

National Report Volunteer Fire Services

2016 Volunteer Welfare and Efficiency Survey

Endorsed by the
Council of Australian
Volunteer Fire
Associations



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Members of the Council of Australian Volunteer Fire Associations (CAVFA)

AUSTRALIAN CAPITAL TERRITORY

ACTVBA ACT Volunteer Brigades Association

NEW SOUTH WALES

RFSA NSW Rural Fire Service Association

NORTHERN TERRITORY

NTBVA NT Bushfire Volunteers Association

QUEENSLAND

RFBAQ Rural Fire Brigades Association Queensland

QAFA Queensland Auxiliary Firefighters Association

SOUTH AUSTRALIA

CFSVA Country Fire Service Volunteers Association

TASMANIA

TVFBA Tasmanian Volunteer Fire Brigades Association

TRVFA Tasmanian Retained Volunteer Firefighters Association

VICTORIA

VFBV Volunteer Fire Brigades Victoria

WESTERN AUSTRALIA

AVBFB Association of Volunteer Bush Fire Brigades of WA

WAVFRSA Western Australia Volunteer Fire and Rescue Services Association

EXECUTIVE SUMMARY

All statements in the survey were scored as being important, indicating that it robustly relates to matters affecting volunteer firefighter's welfare and efficiency, and therefore relevant to survey.

Overall, areas which are seen to be meeting expectations and those which are furthest from meeting expectations are shared amongst all agencies.

The survey attracted more than 6,100 fire service volunteers.

This participation is greater than the most recent Volunteering Australia survey¹ in 2016 which had 2,304 respondents from across the country.

WHAT IS IMPORTANT?

- The brigade environment is volunteer-friendly, welcoming to new members and creates good morale.
- Workplace bullying is not tolerated in brigades.
- There are no barriers to the roles women can occupy in brigades.

STRENGTHS

Where performance is closest to meeting expectations:

- The time devoted to volunteering is productive and worthwhile.
- A friendly and welcoming environment within a brigade.
- No barriers to the roles women can occupy, and the acceptance of diversity, within brigades.

AREAS FOR THE MOST IMPROVEMENT

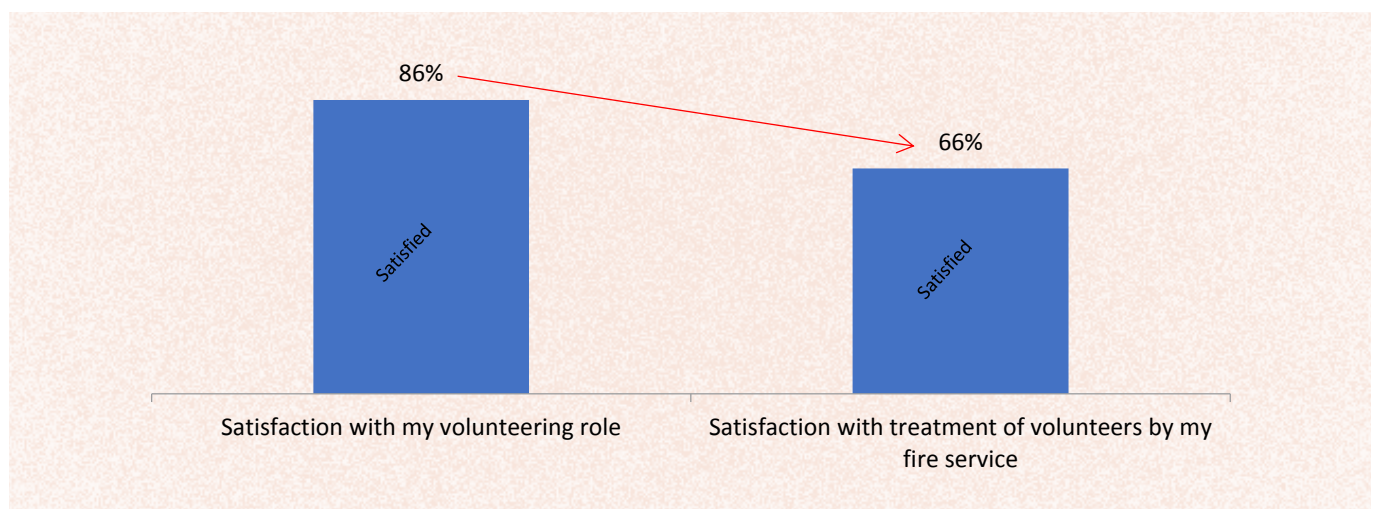
Where performance is furthest from meeting expectations:

- Volunteers are effectively consulted and involved in decision making at a Corporate level.
- Volunteers are effectively consulted and involved in decision making at a Region level.
- There is good leadership training for volunteers in people management, brigade management, conflict resolution and mentoring.
- There are enough training opportunities in formats, at times and at locations that make it easy to participate.
- Corporate policies and leadership support an effective volunteer based and fully integrated organisation.

SATISFACTION

Volunteers are much more satisfied with their volunteering role than they are with the way they are treated by their fire service. The decline between these two aspects of satisfaction for volunteers was often over 20% (national average = 20%), indicating agencies have some way to go to improve the relationship with their volunteers.

Reinforcing this response was that scoring of the survey statements indicate much higher satisfaction levels with the performance of matters at the brigade level, and view the organisational support or management in the areas of consultation and training as much less satisfactory, often indicating an active level of dissatisfaction.



DEMOGRAPHICS

The cohort of respondents to the survey are reflective of the cohorts of volunteers across the sector, with female respondents generally making up less than 20% of the total cohort of respondents when split by gender.

