

# The Attraction, Support and Retention of Emergency Management Volunteers

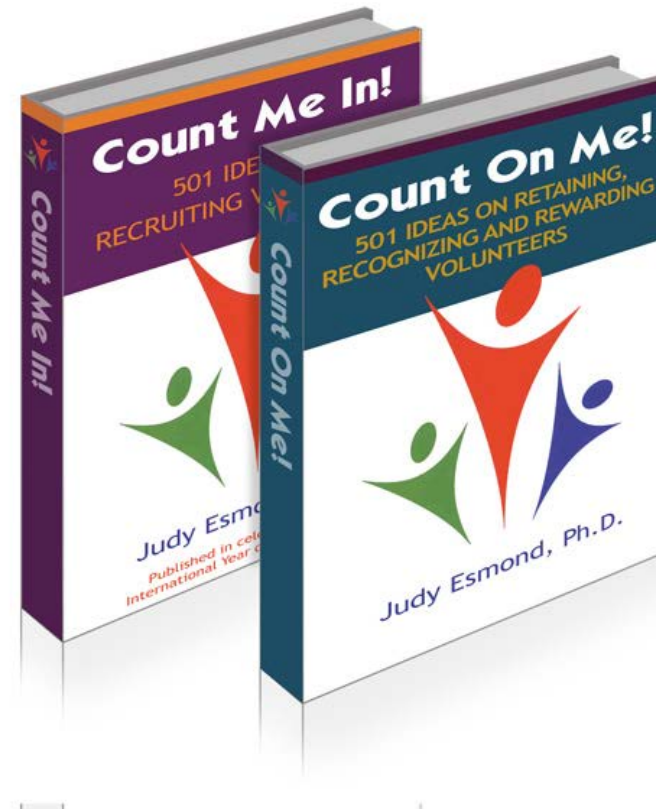


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**Books Available at [www.morevolunteers.com](http://www.morevolunteers.com)**  
**click on products**

## Dr Judy Esmond has Undertaken Leading Research

- First Research Study Worldwide on Baby Boomers and Volunteering
- Largest Research Study on Volunteer Motivations across Sectors
- First Longitudinal Study on the Attraction, Support and Retention of Emergency Management Volunteers 2009 and 2016/2017
- First Australian Study on Volunteer Recruitment, Engagement and Retention in Faith Based Organisations Supporting Communities through Disasters and Emergencies 2018

# Attraction, Support and Retention of Emergency Management Volunteers 2016/2017

# What has changed since 2009?



## More Disasters & Emergencies

# Australian Emergency Management Volunteer Forum



## Interviews

# The Final Research Report



# Five Challenges



The diagram consists of five colored circles arranged in a pentagonal pattern. A central red circle is labeled 'COSTS'. Surrounding it are four other circles: a blue circle at the top-left labeled 'TIME', an orange circle at the top-right labeled 'TRAINING', a green circle at the bottom-right labeled 'PEOPLE', and a purple circle at the bottom-left labeled 'RECOGNITION'. All text is in bold yellow capital letters.

