

Volunteer Inclusion Guideline



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About AFAC and AFAC Doctrine

AFAC

The Australasian Fire and Emergency Service Authorities Council (AFAC) is the Australian and New Zealand National Council for fire, emergency services and land management. It is a collaborative network of fire, emergency services and land management agencies that supports the sector to make communities safer and more resilient.

AFAC Doctrine

AFAC develops doctrine to support the practice of emergency management. The information in doctrine publications is evidence-based and drawn from academic research and the collective expert knowledge of member agencies. Doctrine is regularly reviewed and represents the official AFAC view on a range of topics.

Doctrine does not mandate action; rather, it sets aspirational measures. Publishing nationally agreed views, shared approaches and common terminology enhances cooperation and collaboration within and between agencies and jurisdictions.

Types of AFAC Doctrine

AFAC Doctrine is classified as follows:

Capstone doctrine – includes publications, such as 'strategic intents', that are high-level accounts of the concepts of emergency management operations and service delivery. They describe the principles of what is practical, realistic and possible in terms of protecting life, property and the environment.

Fundamental doctrine – includes 'positions', which AFAC members are expected to support, as well as 'approaches' and some 'frameworks'. Fundamental doctrine may become agency or jurisdictional policy on a matter if adopted by individual services or jurisdictions.

Procedural doctrine – includes 'guidelines', some 'frameworks', and 'specifications'. AFAC members are expected to be aware of procedural doctrine. A guideline is an advisable course of action, a framework provides a linking of elements to create a supporting structure to a system, and specifications are a detailed description of a precise requirement to do something or build something.

Technical doctrine – includes 'technical notes', 'training material' and the *Australasian Inter-Service Incident Management System (AIIMS)*. Technical doctrine provides guidance of a technical nature: the how to do something, or the technical meaning relative to a situation.

About this document

This publication is a guideline (procedural). The information is evidence-based and drawn from academic research and the collective expert knowledge of AFAC member organisations.

Source of authority

AFAC National Council endorsed this *Volunteer Inclusion Guideline* on 04 November 2020.

Purpose

This guideline supports the efforts of AFAC members and the AFAC Office to create an inclusive ‘way of doing things’, where volunteers are engaged in decision making and their diverse opinions are valued and leveraged to derive mutually beneficial outcomes. By adopting an inclusive approach, there are positive flow-effects to the engagement and retention of volunteers and creation of a more diverse and sustainable volunteer workforce.

Scope

This guideline:

- details the benefits of volunteer inclusion in the advancement of organisational outcomes
- highlights the important interplay between diversity and inclusion and provides a framework for understanding an organisation’s maturity in this regard
- outlines key considerations for volunteer inclusion in organisational planning and decision making
- guides AFAC members and the AFAC Office in developing strategies and actions to improve consideration and involvement of volunteers earlier in planning and decision making.

This guideline draws on, and should be read in conjunction with, Australia’s *National Standards for Volunteer Involvement* (the National Standards) and New Zealand’s *Best Practice Guidelines for Volunteer-Involving Organisations*.

This guideline is not prescriptive in its intent, but rather serves as guidance for AFAC members to build their own volunteer inclusion framework that reflects the context of their operating environment and the needs of their volunteers.

Statement of Engagement

In 2019, the AFAC Council approved a national project to develop a *Volunteer Inclusion Guideline*. The project proponent was the AFAC Volunteer Management Technical Group (VMTG), reporting to the AFAC Workforce Management Group (WMTG).

The guideline has been developed by the VMTG and was prepared in accordance with the *AFAC Consultation Guideline*.

Audience

This guideline is intended for use by AFAC members that work with, and engage, volunteers.

This guideline may also be useful to non-AFAC member emergency service providers, local government bodies, non-government organisations and not-for-profit organisations that also work with, and alongside, volunteers.

Definitions, acronyms and key terms

In this guideline, the following terms have specific meanings:

Diversity – all the differences between people in how they identify in relation to their age, caring responsibilities, cultural background, disability status, gender, Indigenous background, religious affiliation, sexual orientation, and socio-economic background and their profession, education, work experiences, and organisational role.