Survey respondents came from a broad age group with those between 40 and 54 being the largest cohort in most of the agencies' responses. The low number of volunteer respondents in the cohort indicating they are under 25 years of age is also representative of the total volunteer cohort. For the survey, between 3 and 9% of total respondents were in this age demographic.

There was a reasonable split across the different length of service groups, with an average of 30% having less than 5 years service and 27% having more than 25 years service.

Respondents were split evenly between those who identified as brigade members and those who hold leadership roles within their brigades. A small percentage, usually less than 15%, identified as having a leadership position at a level broader than their brigade.

The distinguishing of different demographic types allows agencies to understand whether different groups of their membership view the importance and/or performance on welfare and efficiency matters differently.

THE SURVEY

In April 2016, the Council of Australian Volunteer Fire Associations (CAVFA) endorsed a proposal to expand the Volunteer Fire Brigade Victoria's (VFBV) Volunteer Welfare and Efficiency Survey of Country Fire Authority (CFA) volunteers, to all fire service volunteers across Australia. This survey is based on the original Welfare and Efficiency survey established in 2012 by VFBV, using funding contributed by the members of CAVFA.

The survey is already a reputable tool which provides evidence based, quantitative and qualitative information on matters of importance to volunteers with the CFA. Expansion of the survey across Australia has provided a valuable opportunity to harness direct feedback from volunteers and gain an understanding of what issues are shared amongst fire service volunteers right around the country and work on matters of significance on behalf of the entire fire services volunteering population.

The survey allows for a greater degree of anonymity and transparency as it is conducted by the volunteer associations which represent the volunteers. Volunteer Associations work with their fire service to represent and support the needs of their volunteers.

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 questions – 33 statements for which the volunteer would provide a rating for both importance and performance from a 1-10 scale. Recognised industry research and performance technologists were contracted to develop the survey construct and data collection integrity controls.

The seven survey analysis themes developed were:

- Respect and Professionalism
- My Role as a Volunteer
- Cooperation
- Support
- Training
- Recruitment and Retention
- People Management - My Brigade

All States were represented, with only the ACT and NT not participating in this inaugural year.

Launched to fire service volunteers in July 2016, the survey attracted over 6,100 fire service volunteers, who took the opportunity to participate. The survey tracks trends in volunteers' opinions on matters affecting their welfare and efficiency, and is an important feedback and performance monitoring tool.

Expansion of the survey across the country allows for comparison and identification of issues that are common amongst fire service volunteers.

This report presents nationwide trends and data. The intent of this report is to capture and present common trends, and uniquely enable the discussion and analysis of data and insights for volunteers with fire services across Australia. It is anticipated that survey results will assist to identify sector or nationwide issues directly from volunteers, identify areas of strength, where weakness may exist and provide decision makers with both data and insights for their agency volunteers, and at a sector or system level. More comprehensive results for each fire service are provided to the volunteer association to review and discuss directly with their Fire Service.

These national survey results provide CAVFA the ability to discuss, influence and advocate on behalf of volunteers with a united voice. The report identifies and provides information on common volunteer themes and trends around satisfaction rates and reasons for volunteering amongst the nations fire service volunteers and also provides information such as detail on the demographics of who took part.

It is envisaged that the survey results will provide the emergency management sector, governments and fire services with a direct volunteer perspective. In addition, it will help identify common themes across the country to facilitate the 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 fire services should focus their investment, validated by evidence and not assumptions.

In July 2016, the survey attracted over 6,100 fire service volunteers, who took the opportunity to participate

SURVEY DESIGN

The Volunteer Welfare and Efficiency survey conducted for all fire service volunteers is managed and delivered by VFBV, using Survey Monkey as the survey platform.

The survey contained 33 statements relating to matters important for the welfare and efficiency of emergency management volunteers. For analysis, the 33 statements were grouped into these themes:

- Respect and Professionalism
- My Role as a Volunteer
- Cooperation
- Support
- Training
- Recruitment and Retention
- People Management - My Brigade

It is important to understand two aspects of the opinions of volunteers on matters that they believe affect their welfare and efficiency, so the survey was designed with this in mind, and asked volunteers to score each statement from two perspectives:

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 indicate 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 are lower than those for Importance, it is indicative that the expectations of volunteers have not been met. To understand how close or far the expectations of volunteers are to being met, the difference between the **Importance** and **Performance** is identified, and becomes known as the **Gap**. A small gap indicates a greater level of volunteer satisfaction. If a gap is large, it identifies that the expectations of the volunteer are not being met.

The following chart 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 '2').

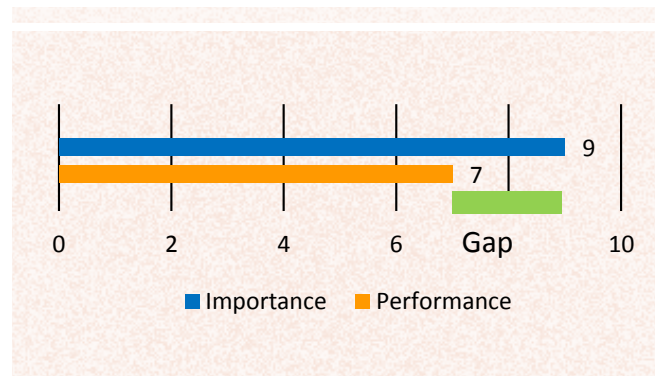


Figure above demonstrates the **gap** reported in the survey results.

**"This is a great initiative.
Well done."**

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

- Overall how satisfied are you with your role as a fire services volunteer?
- Overall how satisfied are you with the way volunteers are treated by your fire service?
- 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 | indicates | indicates |
| satisfied | unsure | dissatisfied |

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.

