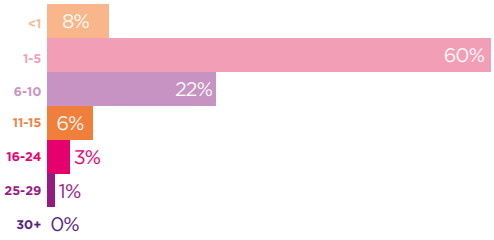
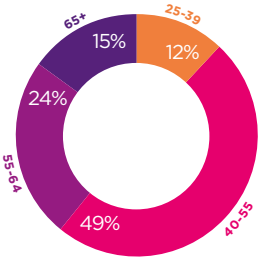
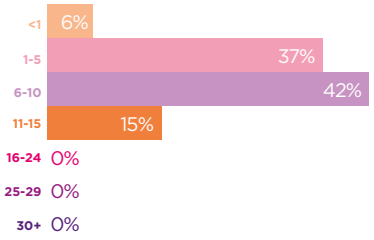
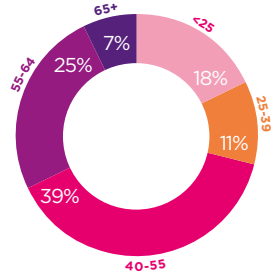
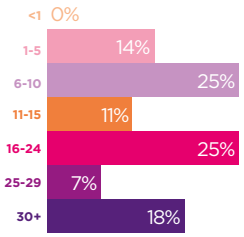
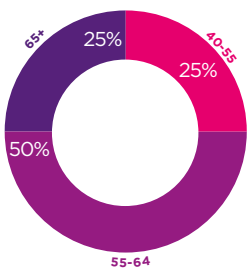
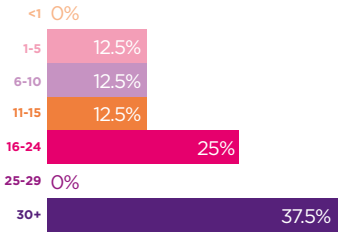
A common result was that this youngest cohort was more satisfied than its older peers.

Length of Service

The length of service for respondents varied widely amongst participating agencies, and overall showed a strong representation of volunteers with short service history as well as those with longer service history.

Survey results identified that scoring for performance decreased markedly after one year of service for many agencies. In some cases, there was a further drop after five years.

	GENDER	AGE	LENGTH OF SERVICE (YEARS)
CFA	84% male 16% female		
VicSES	71% male 29% female		
Red Cross	15% male 85% female		

	GENDER	AGE	LENGTH OF SERVICE (YEARS)
St John	53% ♂ 47% ♀		
VCCEM	42% ♂ 58% ♀		
AV	24% ♂ 76% ♀		
LSV	57% ♂ 43% ♀		
Salvos	75% ♂ 25% ♀		

