

MEMBERS OF THE COUNCIL OF AUSTRALIAN VOLUNTEER FIRE ASSOCIATIONS (CAVFA)

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5,939 SURVEY PARTICIPANTS



The Council of Australian Volunteer Fire Associations' representatives would like to thank their member associations and the 5,939 fire service volunteers who participated in the third national Volunteer Welfare and Efficiency Survey.

CAVFA would like to thank Volunteer Fire Brigades Victoria for undertaking the project of delivering the survey and analysis of results to volunteer fire associations across Australia.

EXECUTIVE SUMMARY

In any volunteer-based organisation, it is vital that the culture, policies and organisational arrangements are well-tuned to encourage, maintain and strengthen volunteer participation and effectiveness

The 2018 Volunteer Welfare and Efficiency Survey attracted responses from 5,939 fire service volunteers from across Australia. It gives leaders and decision-makers clear feedback, direct from volunteers, about how those settings and arrangements are impacting their welfare and efficiency. This should help focus discussions about priorities and actions needed to address volunteer concerns.

This is the third national survey for fire service volunteers to determine how well their welfare and efficiency requirements are being met. The original Volunteer Welfare and Efficiency Survey was established in 2012 by Volunteer Fire Brigades Victoria (VFBV) and was Victorian based

VFBV agreed to conduct a national survey on behalf of CAVFA in 2016, which was well received by volunteer associations as an excellent tool for helping focus and prioritise discussions with fire agencies on what volunteers think is important, and how those agencies are performing against volunteer expectations.

The survey tool and system were designed and developed by volunteers for volunteers and identified key themes that affect volunteer welfare and efficiency. These themes form the basis for this report.

The survey is one of the biggest volunteer-based emergency services welfare and efficiency surveys in Australia. As such it plays an important role to give a voice to volunteer views.

The 2018 results show that all participating fire services volunteers shared common areas of dissatisfaction, although the degree of dissatisfaction varied by organisation. Another common trait was that the trends in all states were fairly consistent, indicating that all participating agencies must do more to address volunteer concerns.

Consistently, volunteer expectations are closest to being met at their local brigade level. The areas of the survey that focus on recruitment and retention and people management at a brigade level have the smallest gaps between volunteer expectations and performance. Survey results are clear in showing that volunteers feel that their brigades are volunteer-friendly and welcoming to new volunteers. The results also indicate that volunteers feel it is very important to support equity and diversity within their brigade, and they think this is what is happening.

Supporting the positive culture, the survey results show that bullying is unlikely to be tolerated within brigades.

Volunteer expectations are furthest from being met in the area of consultation and being involved in decision-making at a corporate and regional level. Performance across all participating agencies has not improved significantly since the last survey. This should be considered a priority focus area, as it is evident that volunteers continue to be dissatisfied with performance in this area.

Training is the second key area with a large gap, where the results clearly show a lack of genuine improvement and a need for agencies to priorities their efforts if they wish to keep the volunteers they rely on satisfied and engaged. It is evident that fire service volunteers would like to see more opportunities for training in the areas of people management, brigade management, conflict resolution and mentoring.

VOLUNTEER SATISFACTION

- 80% of respondents indicated they are satisfied with their volunteer role
- 85% of respondents indicated they intend to continue in their volunteer role
- 81% would recommend being a fire service volunteer to others

By contrast, the average across the sector for volunteers being satisfied with how they are treated by their agency was at a low 65%.

METHODOLOGY

The Volunteer Welfare and Efficiency Survey is an initiative of Volunteer Fire Brigades Victoria (VFBV), the volunteer association formally established in the CFA Act to represent CFA volunteers in Victoria. The initial survey tool was developed and designed by volunteers, for volunteers, and launched in Victoria in 2012.