Inclusion – leveraging diverse backgrounds, capabilities, and viewpoints for mutually beneficial outcomes.

Engagement – working with stakeholders on challenges of mutual concern and pursuing opportunities with the purpose of making better decisions.

Psychological safety – is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. The term ‘psychological safety’ was defined by Amy C Edmondson, a Novartis Professor of Leadership and Management at the Harvard Business School.

Volunteer – those who give their time willingly for the common good and without financial gain.

Introduction

Volunteers are critical to the fire and emergency services' sector, with AFAC member organisations collectively engaging over 250,000 volunteers, equating to around 87% of the sector's capability.

In Australia, research shows volunteers contribute more than \$17.3 billion of unpaid labour a year, with 4% of these volunteers working in the fire and emergency services sector. Around half the New Zealander population engages in voluntary work, with 28.2% volunteering for an organisation and 36.4% volunteering directly to help another person. A small number of volunteers (14.1%), however, account for over half of the volunteer work hours.

The involvement of volunteers makes the difference between organisations with a volunteer workforce being able to achieve their purpose and objectives, and not achieving them. This is certainly true for the fire and emergency services sector in Australia and New Zealand.

Across the fire and emergency services, evidence points to increasing demands on volunteers' time and effort as emergency events become more frequent and intense, and extending for longer periods of time. Increasing demands and potential disengagement are clear risks to the sustainability of the volunteer workforce and emergency response capability.

Given the significant contribution volunteers provide to the fire and emergency services, and the ever-increasing demands on volunteers, it is important a volunteer lens be applied to all aspects of business to better inform decision making and strengthen relationships for improved outcomes.

AFAC Guideline

Drawing on Australia's National Standards and New Zealand's Best Practice Guidelines, this guideline provides guidance to AFAC members to develop their own organisation-specific volunteer inclusion frameworks or guidelines to:

- foster volunteer inclusion in organisational decision making and actions; and
- guide the development of plans and tools to increase and improve involvement and consideration of volunteers earlier in the decision making process.

This guideline is comprised of three sections, describing tiered, interrelated components to nurture volunteer inclusion (Figure 1):

1. **Strategic foundations** – the importance of creating the essential conditions for success, including a shared organisational understanding of inclusion and an inclusive culture underpinned by inclusive leadership.
2. **Standards and practices** – the relevance of organisational systems that, when designed and implemented well, work to reinforce and embed inclusion.
3. **Supporting tools** – the need for practical and accessible tools that support the day-to-day practice of inclusion.