**TIME**

**TRAINING**

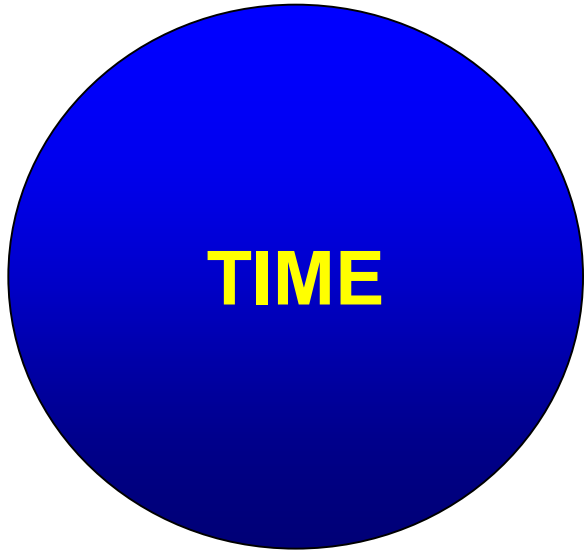
**COSTS**

**RECOGNITION**

**PEOPLE**



# Five Challenges



**Volunteers don't necessarily have the time,  
they just have the heart – Elizabeth Andrew**

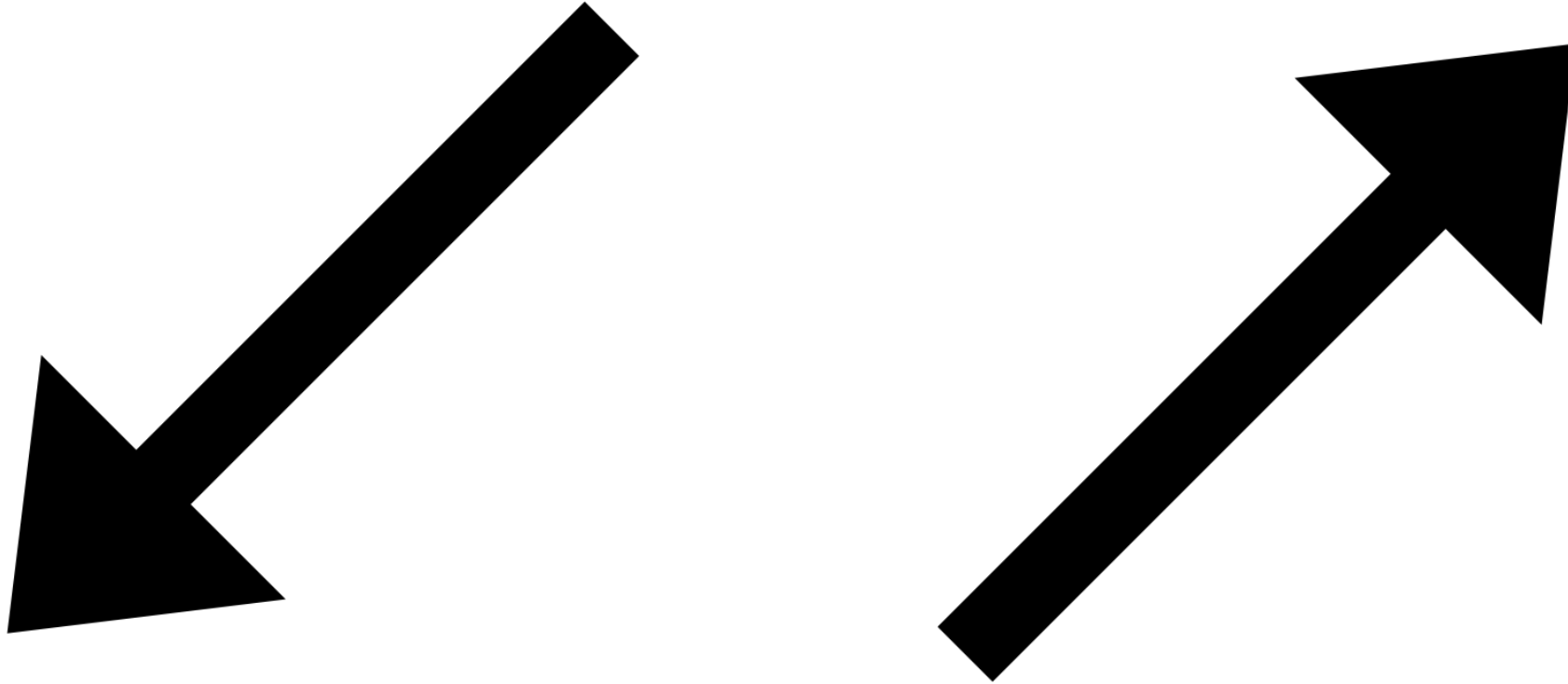
# 'TIME STRAPPED' VOLUNTEER

*Amount of Time*



*Length of Time*

**TIME AVAILABILITY**



**VOLUNTEER REQUIREMENTS**

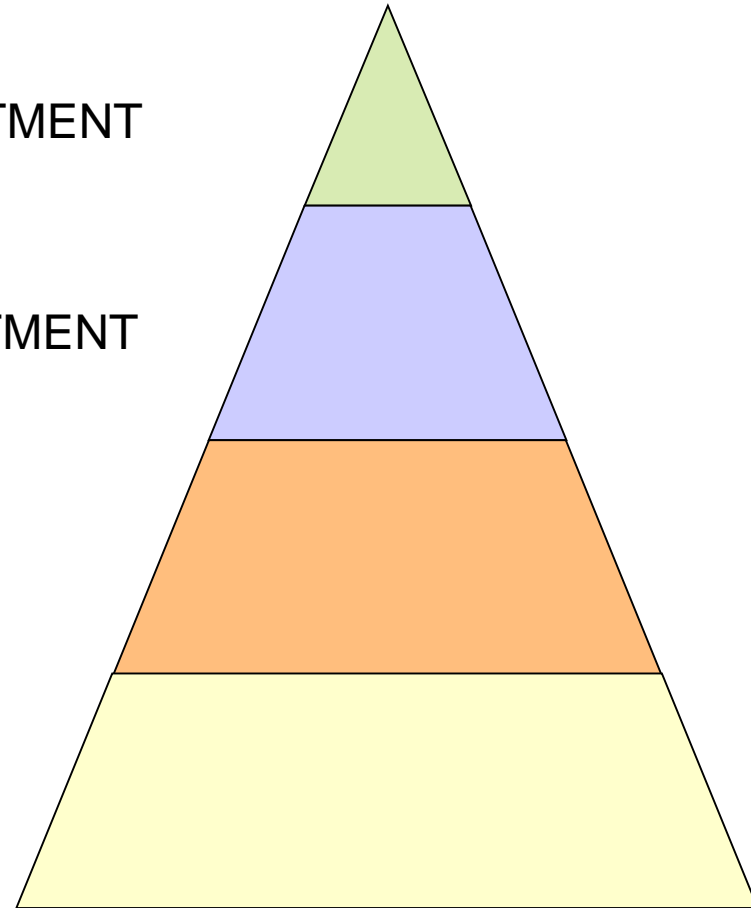
# LEVELS OF INVOLVEMENT

LONG TERM AND EXTENSIVE TIME COMMITMENT

LONG TERM AND LIMITED TIME COMMITMENT

SHORT TERM AND TIME SPECIFIC

ONE-OFF VOLUNTEERING



# Different Types of Volunteering

- Spontaneous Volunteers
- Family Volunteering
- Fly In/Fly Out
- Employee/Corporate
- Online or Virtual Volunteers

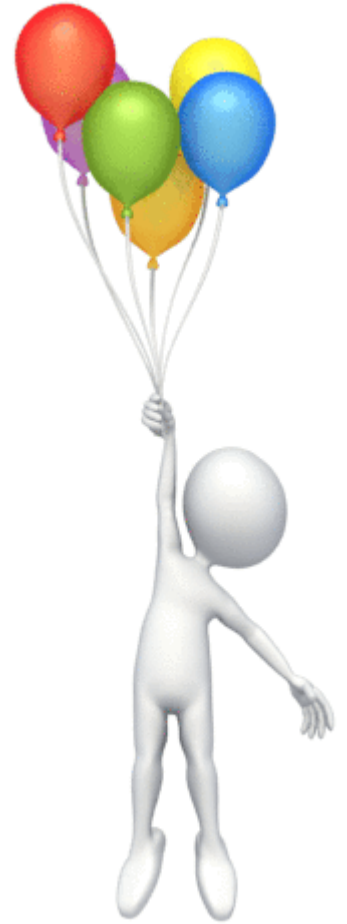


# Spontaneous Volunteers

Oldest form of volunteering

From new to most studied

Range from bloody nuisance to best recruitment opportunity ever



# CANNOT REPLACE LIKE WITH LIKE

- Formalised short term time commitment
- Defined time periods, such as yearly
- Commit in and re-commit or move on
- Active and Inactive Volunteers



# Here is the Future

Targeted Recruiting – newsletters, social media

Experteering – short term, finite projects or limited time over a longer time period

GIG Economy in Volunteering





Larger number of volunteers engaged for shorter periods of time, rather than a smaller number of volunteers engaged for long periods of time.



Time complex but progress is being made.

# Biggest Time Stealer

Bureaucratic processes, red tape  
administrative tasks have a life  
of their own