SURVEY PARTICIPATION AND RELIABILITY

The survey was promoted to fire services volunteers by their volunteer associations. The survey ran from mid July to late August. At the close of the surveys, 6,136 fire services volunteers had taken part.

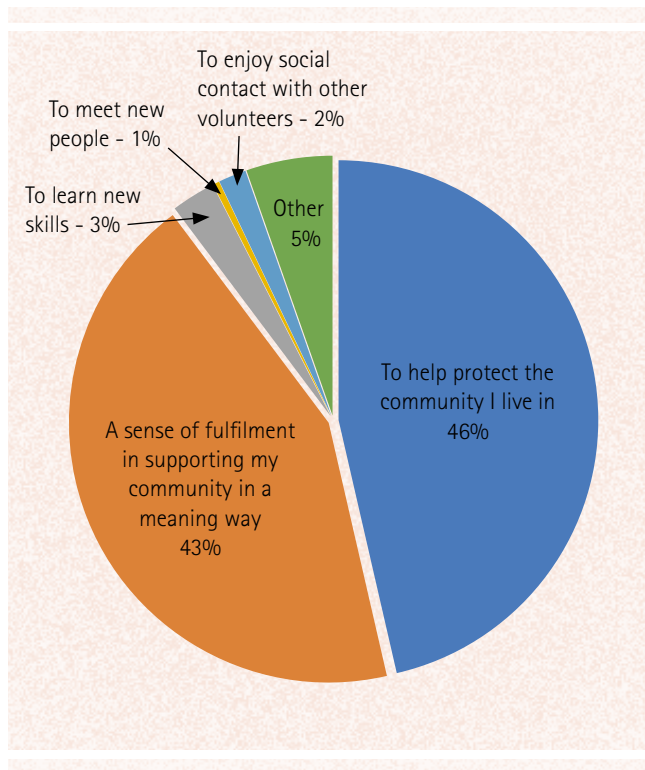
Of the survey respondents, the percentage and participation for each fire service varied.

For the purpose of this report, in order to provide the collective national viewpoint, all responses contribute to the results presented, even where there are low numbers from a participating fire service – with the overall results for each fire service contributing to the national average. It is considered important that the views of all volunteers who participated are taken into consideration, even where the potential variation of those views to the wider volunteer cohort for an agency was less robust as others.

Even though some response numbers are comparatively quite low, the trend of what is done well and where improvements could be made, are similar across the country.

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

RESULTS



REASONS FOR VOLUNTEERING

89% of Australian fire service volunteers are motivated to volunteer:

- **TO HELP PROTECT THEIR COMMUNITY**
- **FOR A SENSE OF FULFILMENT**

This result aligns with a report² published in 2015 by Volunteering Australia that provided information on 'Why People Volunteer'.

- 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%

NB: respondents could choose more than one reason for this survey.

Allowing fire service volunteers only one option as their main reason for being a fire services volunteer, they overwhelmingly indicated that the main reason they volunteer was either to help protect their community or for a sense of fulfilment.

89% of Australian fire service volunteers are motivated to volunteer:

- **To help protect their community**
- **For a sense of fulfilment**

SATISFACTION WITH VOLUNTEERING

Averaged over the total results, 86% of volunteers indicated they are satisfied with their volunteering role.

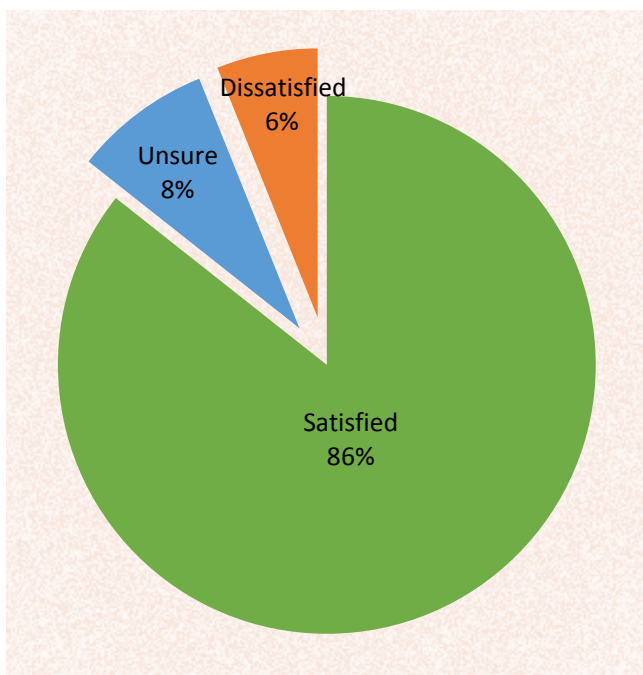
A 2011 National Survey of Volunteering Issues conducted by Volunteering Australia³ identified that *"9 in 10 volunteers were satisfied or very satisfied with their experience." "7.6% were unsatisfied or very unsatisfied."*

A comparison with the results of this survey indicates that volunteers with the majority of fire services experience similar or slightly lower satisfaction than the wider general volunteering population, but most have a similar level of dissatisfaction, with reported levels 8% or below.

Most individual fire service results fell between 84% and 90% indicating they are satisfied with their volunteering role.

Q34.

Overall how satisfied are you with your volunteer role?