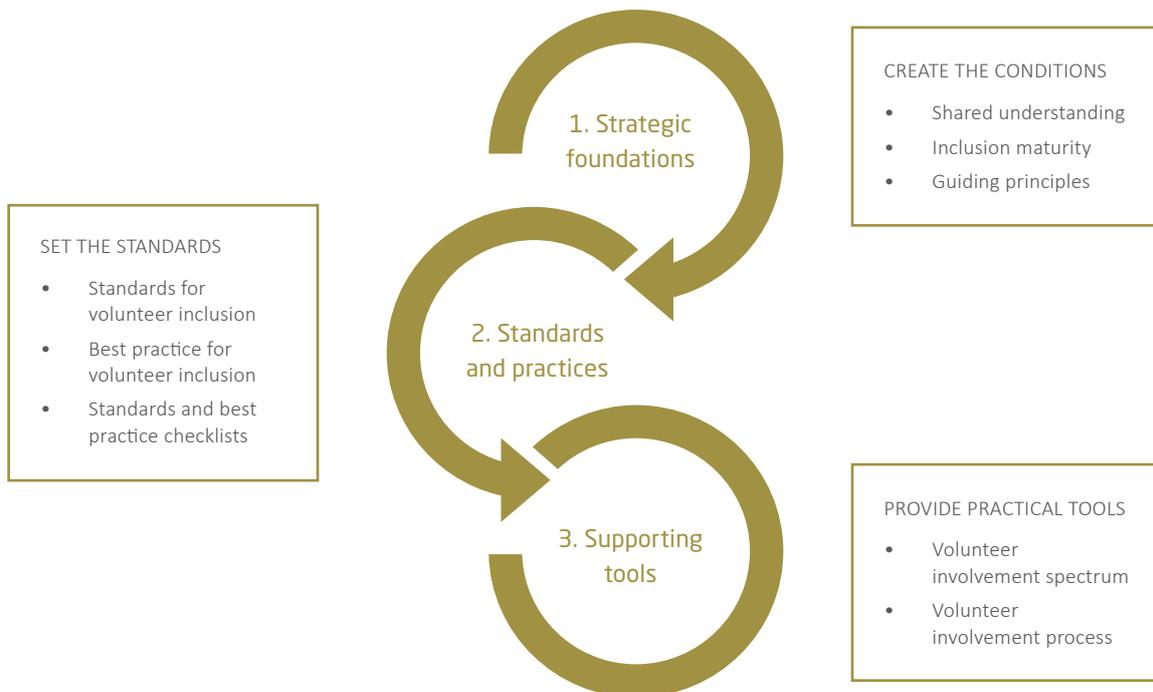


Figure 1. Volunteer inclusion: tiered interrelated approach.

Strategic foundations

Shared understanding of inclusion

Organisations that have a shared understanding of inclusion and its benefits are more likely to succeed in building an environment that supports diversity. Creating a strong narrative around inclusion, its meaning, and its mutual benefits (members and organisation) is an important first step.

Without a shared understanding of the concept of inclusion, it is impossible to reliably set and evaluate progress toward it. Primarily, inclusion is about leveraging diversity for mutually beneficial outcomes. It is characterised by three essential elements:

1. Fairness and respect

People feel included when they are treated equitably and with respect. Participation without bias is the starting point of inclusion, which requires a focus on considerate and non-discriminatory practices.

2. Value and belonging

People feel included when they believe their uniqueness is known and appreciated, when they have a real voice in decision making, and when they experience a sense of connectedness and belonging.

3. Confidence and inspiration

At its highest point, inclusion is where people feel psychologically safe to speak up, participate without fear of reprisal, and supported to develop and do their best work.

Diversity and inclusion are related but discrete concepts, with equal importance. An inclusive organisation embraces the leveraging of individual differences (diversity), creating a sense of belonging for all.

Diversity of thinking leads to increased creativity and innovation, better risk management, and greater buy-in and trust in decision making and the implementation of those decisions.

Organisations with an inclusive culture are three times as likely to be high performing, six times more likely to be innovative and agile, and four times more likely to achieve better business outcomes.

What is more, organisations with an inclusive culture experience higher levels of engagement from their members; meaning their members are more likely to stay, be active advocates, and exert discretionary effort. Inclusion is mutually beneficial and unlocks individual and organisational potential.

An inclusive culture is at the core of a vibrant and sustainable workforce and, for volunteer-based fire and emergency service organisations, it requires a strong and deliberate focus on volunteer engagement. In the context of a volunteer-based organisation where members elect to give their time, knowledge, and skills to a greater purpose, inclusion is crucial.

Volunteer-based fire and emergency service organisations are facing increased challenges to sustainable membership. Challenges include shifts in volunteering rates and styles, demographic and community change, increasing expectations of volunteers to participate in emergency management activities for longer periods due to the increasing severity and frequency of events. The willingness of the sector to embrace volunteer inclusion and to secure and retain volunteer talent is imperative. The cost of not doing so is the risk of losing requisite volunteer capability and capacity to deliver future-focused fire and emergency services to the community.

Ask yourself

🗨 Does your workplace through its strategies, actions, communications and language used support a shared understanding of what inclusion means (in principle and in practice)?

✍ What actions could your organisation take to further promote a shared understanding?

✍ What are some strategies your organisation could implement to foster a shared understanding?