Paper more important than  
processes and people

Too Much Bloody Paperwork



# Paper and Process Audit Every 3 to 5 years



# Five Challenges



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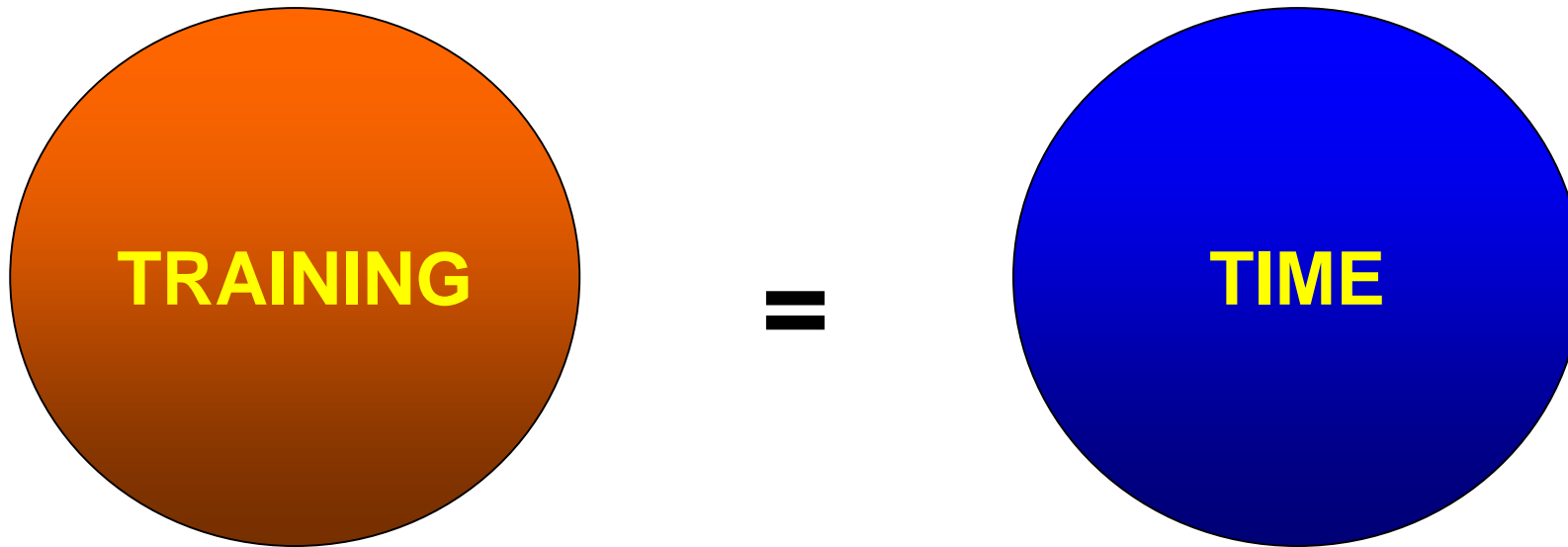
**TRAINING**

**COSTS**

**RECOGNITION**

**PEOPLE**

# Five Challenges



There is only one thing worse than  
training your volunteers and having  
them leave – and that's not training  
them and having them stay

Anonymous



- Community and political
- Litigious society
- Organisations
- Volunteers themselves



- Training - most talked about
- Flexible amounts of training – rural and city
- Flexible training options – time effective, accessible and manageable components
- Develop different training pathway





# ONLINE TRAINING

complement and blend  
with face to face training

- Nationally accredited training - increasing collaboration and sharing resources, materials but competencies add-ons.
- Accredited training both a blessing and a curse.
- Lengthy, time-consuming and complex administration and paperwork for RTOs.

- Time poor faced with greater amounts of operational training
- Demands of non-operational training which paid staff have to do such as diversity training or harmonious workplace training
- Unchecked amount of time in training is of great concern

- Train more often for longer periods and more diverse training – less time to volunteer.
- Sophisticated training organisations but no volunteers for the doing.
- “We do more training than we do responding. We’re actually a training organisation that responds sometimes”.





# MOCK SCENARIO TRAINING

- All Emergency Management Organisations
- Confidence & Knowledge
- Publicity
- Recruitment

# Five Challenges



A diagram illustrating five challenges. At the top center is a large red circle containing the word "COSTS" in yellow. Surrounding this central circle are four other circles of different colors: a blue circle at the top left with "TIME", an orange circle at the top right with "TRAINING", a green circle at the bottom right with "PEOPLE", and a purple circle at the bottom left with "RECOGNITION". All text is in a bold, yellow, sans-serif font.