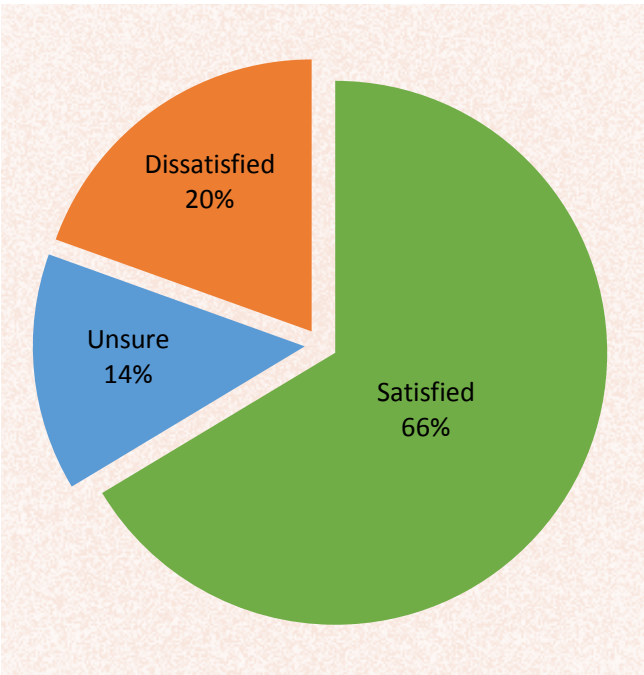
The Volunteer Welfare and Efficiency Survey asked a number of specific questions about satisfaction with volunteering. All responses were on a 1-10 scale, with 1-4 indicating dissatisfaction, 5-6 being unsure and 7-10 indicating satisfaction.

In the survey respondents were given the following indications on the 10 points scale:

1 = not at all; 5 = unsure; and, 10 = very.

RESULTS continued

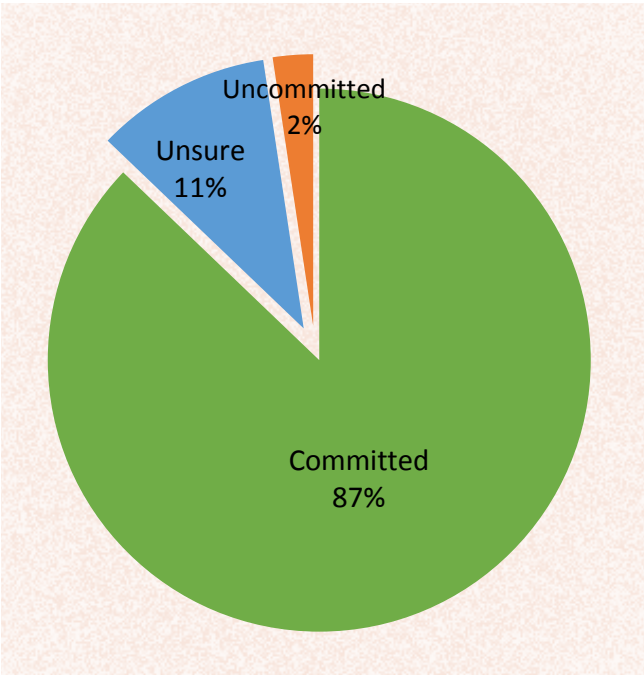
Q 35.
Overall how satisfied are you with the way volunteers are treated by your agency?



In the survey respondents were given the following indications on the 10 points scale:
1 = not at all; 5 = unsure; and, 10 = very.
Most agencies results fell between 63% and 73% satisfied.

Volunteers scored much lower satisfaction with the way they are treated by their agency than overall satisfaction in their volunteering role.

Q 36.
I intend to continue in my volunteering role.

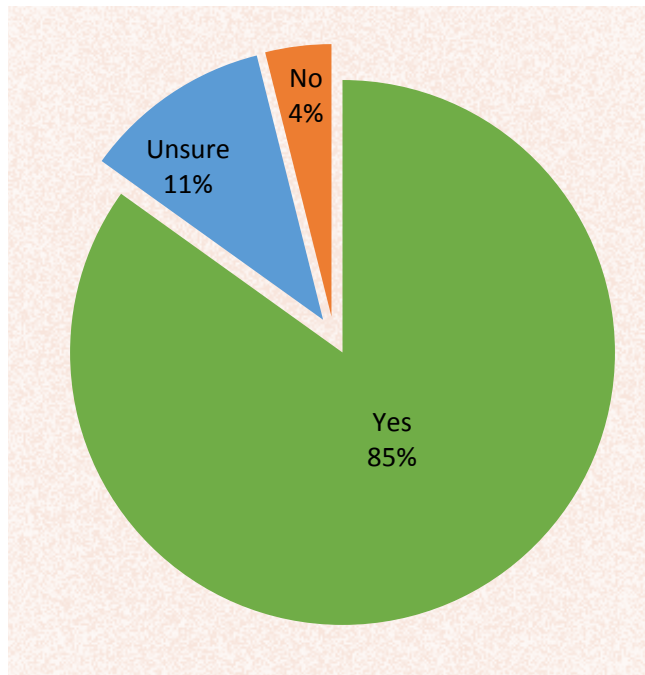


In the survey respondents were given the following indications on the 10 points scale:
1 = definitely not; 5 = unsure; and, 10 = definitely.

Commitment to continue volunteering aligns closely with the results for overall satisfaction with volunteer role.

Q 37.

I would recommend being a fire services volunteer to people I know.



In the survey respondents were given the following indications on the 10 points scale:

1 = not at all; 5 = unsure; and, 10 = definitely.

Results indicate that volunteers, on the whole, are willing to recommend being a volunteer with their fire service to others.

Word of mouth is a strong recruitment factor in volunteers⁴, indicating the importance of this statement.

COMMON SECTOR WIDE VIEWS

Each fire agency across Australia has a slightly different structure, and therefore the relationship between volunteers and paid firefighters and volunteers and corporate staff will be subject to differing views. This will then reflect on how volunteers feel in relation to the importance and performance of the different areas surveyed. However, despite these different structures, the results showed a similar trend across the fire services.