Reasons for Volunteering

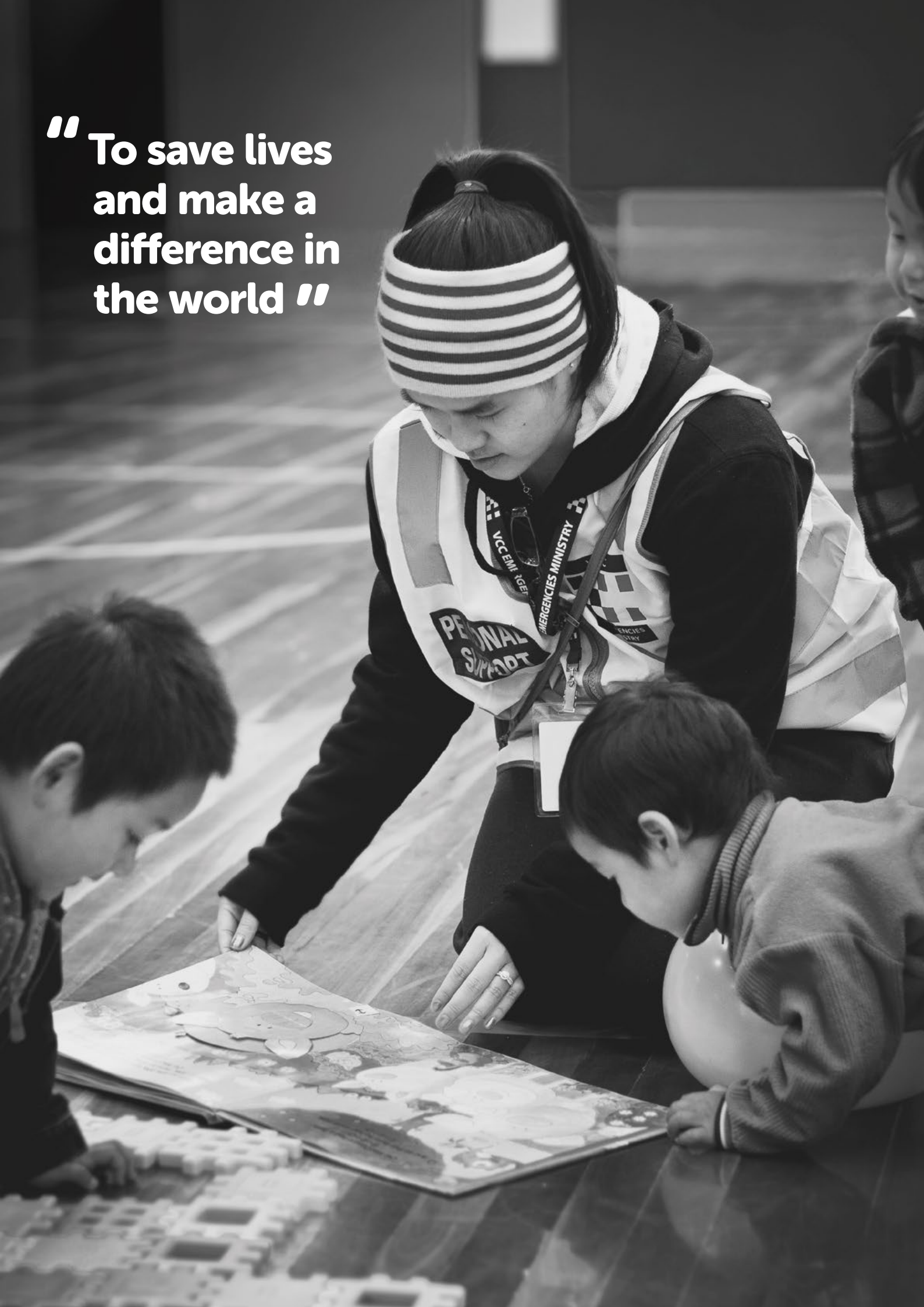
The 2016 Victorian Emergency Management Volunteer Welfare and Efficiency Survey asked respondents to identify the reason they volunteered with their agency.

The results indicated that 84% of respondents chose to volunteer for the following reasons:

- **To help protect the community**
- **A sense of fulfilment**

This result aligns with a report[2] published in 2015 by Volunteering Australia that provided information on 'Why People Volunteer' and gave the following information:

- Help others/community – 57%
- Personal satisfaction – 44%
- Personal/family involvement – 37%
- To do something worthwhile – 36%
- Social contact – 22%
- Use skills/experience – 16%
- To be active – 16%
- Religious beliefs – 15%
- Other – 20%


" To save lives and make a difference in the world "

Satisfaction with Volunteering

It is critically important that volunteers experience a high level of satisfaction with their volunteering experience. As reported earlier, volunteers identified a key reason for their volunteering was "a sense of fulfilment". Meeting volunteer expectations resulted in higher satisfaction levels and was a critical factor in volunteer support, retention and leadership.

A 2011 National Survey of Volunteering Issues, conducted by Volunteering Australia,[3] identified that "9 in 10 volunteers were satisfied or very satisfied with their experience." "7.6% were unsatisfied or very unsatisfied."

The Emergency Management Volunteer Welfare and Efficiency Survey asked a number of specific questions about satisfaction with volunteering. All responses were on a 1–10 scale, with 1–4 indicating dissatisfaction, 5–6 being unsure and 7–10 indicating satisfaction.

Satisfaction rate results varied amongst the agencies, with overall results lower than that of the general volunteering population, compared with the 2011 National Survey of Volunteering Issues.