In 2016, the Council of Australian Volunteer Fire Associations (CAVFA) endorsed an expansion of VFBV's Volunteer Welfare and Efficiency Survey and fire service volunteers across Australia were given the opportunity to participate. The survey is offered to volunteers through their respective state level volunteer association. The associations then work independently and collectively in providing the results to key stakeholders within and beyond each fire service, and more broadly across each State, Territory or at a national level.

The survey provides evidence-based, quantitative and qualitative data on matters of importance to volunteers. Expansion of the survey across Australia provides a valuable opportunity to volunteer representatives and volunteer organisations to harness direct feedback from volunteers on the issues shared among fire service volunteers right around the country. It can help focus work on matters of significance on behalf of the entire fire services volunteering population.

The survey was designed with expert, independent organisational and people performance consultants, informed by broad consultation with volunteers on what issues were most important to them. Following this a series of statements were developed that were identified as being most critical to volunteer welfare and efficiency. These statements form the core of the survey and were grouped into seven key themes, within which are several questions. There are also specific statements relating to volunteer's overall satisfaction levels and future intentions.

Participants are also invited to provide additional comments as feedback, and these form a valuable insight into the quantitative results, the formation of observations and possible improvement ideas.

The national survey results provide CAVFA with the ability to discuss, influence and advocate about the views of fire service volunteers across the states. The results provide the emergency management sector, governments and fire services with a direct volunteer perspective. Identifying common themes across the county will facilitate the sharing of good practice, new learnings and initiatives which improve volunteer satisfaction.

SEVEN KEY THEMES

Respect & Professionalism

2

My Role as a Volunteer

3

Cooperation across [Agency]

Support from

[Agency]

Training by [Agency]

Recruitment & Retention

People Management – My Brigade

SURVEY PROMOTION AND ACCESSIBILITY

The Volunteer Welfare and Efficiency Survey for fire service volunteers was open to participants during September and October 2018. The methods used to communicate, distribute, promote and engage volunteers to participate in the survey was determined by each volunteer association.

Methods used to engage volunteers included email distribution lists (where available) that allowed the survey to be sent directly to volunteers where they could complete the survey via a securely encrypted electronic record system; newsletters, social media and other communication distribution channels. Communications usually included access to a link that allowed the survey to be completed via the securely encrypted electronic record system.

Processes were employed to block or limit the opportunity for an individual to complete the survey multiple times and measures were taken to de-duplicate respondents and verify respondent's eligibility as a fire service volunteer. An external, independent review¹ of survey controls confirmed that survey response controls were adequate and there is high reliability in the reported results. Any additional measures to further control survey respondent identification would be "detrimental to the stated goals of inclusion and providing an independent voice to the volunteers".¹

DATA RELIABILITY

The large number of respondents provide a measure of confidence that the results are likely to be near that of the overall population. At a State level, the percentage and participation for each fire service varied

For the purpose of this report, the total results for each fire service contributed to the average – a method used to avoid the fire services with a higher response level having a greater influence in the overall results. The results indicate similar views, regardless of which fire service a volunteer is a member with, indicating a high level of reliability in the outcome of the survey.

SURVEY REPRESENTATION

Respondents could be anonymous or potentially identifiable, meaning respondents who left contact details, enabling their volunteer status to be verified. The purpose of allowing identification was to allow for the ability to verify results as being that of the appropriate volunteer population.

Methods used to verify results include ensuring the demographics of the respondents align overall with the demographics of the relevant fire service and/or comparing the results from anonymous respondents with those who could be verified and determining if there were any anomalies in the data, which could suggest intention to manipulate the survey results.

It is considered that any 'falsified' records would be in the minority and there is no suggestion of bias in any of the surveys.

PARTICIPANTS

This report summarises the feedback from 5,939 fire service volunteers from across Australia. All States except South Australia were represented. The ACT and NT have not participated in any year to date.