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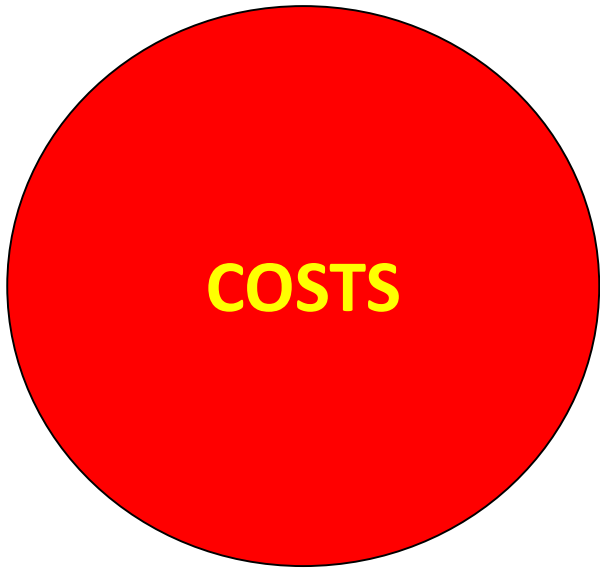
**TRAINING**

**COSTS**

**RECOGNITION**

**PEOPLE**

# Five Challenges



**It Costs to  
Volunteer!**



Reimbursement for all  
Paperwork not worth it  
Culture of not claiming



# **ZERO COST VOLUNTEERING**

Volunteers are not paid because they are worthless, but because they are priceless

Anonymous

# Five Challenges



A diagram illustrating five challenges. At the top center is a large red circle containing the word "COSTS" in yellow. Below it are four other circles: a blue circle with "TIME" (top left), an orange circle with "TRAINING" (top right), a green circle with "PEOPLE" (bottom right), and a purple circle with "RECOGNITION" (bottom left). All circles have a black outline and the text is in a bold, yellow, sans-serif font.

**TIME**

**TRAINING**

**COSTS**

**RECOGNITION**

**PEOPLE**

# Five Challenges



**State and National**

**Organisation**

**Local Unit**

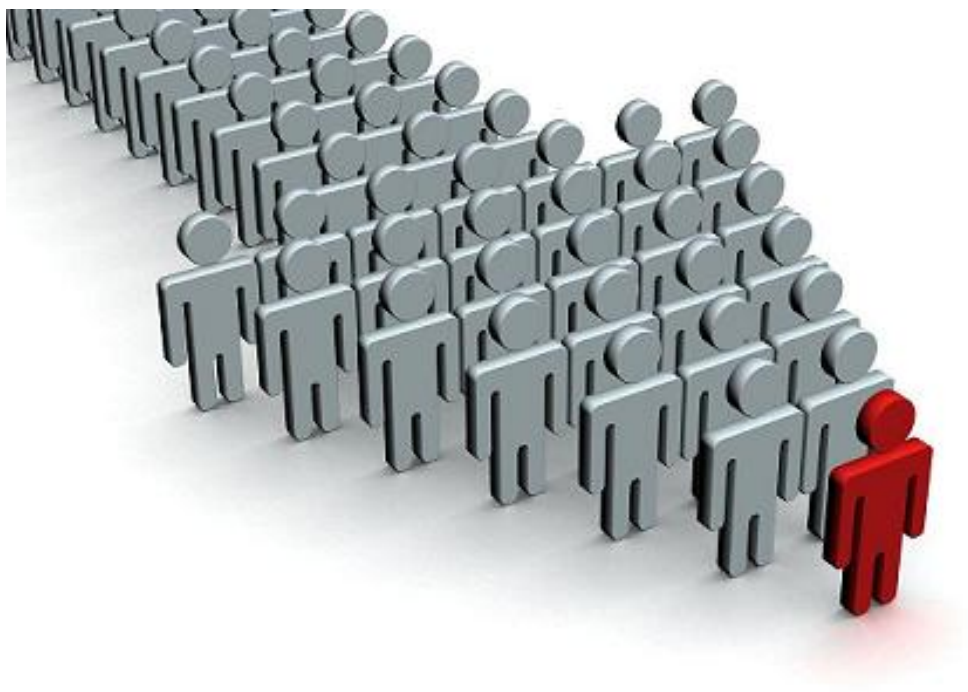
**Community**

# Recognition

- Long service medals – shorter periods, different types of volunteering
- Whenever they scratch themselves they get a certificate
- Limited recognition of those behind the scenes
- Recovery organisations – often invisible
- CEO – lost so many volunteers