🗨 Does your organisation appreciate and recognise the benefits of inclusion?

✍ Identify some of the barriers to your organisation appreciating and recognising the benefits of inclusion.

✍ Identify ways your organisation could take appreciation and recognition to the next level.

🗨 Does your organisation embrace diversity as a precondition for inclusion?

✍ Identify how this is established and practised within your organisation.

✍ Determine what additional steps your organisation could take in this regard.

Inclusion maturity model

An advisable first step to progressing inclusion is to understand your organisation's current level of maturity. Figure 2 illustrates a maturity model that organisations can use as a frame of reference to evaluate their current level of inclusion, and to assist in establishing a course of action.

The model is based on the premise that organisational inclusion is not attained through mandated practice, but rather through collective movement. This is because, for organisations seeking to become more inclusive, cultural alignment is a foundational part of the transformation. The pathway to inclusion demands certain behaviours from leaders and members that are unable to be achieved through a compliance focus. It requires collective efforts and shared perceptions, a movement toward inclusion as the norm.

Knowing where your organisation lies on the curve towards inclusion is an important first step in creating an actionable strategy for long-term growth.

Organisational strategies and actions can be better targeted for progression to the highest level of inclusion, based on an organisation's current maturity level. This also helps determine measures or indicators of success at each level of progression.

Guiding principles for inclusion

There are several guiding principles useful to consider when determining strategies and actions to progress organisation inclusion. These are most useful when incorporated into organisational planning for specific action-oriented strategies to accelerate movement to an inclusive culture. This is a necessary foundation for genuine volunteer involvement in organisational planning and decision making.

1. Movement – not mandate

Recognising inclusion requires cultural alignment. True change takes time and requires commitment from all layers of the organisation. Start with a common language for inclusion, set tangible goals, and monitor for desired outcomes.

2. Diversity of thinking is paramount

Create shared purpose and meaning by framing the issue of inclusion around diversity of thinking. Widen the view of inclusion beyond demographic diversity to include cognitive diversity, i.e. the inclusion of people who have different ways of thinking, different

viewpoints and different skill sets to solve shared problems.

3. Inclusive leaders cast a long shadow

Build inclusive leadership capabilities and recruit leaders based on their demonstrated abilities as inclusive leaders (see Appendix 1). Inclusive leaders make an impact that matters; inclusive senior leaders make an even bigger impact. Consider prioritising inclusive leadership training at critical levels of leadership within your organisation.

4. Middle managers matter

Take middle managers on the journey. Empower middle managers to act through the provision of diversity and inclusion resources and training. Provide them the time and support to learn through doing, reflect on their experiences, and emotionally connect to the core purpose of diversity and inclusion.

5. Rewire the system to rewire behaviours

Systems drive behaviour. Change organisational processes and practices to positively influence behavioural change. Use data and insights to ascertain the moments that matter most within the volunteer experience. Target vulnerable areas and activities that demonstrate evidence of exclusion and seek to modify them for inclusion.

6. Strengthen accountability and recognition

A strong, authentic, and consistent narrative for change is important and recognition of inclusive behaviour and actions is encouraged. Highlight the contributions of members who go 'above and beyond' to champion these behaviours and actions.

7. Harness networks

Pay attention to members' diverse perspectives and actively seek their participation and involvement. Build coalitions and create safe havens for members to collaborate on topics of mutual concern. Promote inclusive behaviours and achievements through public channels, such as social media.

Ask yourself

🗨 Where is your organisation on the inclusion maturity curve? What are the indicators?

🗨 What are the key strategies and actions you should take to build an inclusive culture and inclusive leadership capability?

🗨 How will you determine your organisation's progress towards inclusion?