> "My division is like a family. I respect the support the system provides"

Results

For the following graphs:

AVERAGE = shows the overall average rating across all agencies

HIGHEST SATISFACTION = shows the results from the agency with the highest satisfaction rating

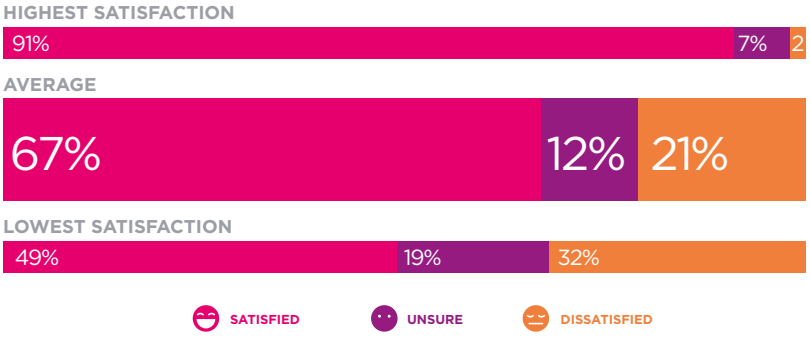
LOWEST SATISFACTION = shows the results from the agency with lowest satisfaction rating

Overall how satisfied are you with your role as an emergency management volunteer?

This question was rated on a 10 points scale: from 1 "not at all" to 10 "very" (with 5 indicating "unsure").

Most agencies' results fell between 75% and 82% satisfied. The highest satisfaction rating related to a smaller agency with a relatively small volunteer cohort.

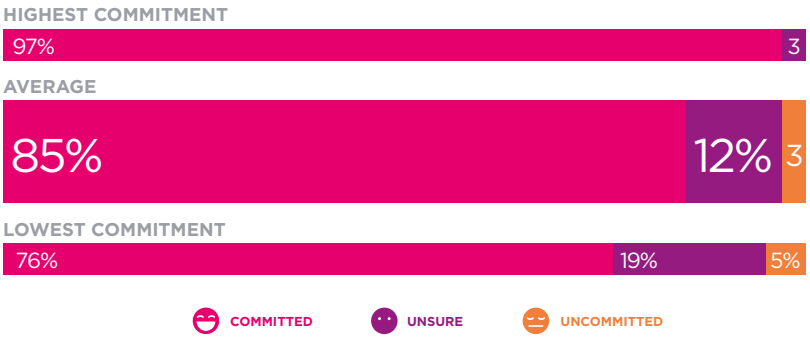
Overall how satisfied are you with the way volunteers are treated by 'your agency'?



This question was rated on a 10 points scale: from 1 "not at all" to 10 "very" (with 5 indicating "unsure").

Of the four survey questions relating to satisfaction, this rated the lowest score by all agencies, with the exception of one. This result is consistent with the overall survey findings that volunteers were less satisfied with matters for which their agency had responsibility such as consultation and training.

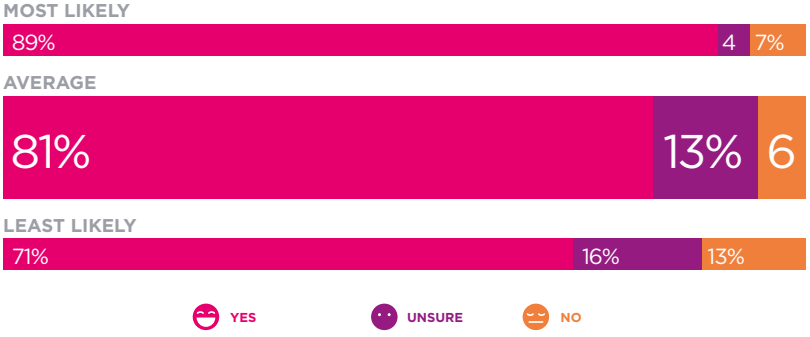
I intend to continue in my volunteering role...



This question was rated on a 10 points scale: from 1 "definitely not" to 10 "definitely" (with 5 indicating "unsure").

Volunteers mostly intended to continue in their volunteering role, even if they were not satisfied with the 'way they (were) treated by their agency'.

I would recommend being a volunteer with 'my agency' to people I know...



This question was rated on a 10 points scale: from 1 "not at all" to 10 "very" (with 5 indicating "unsure").

Word of mouth is a strong recruitment factor for volunteers[4], indicating the importance of this statement. Results indicated that volunteers, even if intending to continue to volunteer in their role, were less likely to recommend volunteering to others.