Importance

Whilst nearly all statements in individual fire service results rated over 8 out of 10 as important, the following statements received scores of 9 or higher:

- I feel the time I devote to [agency] is productive and worthwhile.
- Workplace bullying is not tolerated in brigades of which I have been a member.
- [Agency] works actively to discourage workplace bullying.
- People from all cultural backgrounds, different religious, political and personal beliefs are all made welcome at my brigade.
- There are no barriers to the roles women can occupy in my brigade.
- New volunteers are actively supported to allow them to turn out to incidents within a reasonable time of joining the brigade.
- The environment at my brigade 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.
- Volunteers are effectively consulted and involved in decision making at my brigade level.
- Volunteer leaders in my brigade are effectively supported and empowered to manage my brigade and undertake their roles.

These statements ranked in the top 3 most important statements for at least 6 of the 8 fire services, and achieved the highest overall performance ratings.

- The environment across the wider [agency] is volunteer-friendly and welcoming to new members.
- There are no barriers to the roles women can occupy in my brigade.
- Workplace bullying is not tolerated in brigades of which I have been a member.

Meeting Expectations

When the resulting **Gap** for a statement is small, it is evidence of the volunteer's expectations either being met, or close to being met. Consistently, results across the sector showed that the **Gap** is smallest in relation to those statements which were rated with high importance, such as those indicated on the previous page.

Statements with the smallest **Gap**, represented consistently across the sector are shown on the right.

All except one of these statements appear in the themes for **Recruitment and Retention** and **People Management – My Brigade**. These two themes relate to activities at a brigade level as opposed to a regional or state level.

This reinforces that volunteers are more satisfied with their volunteering role in relation to their brigade, than with their fire service.

- I feel the time I devote to [agency] is productive and worthwhile.
- Workplace bullying is not tolerated in brigades of which I have been a member.
- People from all cultural backgrounds, different religious, political and personal beliefs are all made welcome at my brigade.
- There are no barriers to the roles women can occupy in my brigade.
- New volunteers are actively supported to allow them to turn out to incidents within a reasonable time of joining the brigade.
- The environment at my brigade is volunteer-friendly, welcoming to new members and creates good morale.
- Volunteers are effectively consulted and involved in decision making at my brigade level.
- New volunteers in non response roles are actively supported to allow them to contribute in my brigade within a reasonable time of joining.

By contrast, shown here are statements with the largest **Gaps** across the sector.

All these statements relate to activities which are the responsibility of a state or corporate office, and indicate that volunteers view the level of support in the areas of training and consultation are a significant contributor to any dissatisfaction they experience.

- [Agency] provides good leadership training for volunteers in people management, brigade management, conflict resolution and mentoring.
- [Agency] provides enough training opportunities in formats, at times and at locations that make it easy for me to participate.
- Volunteers are effectively consulted and involved in decision making at my local District/Regional level.
- Volunteers are effectively consulted and involved in decision making at [agency] Corporate level.
- [Agency] paid personnel in my local brigade/district area are committed to supporting and empowering volunteers.

Themes and/or statements not identified in this section had results which may not have been consistent across the sector and therefore not as relevant to this report. Alternatively, whilst still important, they may have ranked in the middle of the table when reviewed by importance, performance and gap.

Results for each statement are grouped together by theme, to give a view on the overall areas where volunteers feel more satisfied with their volunteering role, and those where they are most dissatisfied.

Despite slightly different actual ratings, the ranking of the worst performing area to the best, was consistent across the country.

When analysed by **Gap** the table shows the theme where expectations are furthest from being met, to the themes closest to being met.

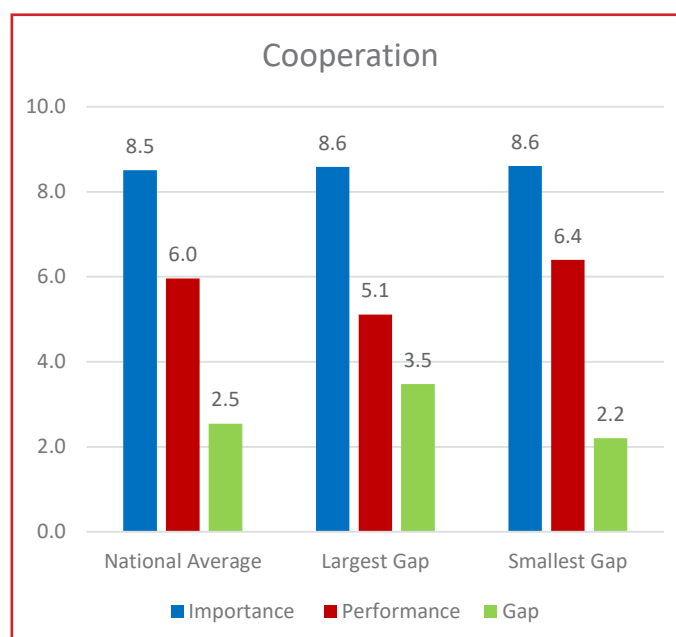
| Theme | Average Gap | Range - Smallest Gap to Largest |
|--------------------------------|-------------|---------------------------------|
| Cooperation | 2.5 | 2.2 - 3.5 |
| Training | 2.3 | 1.6 - 3.2 |
| Respect and Professionalism | 2.1 | 1.7 - 3.3 |
| Support | 1.9 | 1.4 - 2.6 |
| My Role as a Volunteer | 1.7 | 1.4 - 2.3 |
| Recruitment and Retention | 1.3 | 0.9 - 1.6 |
| People Management - My Brigade | 1.3 | 0.9 - 1.5 |

THEME RESULTS

COOPERATION ACROSS [AGENCY]