Volunteers participated from the following fire service agencies:

- Country Fire Authority Victoria
- Rural Fire Service New South Wales
- Rural Fire Service Queensland
- Tasmania Fire Service volunteer brigades
- Volunteer Fire and Rescue Service Western Australia

In 2018, VFBV engaged independent data analyst specialists, Symbolix, to undertake an audit of the survey instrument, access controls, representation and integrity of the findings

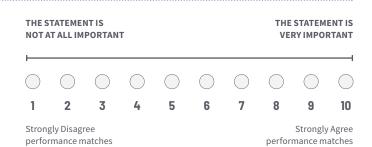
THE VOLUNTEER WELFARE AND EFFICIENCY LEVEL (VolWEL)

the statement

SURVEY SCORING

The survey instrument (Survey Monkey) uses a Likert scale (a scale used to represent people's attitudes to a topic) to measure the Importance that a particular factor represents for the respondent and then also for the respondent's view of the Performance of that particular factor.

A score of 10 indicates that the factor has high Importance or Performance for the respondent. A score of 1 indicates low Importance or Performance for that topic.



the statement

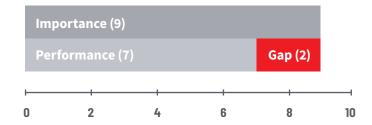
DETERMINING THE GAP AND VOIWEL OUTCOME

The gap between how closely Performance meets the expectation of Importance, is referred to as the Volunteer Welfare and Efficiency Level (VolWEL) outcome.

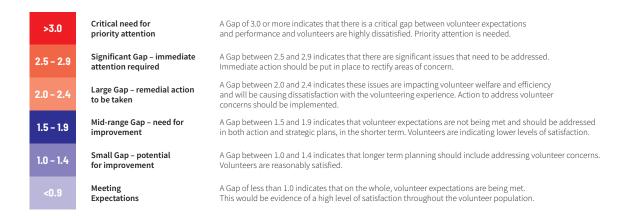
The VolWEL outcome is a way to simply illustrate where things are working well or what needs attention.

A high VolWEL outcome is a sign that things are not working well and by what degree volunteer expectations are not being met.

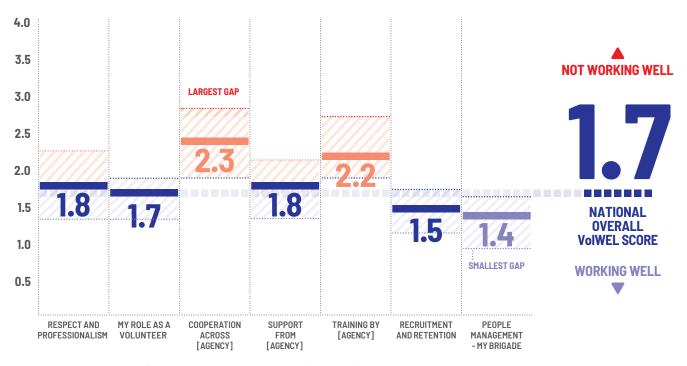
A low VolWEL outcome is a sign that things are working well and indicates that volunteer expectations are closer to being met.



VOLUNTEER WELFARE AND EFFICIENCY LEVEL - DESCRIPTORS



Volwel Outcome – Australian volunteer Fire Services



 $\label{thm:continuous} \mbox{Note: Range depicted on illustration is indicative of the results for each individual agency.}$

The overall VolWEL outcome is the best indication of how well volunteer expectations are being met. Translated as the VolWEL, the outcome shows clearly where agencies are meeting the expectations of volunteers and where there are areas that should be prioritised to address volunteer concerns.

The National Fire Service overall VolWEL score of 1.7 represents a need to address volunteer concerns through both action and strategic plans. There may be poorer or better VolWEL outcomes within each agency beyond the overall National Fire Service VolWEL outcome.

All agencies have the best results for Recruitment and Retention and People Management at a Brigade Level and worse results for Training and agency level Cooperation.