COMPLIANCE	EMERGING	EMBRACING	COLLABORATING	INCLUSION
<p>Organisation is largely focused on risk mitigation with a basic understanding of diversity and does not have a diversity and inclusion (D&I) strategy.</p>	<p>Organisation has incorporated diversity and inclusion consistently throughout the organisation. D&I strategy exists but not tied to strategic outcomes.</p>	<p>Organisation has a diverse mix of members with differences in visible and invisible traits.</p> <p>D&I strategy linked to business strategy, with efforts to improve diversity.</p>	<p>Organisation has begun to understand the value of a diverse workforce and has taken steps to engage diverse members in business initiatives. Members feel like diverse opinions are valued.</p>	<p>Organisation leverages diverse backgrounds, capabilities, viewpoints, etc to improve performance.</p> <p>Members and leaders believe diversity, leveraged through inclusion, is integral to success.</p>



'What do we have to do to manage our risk?'

'What are the most immediate areas for my own team to be diverse and inclusive?'

'How do we support our diverse workforce?'

'How can we further engage our diversity of members and make sure they feel valued?'

'How can we create value from our diversity of members?'

Organisational Indicators

				
LEGAL COMPLIANCE	PROGRAMMATIC	LEADER-LED	MEMBER-ENGAGED	INTEGRATED
<p>Predicated on the belief that diversity is a risk to be managed</p> <p>Organisational actions are generally a consequence of external mandates or undertaken as a response to complaints</p> <p>Focus on compliance with equal employment opportunity obligations</p>	<p>The value of diversity is starting to be recognised</p> <p>Characterised by foundational initiatives e.g. member resource groups</p> <p>HR-led activities e.g. mentoring, and awareness training are being undertaken</p> <p>Focus on increasing the representation of specific demographic groups</p>	<p>More substantial cultural change begins and is supported by visible and transparent communication</p> <p>Leaders stepping up, challenging the status quo and addressing barriers to inclusion</p> <p>Leaders role model inclusive behaviours and align and adapt organisational systems</p> <p>Leaders create conditions that positively influence member behaviour and mind-sets</p> <p>Focus on levelling the playing field for all members by addressing systematic cultural barriers</p>	<p>Members are engaged in organisational initiatives</p> <p>Members' opinions are sought after and valued by leaders to solve critical and complex matters which may impact them</p> <p>Members actively engage in decision making and problem solving for organisational challenges</p> <p>Members experience high levels of trust that their perspectives are genuinely sought and valued</p> <p>Members report high levels of engagement and increased support for decisions and initiatives</p>	<p>Inclusion is fully integrated into organisational processes, e.g. innovation, customer experience and workplace design, to optimise organisational performance and create value</p> <p>Inclusion is an embraced movement, enshrined in organisational values and behaviours</p> <p>Focus on leveraging difference to create mutual value</p>

Figure 2. Mandate to movement: Diversity and Inclusion Maturity Model. Source: Deloitte Diversity and Inclusion Consulting Practice.

Standards and practices

Creating the right conditions to enable an inclusive culture requires being explicit about the organisational values (standards) that guide decision making and aligned behaviours (practices). Organisational systems define workplace behaviour since they set the limits within which members carry out their work. Authorised and productive systems of work serve to ensure organisational standards are well understood by members and embedded in everyday practices.

Australia and New Zealand have developed national standards and best practice guidelines for volunteer inclusion. These resources enable organisations to make use of simple, practical criteria as a guide to embedding organisational systems for volunteer inclusion. They provide specific guidance for volunteer-involving organisations to consider the role of volunteers within the organisation, maximise the benefits of volunteer involvement, and develop effective volunteer engagement strategies and practices.

These standards are available at the links below:

- *National Standards for Volunteer Involvement, Volunteering Australia* <https://www.volunteeringaustralia.org/resources/national-standards-and-supporting-material/#/>
- *Best Practice Guidelines for Volunteer-Involving Organisations, Volunteering New Zealand* <http://www.volunteeringnz.org.nz/wp-content/uploads/BP-GUIDEINES-v3-RF-Print.pdf>

The Australian *National Standards for Volunteer Involvement* outlines, as a general guide to good practice for volunteer inclusion, eight standards to ensure a safe and positive volunteer experience (Table 1). They provide good practice guidance and benchmarks to help organisations attract, manage, and retain volunteers and improve the volunteer experience.