The following statements were asked to reach the result for the theme "Cooperation across [agency]":

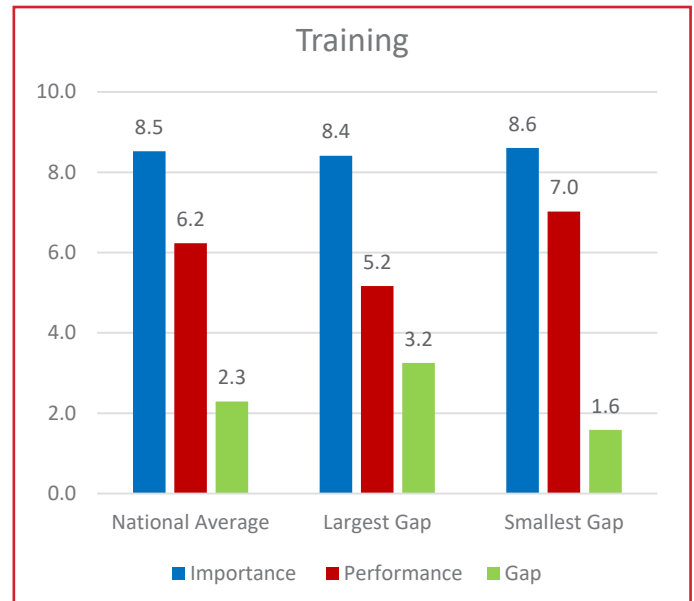
- Volunteers and paid staff work cooperatively at all levels to achieve shared goals and serve the community.
- [Agency's] workforce arrangements allow the paid staff and volunteers to work cooperatively as an integrated team.
- Volunteers are effectively consulted and involved in decision making at Regional level.
- Volunteers are effectively consulted and involved in decision making at [agency] Corporate level.



TRAINING BY [AGENCY]

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

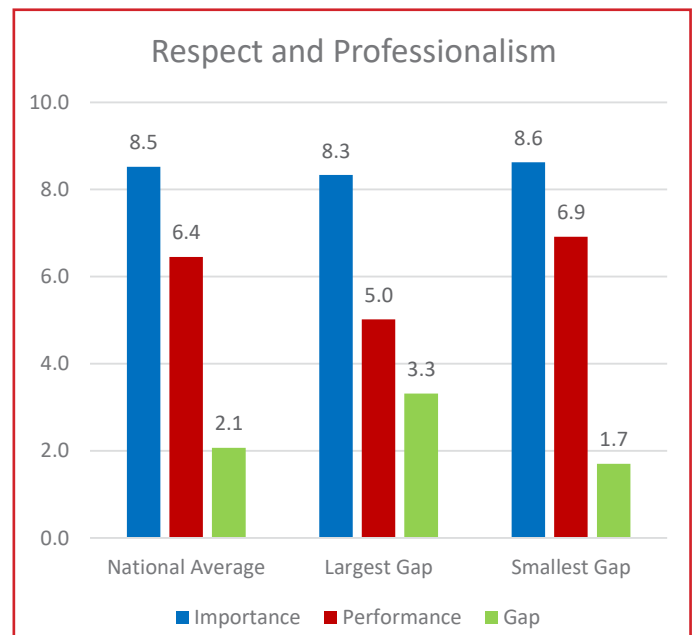
- [Agency] provides good leadership training for volunteers in people management brigade management, conflict resolution and mentoring.
- Most training is available and provided within a reasonable distance from my brigade.
- [Agency] provides enough training opportunities in formats, at times and at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



RESPECT AND PROFESSIONALISM

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

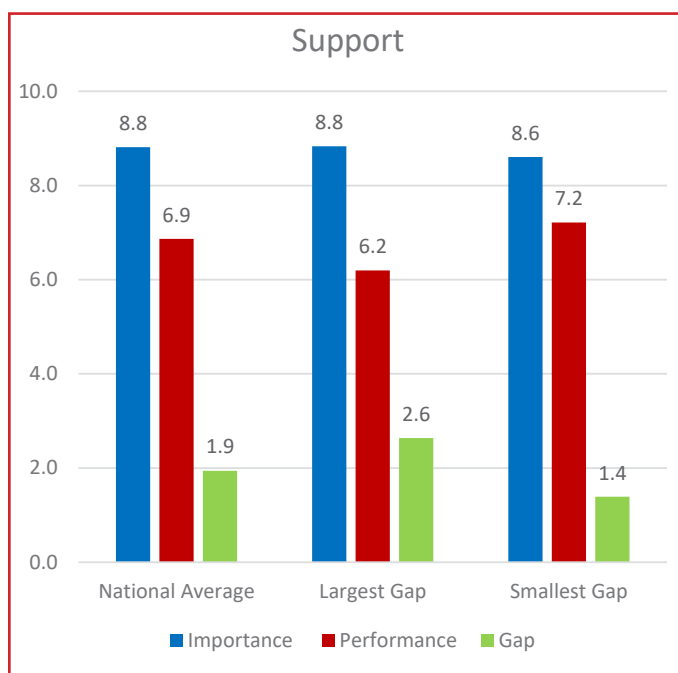
- I respect and appreciate the effort made by [agency] to support me as a volunteer.
- The respect and value of the contribution of volunteers is evident in [agency's] actions and culture.
- In general, [agency] staff accept and recognise the professionalism of volunteers.
- [Agency] consistently and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



SUPPORT FROM [AGENCY]

The following statements were asked to reach the result for the theme "Support from [agency]":