KEY OBSERVATIONS

PARTICIPATION

 5,939 fire service volunteers participated in the 2018 survey, compared to 6,136 respondents in 2016 and 6,474 respondents in 2017.

OVERALL RESULTS

- The results showed consistency in the ranking of where volunteer expectations are, or are not, being met.
- However the size of the gap between importance and performance varied among states.
- Results are largely consistent with the outcome of the 2016 and 2017 Volunteer Welfare and Efficiency Surveys. The areas with the largest gaps therefore remain as the key areas for attention if agencies are to meet the expectations of their volunteers.
- Volunteers are least satisfied in areas which are the responsibility of the corporate level of their agency.
- Volunteers are most satisfied with performance where the responsibility lies with the local brigade.

The VolWEL outcome has improved for the following theme:

• Cooperation Across [Agency]

The VolWEL outcome remains the same for the following themes:

- · Respect and Professionalism
- · Support from [Agency]
- Training by [Agency]

The VolWEL outcome has worsened for the following themes:

- My Role as a Volunteer
- Recruitment and Retention
- People Management My Brigade

WHAT IS MOST IMPORTANT TO FIRE SERVICE VOLUNTEERS?

Consistently, the statements in the survey are ranked as being at least 8 out of 10 when asked how important the matter is to volunteer welfare and efficiency.

As well as being the area where volunteer expectations are closest to being met, it is evident that what happens at brigade level has the most impact on volunteer satisfaction and matters of welfare and efficiency. Statements in the themes that relate to predominantly brigade level activity and authority often rated at 9 or above out of 10 as to how important they are.

The areas that are most important to volunteer welfare and efficiency are identified as:

- No tolerance for bullying including the fire service actively working to discourage bullying behaviour.
- No barriers to the roles women can occupy.
- The environment at brigades needs to be volunteer-friendly, welcoming to new members and have good morale.
- People from all cultural backgrounds, religious, political and personal beliefs are all made welcome.
- Volunteer leaders need to be effectively supported and empowered to manage their brigade and undertake their roles.
- The environment across the wider fire service should be volunteer-friendly and welcoming to new members.

WHICH EXPECTATIONS ARE CLOSEST TO BEING MET?

- ▶ Each of the statements where fire service volunteer's expectations are closest to being met come from the People Management –
 My Brigade and Recruitment and Retention themes.
 - These two themes have the best VolWEL outcomes. Overall, the results indicate that fire service volunteer expectations are closest to being met at their brigade level. Specifically, the best results came from the following statements:
- There are no barriers to the roles women can occupy in my brigade.
- People from all cultural backgrounds, different religious, political and personal beliefs are made welcome at my brigade.
- ▶ I feel the time I devote to [agency] is productive and worthwhile.
- 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 brigade level.
- New volunteers are actively supported to allow them to turn out to incidents within a reasonable time of joining the brigade.
- Workplace bullying is not tolerated in brigade of which I have been a member.
- New volunteers in non-response roles are actively supported to allow them to contribute in my brigade within a reasonable time of joining.



A VolWEL outcome of less than 1.5

WHERE DOES PRIORITY ACTION NEED TO BE TAKEN?

➤ Fire service volunteer expectations are furthest from being met in areas that are the responsibility of the corporate levels of their agency.

The four questions below come from the surveys **Cooperation Across [Agency]** and **Training by [Agency]** themes. The VolWEL outcome for both these themes is poor, as they showed the largest gaps between volunteer expectations and performance. Specifically, the poorest results came from the following statements:

- Volunteers are effectively consulted and involved in decision making at [Agency] corporate level.
- Volunteers are effectively consulted and involved in decision making at local District/Regional level.
- ► [Agency] provides enough training opportunities in formats, at times and at locations that make it easy for me to participate.
- [Agency] provides good leadership training for volunteers in people management, brigade management, conflict resolution and mentoring.