# Recognition - Uniform



# Five Challenges



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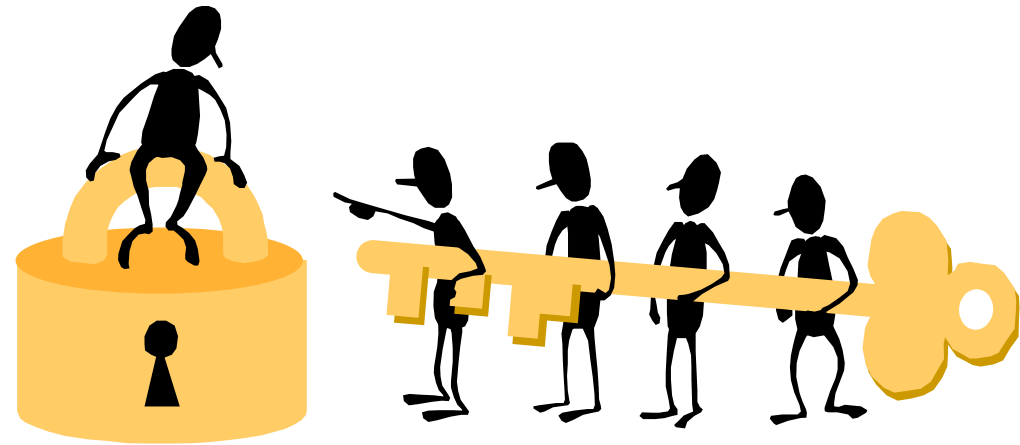
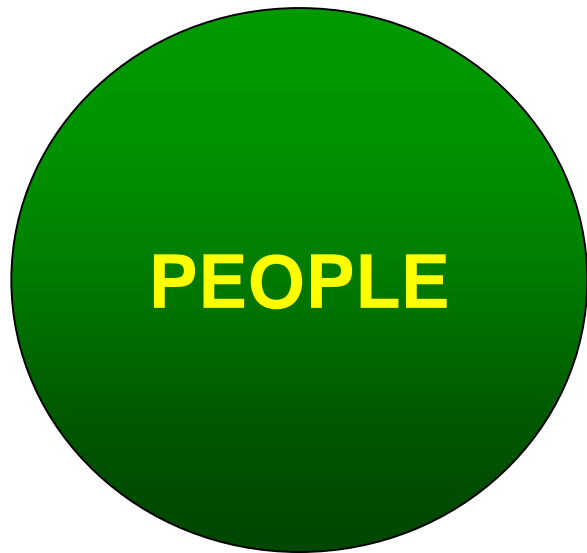
**TRAINING**

**COSTS**

**RECOGNITION**

**PEOPLE**

# Five Challenges



A volunteer is a person who believes that people can make a difference – and is willing to prove it - Anonymous

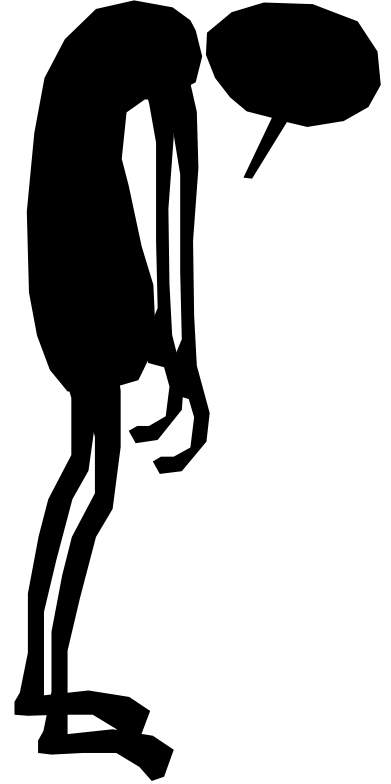


# Stupidity of Fake Numbers

How many volunteers do you really have?

How do you measure success in recruitment and retention if you don't know your numbers?

Last 10 years 20,000 volunteers but losing 100s each year



Word of mouth still number 1– people just like me

CALD – talk but limited success – processes don't allow creativity

Gender balance – still low, same issues for females 18 years ago – some increased but many remain low with non-operational roles

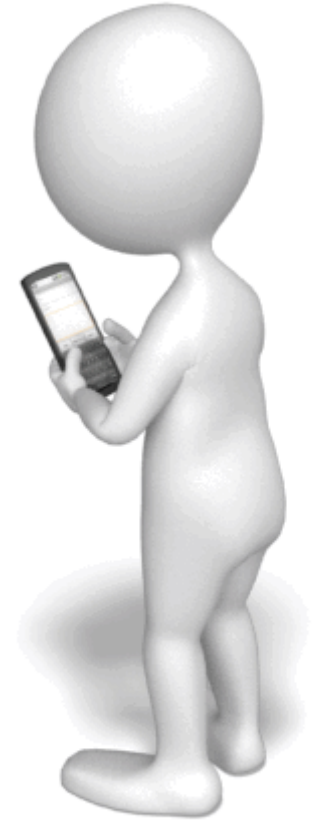


Younger volunteers – lots written

Cadets – at 18 disappear, sometimes  
come back later but important  
community services