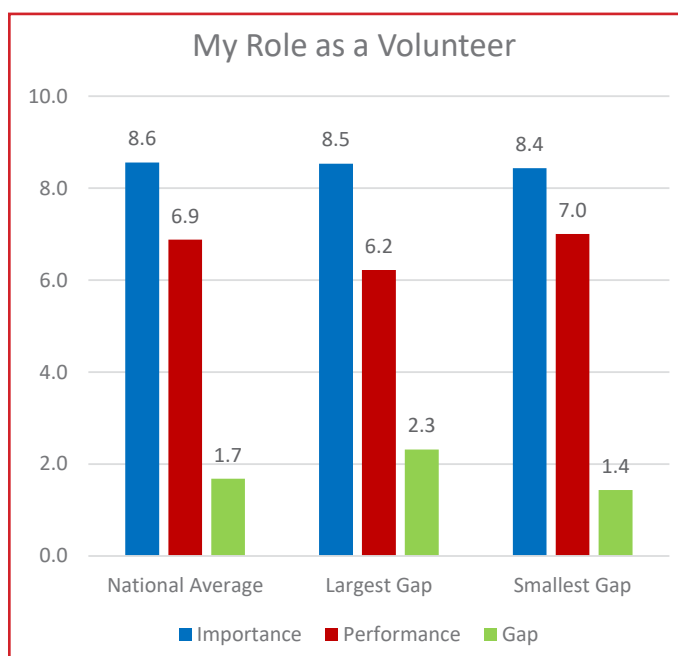
- [Agency's] corporate policies and leadership supports an effective volunteer based and fully integrated organisation.
- [Agency] works actively to discourage bullying.
- My employer is effectively recognised and supported to release me to undertake my volunteer commitments.
- [Agency's] paid personnel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



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 [agency] is productive and worthwhile.
- [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.
- 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.
- [Agency] recognises and utilises the skills and experience that I bring to [agency].
- [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.



RECRUITMENT AND RETENTION

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

- My brigade is successful in 'recruiting' younger people as volunteers.
- My brigade 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 brigade.
- There are no barriers to the roles women can occupy in my brigade.
- New volunteers are actively supported to allow them to turn out to incidents within a reasonable time of joining my brigade.
- The environment across the wider agency is volunteer-friendly and welcoming to new members.

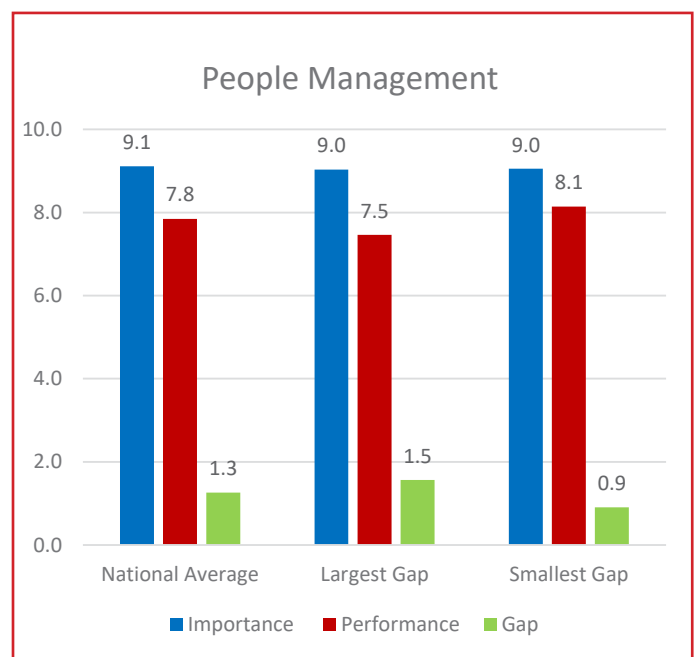


- New volunteers in non response roles are actively supported to allow them to contribute in my brigade within a reasonable time of joining.

PEOPLE MANAGEMENT – MY BRIGADE

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

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

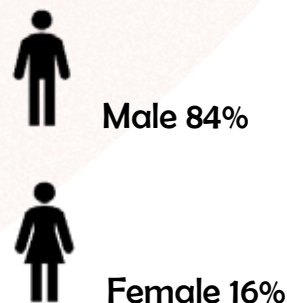


DEMOGRAPHICS

All surveys requested participants provide demographic (non-identifying) information to enable analysis by different cohorts and identify if there were differing views amongst them.

GENDER

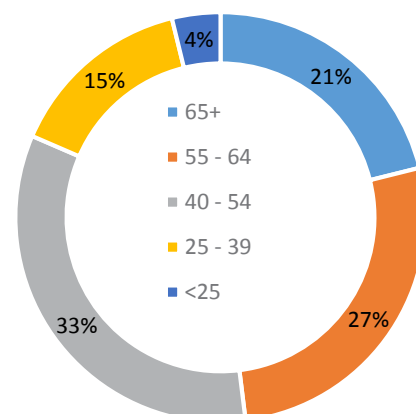
Analysis of results by gender identify that overall, females rate their expectations closer to being met, usually rating both importance and performance higher than their male counterparts. In many fire services, however this trend did not continue for the themes of **Recruitment and Retention** and **People Management**. This could indicate that females are actually less satisfied with welfare and efficiency matters at their brigade level. Any difference in ratings was not significant, but are cause for additional review at a state fire service level.



AGE (YEARS)

A review of respondents by age group showed varying percentages of respondents by age. Most age groups, apart from the youngest cohort - those under 25 years of age - are reasonably well represented across the total number.

Although not large in representation, consistent across the sector was that those under 25 years of age and those over 65 are the most satisfied.