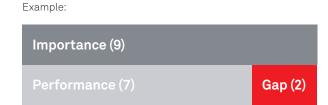


A VolWEL outcome of 2.2 or more

THEMES AND TRENDS

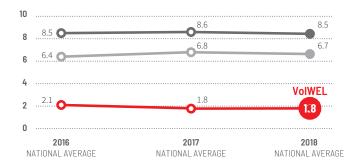
Below are the results for each of the survey themes show a comparison between the results for 2016, 2017 and 2018.

A smaller gap (better VolWEL outcome) indicates a positive result. A larger gap (poorer VolWEL outcome) is indicative of worse results when comparing the results between the three years.



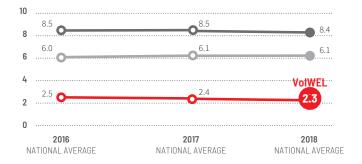
RESPECT AND PROFESSIONALISM

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



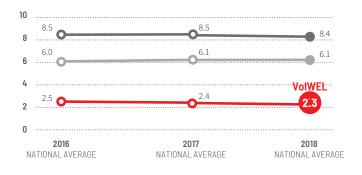
MY ROLE AS A VOLUNTEER

- **Q:** I feel the time I devote to [agency] is productive and worthwhile.
- **Q:** [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
- Q: Volunteers who no longer which to perform operational roles are supported to continue their volunteer service in other non-operational/operational support roles in a positive and supportive way.
- **Q:** [Agency] recognises and utilises the skills and experience that I bring to [agency].
- **Q:** [Agency] proactively provide opportunities for me to progress and develop my skills to more senior/diverse roles as part of an individual volunteer career pathway.



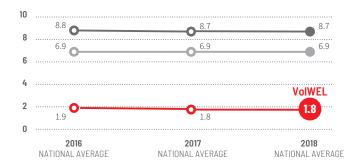
COOPERATION ACROSS [AGENCY]

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



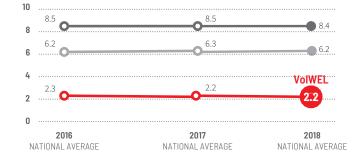
SUPPORT FROM [AGENCY]

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



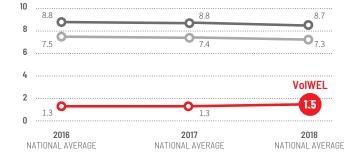
TRAINING BY [AGENCY]

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



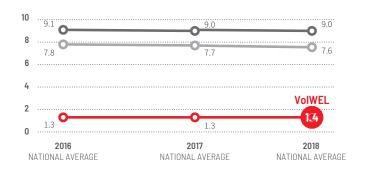
RECRUITMENT AND RETENTION

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

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



DEMOGRAPHICS

SURVEY PARTICIPANTS

Participants were asked to provide demographic information, such as their age bracket, gender and length of service with their agency, to enable agencies to identify if different cohorts held particular views.

If a cohort was large enough to ensure individual volunteers could not be identified, the results for each cohort has been provided to agencies. Commentary in this report relates to consistent views across all fire services.

GENDER

There were similar gender profiles for the respondents across the fire services. Gender category options in the survey included: female, male, transgender, prefer not to say and other. The reported demographics for gender are limited to female and male genders, as responses in the other categories was small enough that it could potentially identify the respondents.

AGE

Most age groups were well represented among the respondents, with the exception of younger volunteer cohorts. This could also be reflected in the survey results that indicate that the recruitment and retention of younger volunteers is an issue for some fire services, and an area that needs to improve.

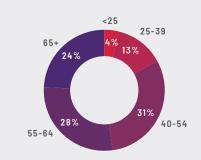
LENGTH OF SERVICE

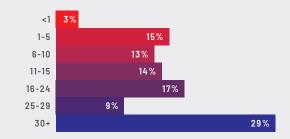
There was consistency across the fire services in relation to the length of service of respondents to the survey. It is common across all fire services that scoring for performance decreased as length of service increased. Especially evident after one year of service.