Survey Results by Theme

Explanatory

It is important to understand the two aspects of the survey used to identify the opinions of volunteers on matters that they believe affect their welfare and efficiency. This was done by asking the volunteers to score the following:

Importance: Respondents were asked to score each statement in the survey on how important they believe it was for the particular statement to be true (1 = not at all important, 10 = very important). Scores for Importance indicated the expectations of volunteers.

Performance: Respondents were then asked to rate the extent to which current performance matched these statements (1 = strongly disagree, 10 = strongly agree).

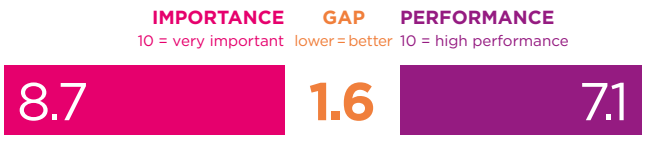
Where scores for Performance were lower than those for Importance, this indicated that the expectations of volunteers had not been met.

To understand how close or far the expectations of volunteers were to being met, the difference between the Importance and Performance was calculated, and was known as the **Gap.**

- **A small gap indicated a greater level of volunteer satisfaction.**
- **If a gap was large, it indicated that the expectations of the volunteer were not being met.**

For example: The chart below indicates a typical survey response against a given statement, where the total number of responses to the statement produce an average gap between **importance** and **performance** (in this case '1.6').

Example graph:



Common Themes

The views of volunteers in relation to the importance and performance of the different areas followed a similar trend across most agencies.

A review of results by theme, indicate that the gap was smallest for the groups of statements relating to **Recruitment and Retention** and **People Management – My Team**. Statements within these themes related to acceptance of diversity, roles for women, acceptance of new members, consultation at a local level and well managed conflict resolution. Overall, volunteers were most satisfied with their volunteering at a local level.

Both importance and performance were relatively high for most statements within these two themes. This would indicate that a concentration of effort in the areas of increasing diversity and ensuring there are no barriers to women is worthwhile.

Recruitment and retention of younger people were viewed with varying levels of importance amongst the agencies. However, for almost all the gap was quite high, indicating that there was still some way to go to meet expectations. Current initiatives to improve engagement of younger volunteers are clearly warranted.

In most cases, the **Cooperation** theme had the biggest gap between the view of importance and performance. Statements regarding Cooperation related to broader consultation issues, such as with state or corporate management, and the integration of the paid and volunteer workforce.

Another theme indicating some work needs to be done to meet volunteer expectations is in the area of **Training**. The biggest gap in Training related to the opportunity to attend training from the perspective of format, timing and location. There was also a reasonably large gap in the meeting of expectations around leadership development.

Reviewed by individual statements, as indicated by the theme results, volunteers' expectations were most closely met at a local level.

> "Our female volunteers are treated equally respectfully, which is vital for the mentoring of young recruits and the wellbeing of all our members"

Statements with the highest scores (smallest gap) related to diversity, a welcoming environment, and a lack of tolerance for bullying. These were:

- There are no barriers to the roles women can occupy in my team;
- People from all cultural backgrounds, different religions, political and personal beliefs are all made welcome in my team;
- The environment at my team is volunteer friendly, welcoming to new members and creates good morale;
- The environment across the wider agency is volunteer-friendly and welcoming to new members;
- Bullying is not tolerated in teams of which I have been a member; and
- My agency works actively to discourage bullying.

When the resulting gap in a statement was small, there was evidence that the volunteer's expectations were either being met, or were close to being met. Consistently, results across the sector showed that the gap was smallest in relation to those statements which were rated with the highest importance (indicated above).

Results across the sector, however, showed that the greatest challenges, where the gap was at its largest, related to consultation, engaging younger volunteers and accessibility of training in relation to format, timing and location.

The following statements relate to the areas where there was the greatest difference between what the volunteer viewed as important and how the organisation or their team was performing (biggest gap):

- Volunteers are effectively consulted and involved in decision making at a regional level.
- Volunteers are effectively consulted and involved in decision making at a state management/ corporate level.
- My team is successful in recruiting younger people as volunteers.
- My team is successful in retaining younger people as volunteers.
- My agency provides enough training opportunities in formats, at times and at locations that make it easy for me to participate.