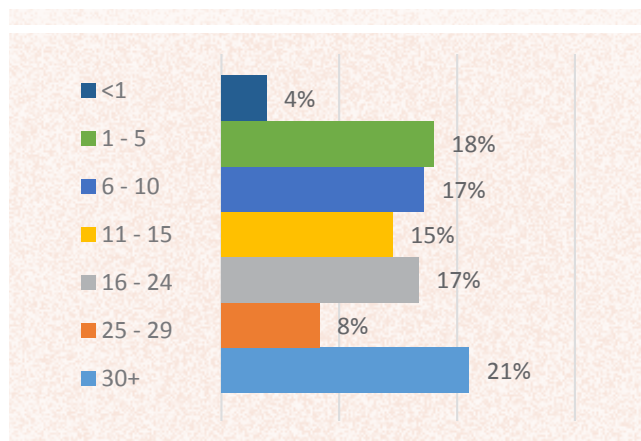


National Average: Respondents by Age

LENGTH OF SERVICE (YEARS)

The length of service of respondents varied amongst participating fire services, but overall shows a strong representation of volunteers across the differing service history cohorts.

Common to all results was that the scoring of performance drops markedly after one year of service, and then often again after 5 years of service. This again is a result which is worth further review at a state fire service level.

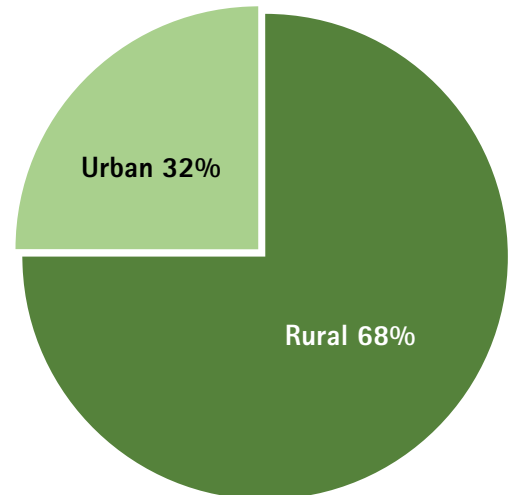


National Average: Respondents by Length of Service

BRIGADE TYPE

More respondents to the survey identified themselves as being in a Rural Brigade, than a brigade that is in an urbanised environment. Analysis of results indicate that overall members of rural brigades are more satisfied than those in urban brigades.

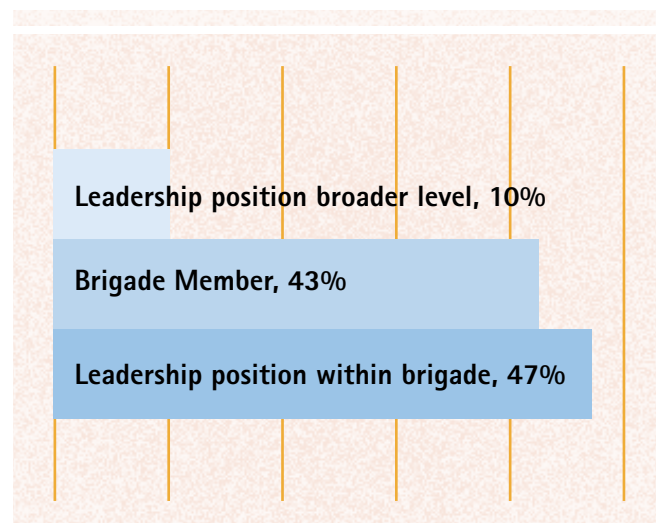
note: some agencies had further brigade types which were unique and therefore not included in this data



National Average: Respondents by Brigade Type

MEMBERSHIP TYPE

Results varied amongst the different agencies, making it difficult to present a national view. It was reasonably common, however, for those in the broader leadership roles, that is, holding a leadership role broader than within their brigade, often presented with the lowest levels of satisfaction, particularly in relation to the themes which dealt with corporate support/involvement.



National Average: Respondents by Membership Type

CONCLUSION

Volunteer Associations representing fire service volunteers across Australia are proud of the engagement of volunteers in the first ever nationwide survey on the matters affecting their welfare and efficiency.

Results of the survey allow the Council of Australian Volunteer Fire Associations to advocate on behalf of fire service volunteers to inform the broader national agenda in meeting the needs of volunteers and ensuring that the valuable contribution of volunteers within the sector is recognised and supported to make certain it continues.

Survey results assist in understanding where the satisfaction of volunteers is at its highest, and provides valuable insight into where effort needs to be made to improve the gap between volunteer expectations and what is being delivered.

It should be applauded that volunteers across the sector recognise the importance of accepting diversity within their brigades and ensuring there are no barriers to women. Initiatives which continue to reinforce these attitudes must continue. Empowerment of volunteers at a brigade level is also critical as it is identified as this is where volunteers view that matters affecting the welfare and efficiency are most important.

Consultation with volunteers at a corporate level, to ensure that they have the ability to discuss and influence matters which affect them, is viewed across the whole country as something which requires significant improvement. Although a volunteer charter exists in many fire services, it is clear from the survey results that a stronger focus on volunteer consultation is needed.

Training is another area where volunteer satisfaction is at its lowest. Recognition of the diverse geographical locations of fire service volunteers, and the requirement for flexible, accessible training at times that are convenient to volunteers is a matter that requires immediate and significant focus.

It is apparent that fire service volunteers gain a lot of satisfaction from their role, however, competition for volunteers is high, and the sense of purpose gained by volunteering is not unique to the emergency services sector. Meeting expectations is critical to the ongoing support and engagement of volunteers who perform such a critical role in keeping Australian communities safe and contributing to community resilience.

The best way to understand how to meet their expectations – is to ask them, and that is what this survey has done, and should continue to do.



**"I enjoy being a member
of a well supported and
dedicated volunteer
service which is well
respected by the
community"**

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