Table 1. National Standards for Volunteer Involvement

Standard	Description
1. Leadership and management	The governing body and senior employees lead and promote a positive culture towards volunteering and implement effective management systems to support volunteer involvement
2. Commitment to volunteer involvement	Commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction
3. Volunteer roles	Volunteers are engaged in meaningful roles which contribute to the organisation's purpose, goals and objectives
4. Recruitment and selection	Volunteer recruitment and selection strategies are planned, consistent and meet the needs of the organisation and volunteers
5. Support and development	Volunteers understand their roles and gain the knowledge, skills and feedback needed to safely and effectively carry out their duties
6. Workplace safety and wellbeing	The health, safety and wellbeing of volunteers is protected in the workplace
7. Volunteer recognition	Volunteer contribution, value and impact is understood, appreciated and acknowledged
8. Quality management and continuous improvement	Effective volunteer involvement results from a system of good practice, review and continuous improvement

Source: Volunteering Australia. 'National Standards for Volunteer Involvement', 2015 Appendix 2.

The standards, criteria and evidence checklist also provide a basis upon which to audit your organisation's system and performance against best practice for volunteer involvement, and to establish and progress specific actions for improvement (Appendix 2).

Similarly, the New Zealand *Best Practice Guidelines for Volunteer-Involving Organisations* outlines four best practices and their behavioural indicators, to be used as a thinking process tool to guide organisational action (Appendix 3):

1. Volunteers as central

Volunteers are seen as a central part of the organisation. It is recognised that without their contribution, the organisation would not achieve its goals

2. Volunteer recognition

The whole organisation works to involve and recognise volunteers

3. Volunteer programme

It is understood that a strong and dynamic volunteer programme needs a supported and resourced manager

4. Volunteer resourcing

People with responsibility for volunteers have sufficient resources to effectively do their job.

Ask yourself

🗨 Does your organisation have productive, authorised organisational systems for volunteer inclusion?

📝 How are these communicated, implemented and promoted?

📝 Identify next steps to develop or implement a system for volunteer inclusion.

🗨 Does your organisation monitor its adherence to and performance against national standards and practices?

📝 How does your organisation do this and what, if anything, could be done to improve this?

📝 What are some steps your organisation could take to develop a system to monitor adherence and performance?

🗨 How will you establish and monitor volunteer inclusion standards and practices in your organisation?

Supporting tools

Volunteer inclusion standards and practices work best when complemented by practical tools that support those seeking to include volunteers in their decision making and actions. Frameworks and tools that inform volunteer involvement levels and processes are particularly useful in this context.

Spectrum of volunteer involvement

Not all circumstances warrant the same level of involvement or engagement commitment. Some circumstances may require light-touch involvement, whilst others require extensive engagement and co-design. The International Association for Public Participation (IAP2) uses a participation spectrum to define a stakeholder's role in the engagement process, which is used internationally and is found in public participation plans around the world.

Whilst the spectrum was designed with public participation in mind, it is readily adaptable to determining appropriate levels of volunteer involvement for particular circumstances (Figure 3).

As the level of impact on volunteers increases, greater levels of involvement and engagement commitment are applicable. For example, inviting volunteers to have input into policy, procedure, or legislation development or review lends itself to a 'consult' involvement level. Whereas, inviting volunteers to co-design and assist with implementation of corporate or operational changes that have significant impact on them represents a 'collaborate' involvement level. For example, inviting volunteers to have input into scoping, procurement and roll-out of new personal protective equipment.

The level of involvement required also helps determine the engagement methods, ranging from one-way communication to decision making boards.