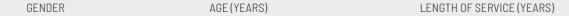
GENDER AGE (YEARS) LENGTH OF SERVICE (YEARS)

CFA - VICTORIA





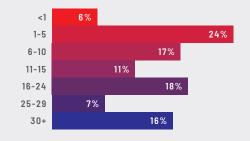




RFS - NEW SOUTH WALES

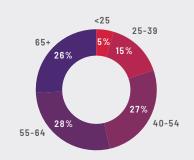






RFSQ - QUEENSLAND

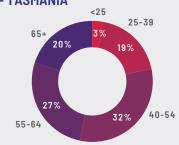


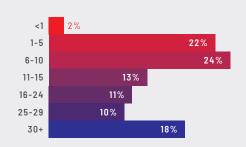




TFS - VOLUNTEER BRIGADES - TASMANIA

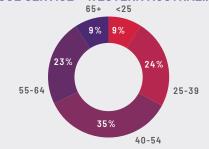


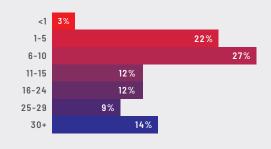




VOLUNTEER FIRE AND RESCUE SERVICE - WESTERN AUSTRALIA







SATISFACTION

OBSERVATIONS

- Volunteer satisfaction levels in their role, intention to continue in their role and recommending volunteering to others are all at 80% or above.
- Contrasted against satisfaction with their role, intent to continue and recommending volunteering to others, only 65% of volunteers are satisfied with the way they are treated by their agency. This result however has remained steady when compared to 2017. Factors that may influence this include the possibility that the most dissatisfied volunteers from previous surveys have either resigned or withdrawn from their volunteer service.
- It is very clear that some fire services, where satisfaction with the treatment of volunteers by the fire service is as low as 50%, should prioritise actions to improve in this area.



RESULTS

Respondents were asked to rate their satisfaction on a 10 point scale: from 1 "dissatisfied" to 10 "satisfied" (with 5 indicating unsure).

7-10

5-6

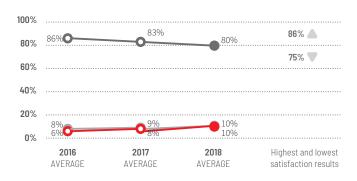
1-4

SATISFIED

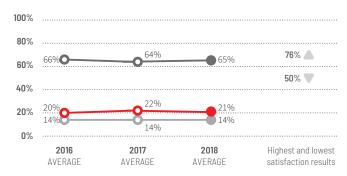
UNSURE

DISSATISFIED

Overall, how satisfied are you with your volunteer role?



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



Respondents were asked to rate their satisfaction on a 10 point scale: from 1 "not at all" to 10 "definitely" (with 5 indicating unsure).

7-10

5-6

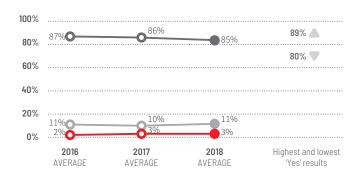
1-4

YES

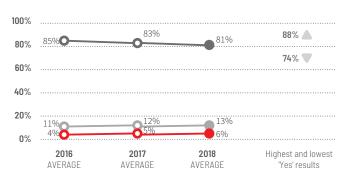
IINICIIDE

in nov

I intend to continue in my volunteer role.



I would recommend being a [Fire Service's] volunteer to people I know.



MOTIVATION

THE SURVEY

The survey asked respondents to select one of six potential main reasons they volunteer.

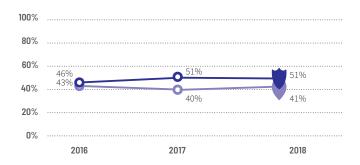
Overwhelmingly, fire service volunteers contribute their time for two main reasons – as shown in the graph.