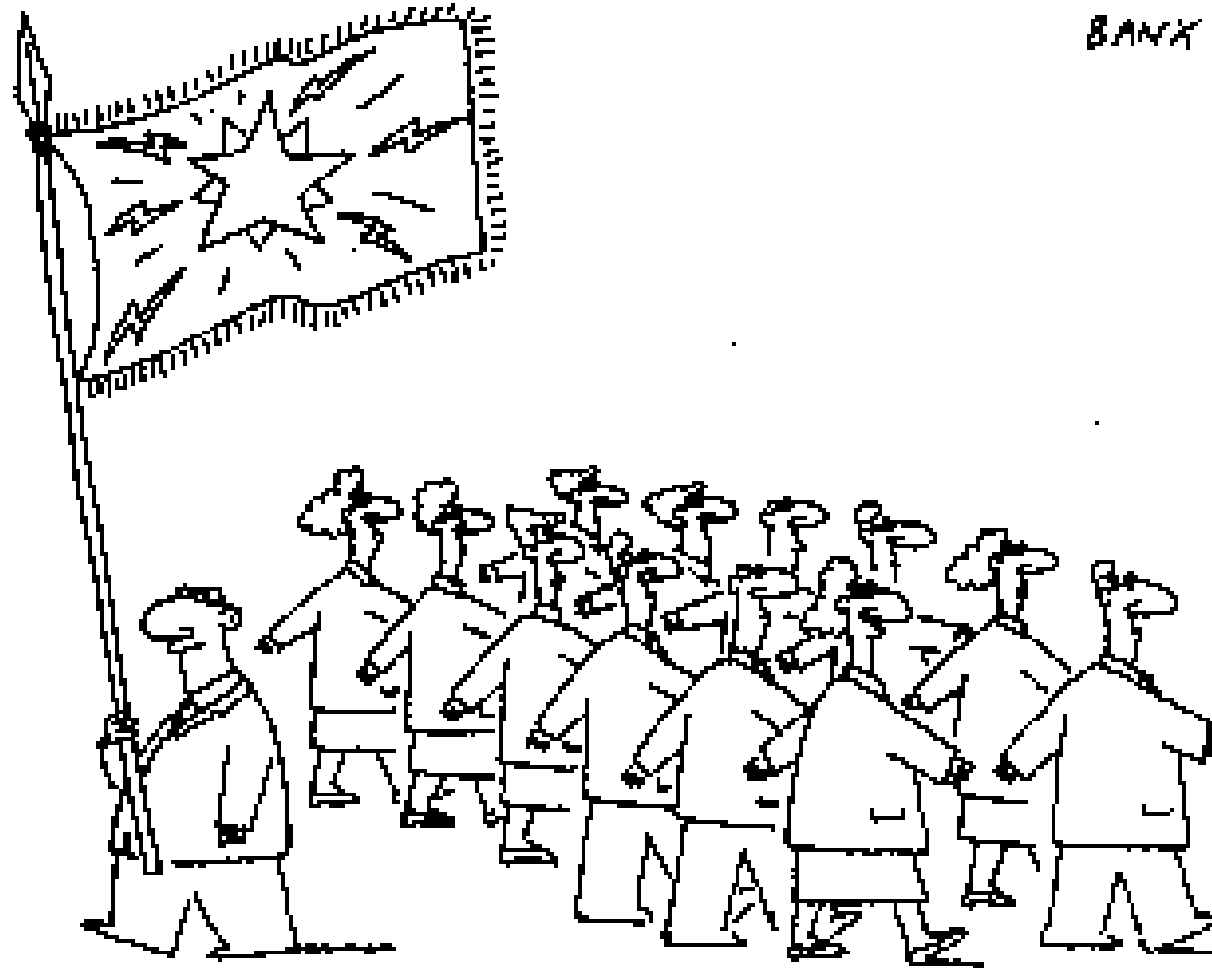
30s/40s/50s/60s – where are they going

SHORT, SHARP, IN, OUT AND IN AGAIN



# LEADERSHIP

## No Succession Planning



- Bureaucratic red tape
- Shorter terms of office, take a break, recommit, second in charge before becoming leader
- Leadership training – improves but location based and back to the same issues when returning home



- Comprehensive coaching program
- Trained and independent coaches
- Regular group coaching online
- Guidance and support for leaders



# Leadership Issues

- Use of time
- Not burning out
- How to get around bureaucratic processes
- Dealing with people
- When to let go



**We lead by being human.  
We do not lead by being  
corporate, professional or  
institutional.**

(Paul Hawken)



Institutions devoted to the  
defence of what is rather  
than the promotion of  
what could be!