Those themes and/or statements not identified in this section had results which were either not consistent across the different agencies, or were in the middle of the table when reviewed by importance, performance and gap. The results for all areas of the survey are important and can be comprehensively reviewed within each agency.

> "Training needs to be readdressed to suit volunteers and their limited time available"

Understanding the graphs

This suite of graphs below show results by theme.

IMPORTANCE = how important volunteers believe it is for the statement to be true (1= not at all important, 10 = very important)

PERFORMANCE = the extent to which current performance matches these statements (1 = strongly disagree, 10 = strongly agree)

GAP = identifies the difference between the Importance and Performance

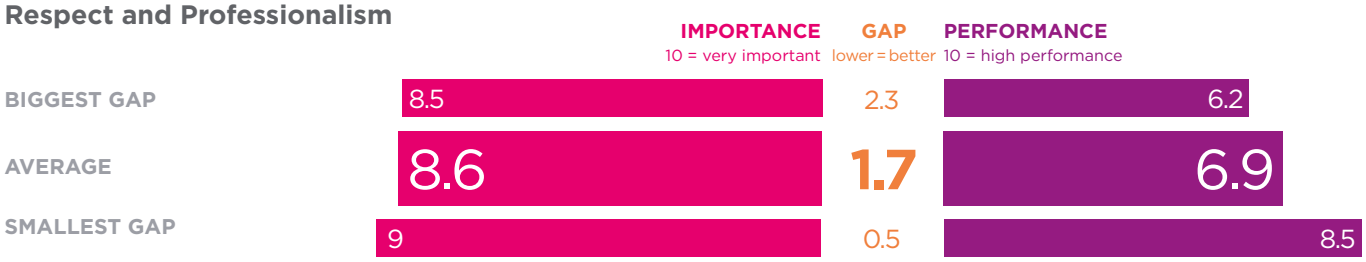
For the following graphs:

AVERAGE = shows the average ratings across all agencies

BIGGEST GAP = shows the result from the agency with the biggest gap (the extent to which the expectation is not being met)

SMALLEST GAP = shows the result from the agency with the smallest gap (the extent to which the expectation is being met)

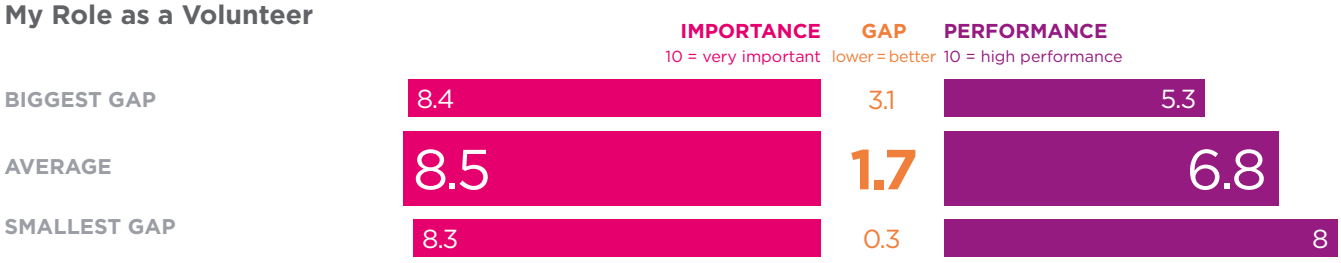
Respect and Professionalism



The following statements were asked to reach the result for the theme "Respect and Professionalism":

- I respect and appreciate the effort made by *my agency* to support me as a volunteer.
- The respect and value of the contribution of volunteers is evident in *my agency's* actions and culture.
- In general, *my agency's* staff accept and recognise the professionalism of volunteers.
- *My agency* consistently and proactively promotes public understanding of community confidence in the role and professionals of *my agency* volunteers and their teams.