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide volunteers with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain volunteer feedback on analysis, alternatives and/or decisions	To work directly with volunteers throughout the process to ensure that volunteer concerns and aspirations are consistently understood and considered	To partner with volunteers in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the volunteers
Promise	We will keep you informed	We will listen to you, acknowledge your input and provide feedback	We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made	We will look to you for advice and innovation and incorporate this in decisions and solutions as much as possible	We will implement what you decide
Methods	Example: <i>Newsletter</i>	Example: <i>Survey</i>	Example: <i>Workshop</i>	Example: <i>Taskforce</i>	Example: <i>Decision making board</i>

Figure 3. IAP Spectrum of Public Participation (adapted for Volunteer Inclusion). Reproduced (adapted) with permission from the International Association for Public Participation.

Process of volunteer involvement

The importance of an impactful process for volunteer involvement should not be underestimated. Despite the best of intentions, attempts by organisations to nurture inclusive decision making are easily blocked by ineffective processes. There are many process models for engagement to select from but, when it comes to tools that exemplify the ethos of inclusion, design thinking is hard to surpass.

Design thinking is about leveraging and applying the thinking, process, tools, and frameworks of design to create new value. It provides a human-centred approach to solving problems and revolves around a deep interest in developing an understanding of the needs of the people most impacted by the solution design. Design thinking is one of the best tools for sense-making, meaning making, simplifying processes, and improving volunteer experiences. It involves six stages with the most impacted people at the centre of the process – in this case, volunteers (Figure 4).

Ask yourself

- 🗨 Does your organisation have accessible and practical tools to support volunteer inclusion?
 - ✍ What new or additional tools could your organisation access/develop to support volunteer inclusion?
- 🗨 Has your organisation built capability in the use of these tools and promulgated them?
 - ✍ Identify how you will make them known and systematic in learning and development.
- 🗨 How will you ensure the effective and ongoing use of practical tools to drive volunteer inclusion?
 - ✍ Determine how you will make them accessible and a part of everyday practice.