# Five Challenges



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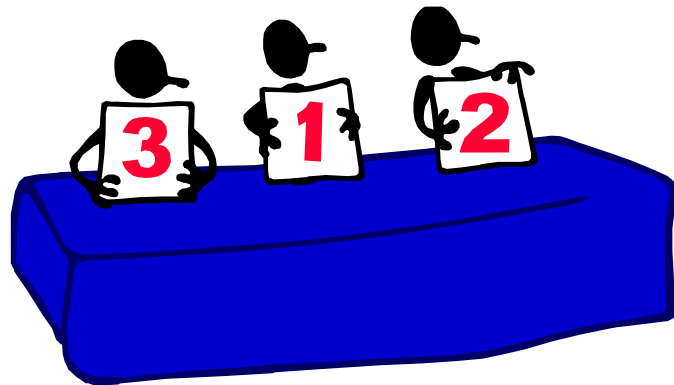
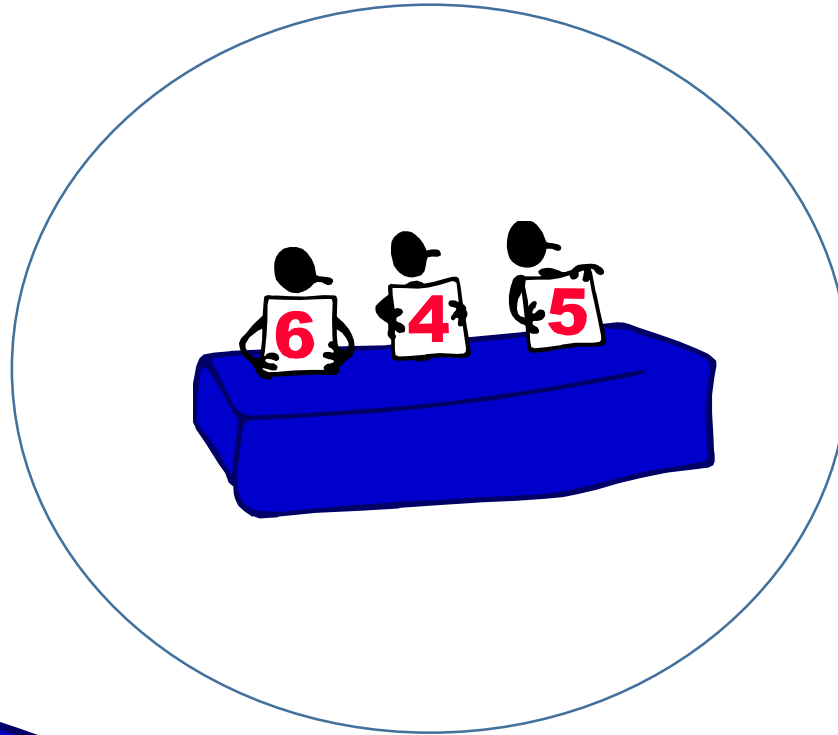
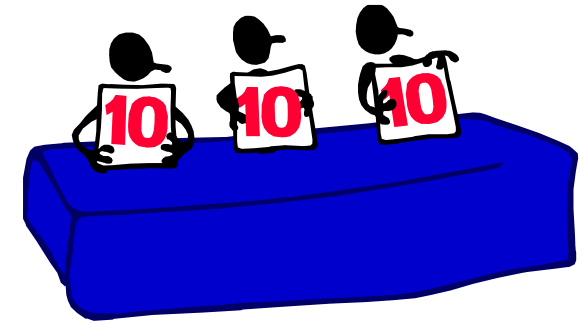
**TRAINING**

**COSTS**

**RECOGNITION**

**PEOPLE**

How do we rate across the 5 Challenges  
overall from 2009 to 2017?





**VOLUNTEERS AT THE DECISION  
MAKING TABLE**



AEMVF



**If you have built castles  
in the air, your work  
need not be lost; that is  
where they should be.**

**Now put the  
foundations under  
them.**

Henry David Thoreau

# **Thank You for Listening to Me**

## **The Best is Yet to Be!**



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