My Role as a Volunteer

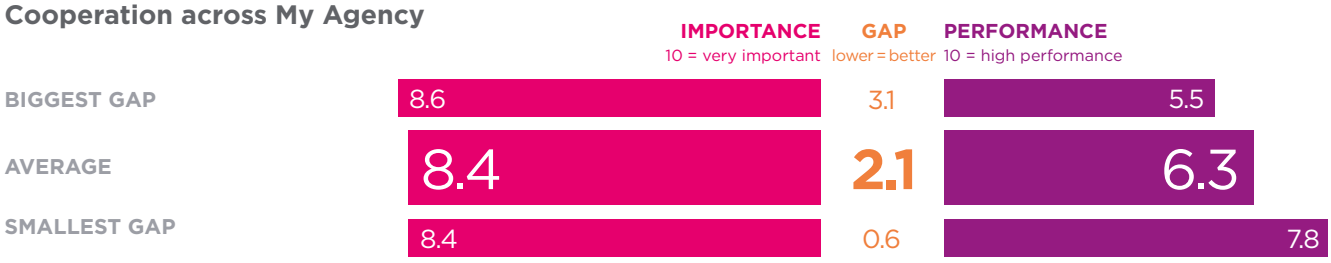


The following statements were asked to reach the result for the theme "My Role as a Volunteer":

- I feel the time I devote to *my agency* is productive and worthwhile.
- *My agency* is doing everything it can to facilitate a good balance between my service and time commitment as a volunteer and other parts of my life.
- *My agency* recognises and utilises the skills and experience that I bring to *my agency*.
- Volunteers who no longer wish to perform operational roles are supported to continue their volunteer service in other non-operational/ operational support roles in a positive and supportive way.
- *My agency* proactively provides opportunities for me to progress and develop my skills to more senior/ diverse roles as part of an individual volunteer career pathway.

> "The organisation can improve the way it respects and values the contribution of volunteers"

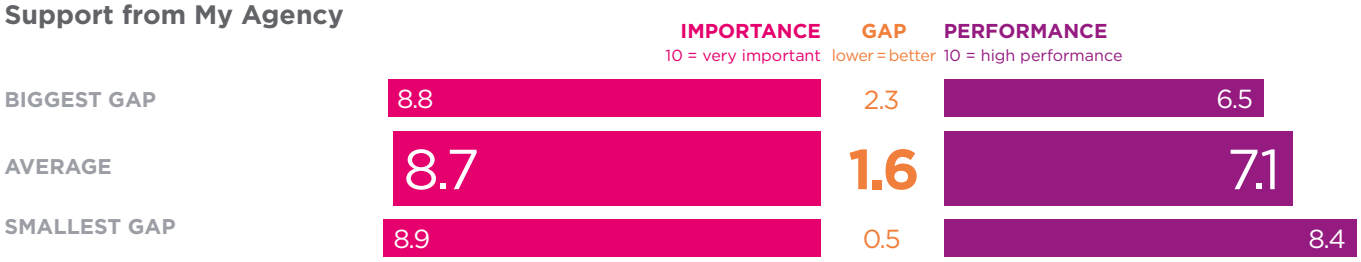
Cooperation across My Agency



The following statements were asked to reach the result for the theme "Cooperation across *My Agency*":

- Volunteers and paid staff work cooperatively at all levels to achieve shared goals and serve the community.
- *My agency's* workforce arrangements allow the paid staff and volunteers to work cooperatively as an integrated team.
- Volunteers are effectively consulted and involved in decision making at my *District/Regional* level.
- Volunteers are effectively consulted and involved in decision making at *my agency* state management/ corporate level.

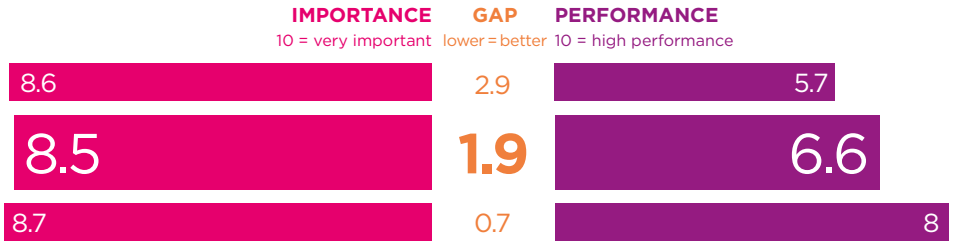
Support from My Agency



The following statements were asked to reach the result for the theme "Support from *My Agency*":

- *My agency's* corporate policies and leadership supports an effective volunteer based and fully integrated organisation.
- *My agency* works actively to discourage bullying.
- My employer is effectively recognised and supported to release me to undertake my volunteer commitments.
- *My agency's* paid personnel in my local area are committed to supporting and empowering volunteers.
- Volunteer leaders in my brigade are effectively supported and empowered to manage my *team* and undertake their roles.