In the past two years there has been a shift in primary motivation – the number of volunteers selecting 'protecting their local community' is increasing and the number who volunteer for 'a sense of fulfilment', is slightly decreasing.

SUMMARY









said they volunteer to help protect the community I live in



said they volunteer for a sense of fulfilment in supporting my community in a meaningful way

2%

To learn new skills

1 %

To enjoy social contact with other volunteers 1 %

To meet new people

5%

'Other' reasons

SURVEY OVERVIEW

Pacross Australia communities rely on trained and committed fire service volunteers to for community safety and response to disasters. Volunteers

— who are in and of the community — are fundamental to a community — are fundamental to a community-centred approach to safe and resilient communities. It follows that the welfare of volunteers and the efficiency of the service they provide must be key concerns for fire services, governments and decision makers.

The Volunteer Welfare and Efficiency Survey for fire service volunteers plays a vital part in information flow – it is a reputable tool that provides evidence-based, qualitative and quantitative information on matters of importance to volunteers. Expanding the survey across Australia has provided a valuable opportunity to harness feedback directly from volunteers and gain an understanding of what issues are shared among fire service volunteers right around the country. By identifying common themes within the fire services sector, the survey can be used as a collaborative tool to provide frank responses, share effective strategies, facilitate the development of reforms, target investment and build capacity and capability.

The survey covers topics such as professionalism, cooperation, support and training, as well as reasons for volunteering and satisfaction with the volunteer experience. Individual fire service results are not identified in this report, they are provided directly to each fire service volunteer association to contribute to influencing, planning and overall decision making with the respective fire service, informed directly by volunteers.

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

BACKGROUND

The Volunteer Fire Brigade Victoria's (VFBV) Volunteer Welfare and Efficiency was established in 2012 for CFA volunteers. In April 2016, CAVFA endorsed a proposal to expand the VFBV Volunteer Welfare and Efficiency Survey across Australia, giving fire service volunteers the opportunity to voice their views on matters relating to their welfare and efficiency.

The inaugural National Fire Service Volunteer Welfare and Efficiency Survey was launched in 2016 and is conducted by VFBV on behalf of CAVFA.

In 2018, the survey has been offered to fire service volunteers across the country for the third time, allowing for a comparison in views between 2016, 2017 and 2018.

WHO IS CAVFA?

The Council of Australian Volunteer Fire Associations (CAVFA) was established to give volunteer firefighters a united voice in discussions and negotiations with governments and key stakeholders. CAVFA provides a forum to promote the interests of over 250,000 volunteer firefighters and to ensure that volunteer firefighting continues to help keep the communities of Australia safe from bushfires and other emergencies. CAVFA is committed to:

- Providing a forum for its members to work together to put views of its combined volunteer membership to the Federal Government and other key stakeholders.
- Assisting Volunteer Fire Brigade entities and fostering the interests of volunteer firefighters in Australia through the sharing of information, networking and advocacy on matters of policy which impact volunteer firefighters.
- Assisting volunteer firefighters to support and protect their communities and the diverse environments across Australia, and to ensure that volunteer firefighting remains a viable and attractive volunteering choice into the future.

CAVFA is an affiliate member of AFAC – the Australian and New Zealand National Council for Fire and Emergency Services, a member of the Australian Emergency Management Volunteer Forum (AEMVF) and in 2018 signed a Memorandum of Understanding with the National State Emergency Service Association (NSESVA) for mutual understanding, cooperation and collaboration when representing Australia's emergency service volunteers.

- CAVFA would like to thank the NSW Rural Fire Service Association, Volunteer Fire and Rescue Services Association and Country Fire Service Volunteers Association for their generous contributions towards the funding of the 2018 National Fire Service Volunteer Welfare and Efficiency Survey.
- CAVFA would also like to thank
 Volunteer Fire Brigades Victoria for
 undertaking the project of delivering
 the survey and analysis of results
 to volunteer fire associations
 across Australia.



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