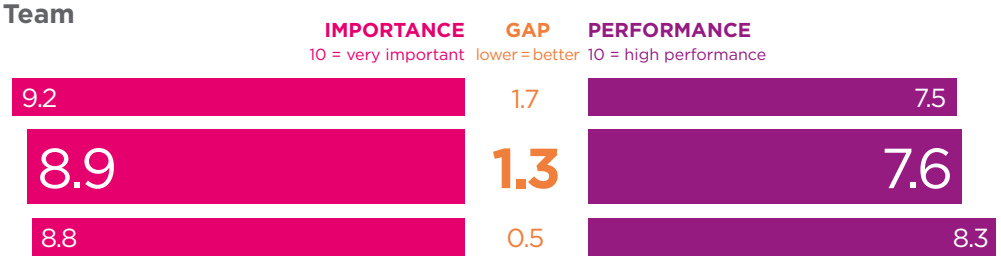
Training by My Agency



The following statements were asked to reach the result for the theme "Training by *My Agency*":

- *My agency* provides good leadership training for volunteers in people management, team management, conflict resolution and mentoring.
- Most training is available and provided within a reasonable distance from my *team*.
- *My agency* provides enough training opportunities in formats, at times and at locations that make it easy for me to participate.

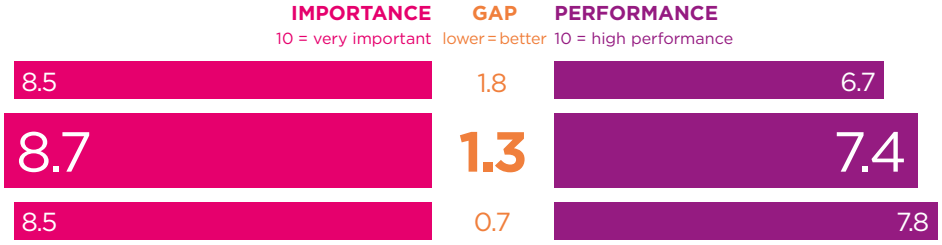
People Management – My Team



The following statements were asked to reach the result for the theme "People Management – My *Team*":

- My *team* leaders are able to deal effectively with human resource, conflict resolution and morale issues at a local level.
- Workplace bullying is not tolerated in *teams* of which I have been a member.
- Volunteers are effectively consulted and involved in decision making at my *team* level.
- The environment at my *team* is volunteer-friendly, welcoming to new members and creates good morale.
- People management issues, conflict resolution and volunteer morale are generally well managed within my *team.*

Recruitment and Retention



The following statements were asked to reach the result for the the theme "Recruitment and Retention":

- My *team* is successful in 'recruiting' younger people as volunteers.
- My *team* is successful in 'retaining' younger people as volunteers.
- People from all cultural backgrounds, different religious, political and personal beliefs are all made welcome at my *team*.
- There are no barriers to the roles women can occupy in my *team*.
- New volunteers are actively supported to allow them to turn out to incidents within a reasonable time of joining my *team*.
- The environment across the wider *agency* is volunteer-friendly and welcoming to new members.
- New volunteers in non-response roles are actively supported to allow them to contribute in my *team* within a reasonable time of joining.

> "This is a good survey, it would be great to do this on an annual basis to track how we progress. I look forward to some meaningful actions to come from this"

Acknowledgements

The Victorian Government, Emergency Management Victoria and the Volunteer Consultative Forum would like to thank the 4,185 Victorian emergency management volunteers from the following agencies for participating in the 2016 Welfare and Efficiency survey as we work together to improve our service to the Victorian community:

Ambulance Victoria

Country Fire Authority

Australian Volunteer Coast Guard

Life Saving Victoria

Red Cross – Emergency Services

The Salvation Army – Emergency Services

St John Ambulance

Victoria State Emergency Service

Victorian Council of Churches – Emergencies Ministry

References

[1] http://files.em.vic.gov.au/EMV-web/Strategic-Priorities-for-EM-Volunteering-in-Vic.pdf

[2] P7, Volunteering Australia: Key Facts and Statistics about Volunteering in Australia, April 2015

[3] Page 9, 2011 National Survey of Volunteering Issues. Volunteering Australia

[4] http://www.volunteer.vic.gov.au/manage-your-volunteers-attracting-and-recruiting/where-are-the-volunteers

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