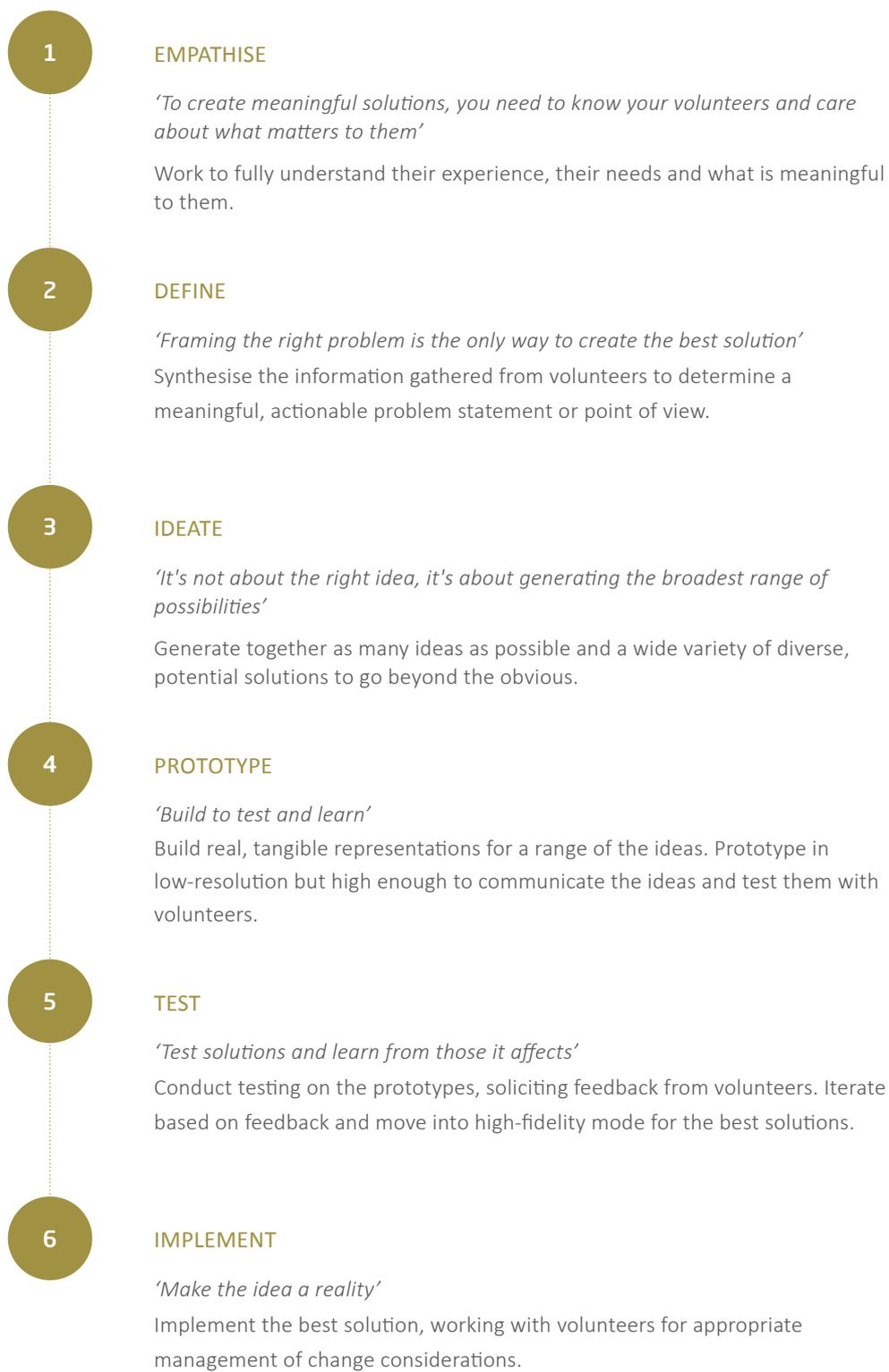


Figure 4. Design thinking process (adapted for volunteer inclusion).

Summary

By working through this guideline, you now have a strategic foundation to develop and foster a shared understanding of inclusion in your organisation. You now have a maturity model you can use as a frame of reference to evaluate your organisation's current level of inclusion, and to assist in establishing a course of action. Additionally, principles from the *National Standards for Volunteer Involvement*, *Volunteering Australia* and the *Best Practice Guidelines for Volunteer-Involving Organisations*, *Volunteering New Zealand* will assist you and your organisation in creating the right conditions to enable an inclusive culture by being explicit about the organisational values (standards) that guide decision making and aligned behaviours (practices).

Complementing this, you will have identified the supporting tools your organisation has or could develop to support those seeking to include volunteers in their decision making and actions in your organisation.

In doing so, you will be able to develop a volunteer inclusion framework or guideline specific to your organisation that:

- fosters volunteer inclusion to inform organisational decision making and actions
- guides the development of plans and tools to increase and improve involvement and consideration of volunteers earlier in the decision making process.

Ultimately, by doing this, there will be many positive flow-on effects within your organisation including better engagement and retention of volunteers, the creation of a more diverse and sustainable volunteer workforce, and improved organisational outcomes. Inclusive organisations are psychologically safe places where members can truly be at their best, where diversity of membership is valued and leveraged for the benefit of all.

Appendices

Appendix 1 – Inclusive leadership models

FIVE MINDSETS OF THE INCLUSIVE LEADER

Diversity Council Australia’s Inclusive Leadership Model proposes that there are five capabilities necessary for a person to be an effective inclusive leader.

These capabilities are on building mindsets (ways of thinking) as described below.

1. **Growth-focused:** challenges accepted practice and incorporates different perspectives into how business is done
2. **Flexible and agile:** is flexible about, and responsive to, a diversity of people and perspectives
3. **Open and curious:** is curious about, and open to, new and different perspectives from a diversity of people
4. **Relational:** creates teams and networks in which a diversity of people feel they belong, and are valued and respected
5. **Identity-aware:** believes diversity can significantly improve organisational performance, and so learns about their own and others’ identities

SIX SIGNATURE TRAITS OF INCLUSIVE LEADERSHIP

Similarly, a model of inclusive leadership by Deloitte, based on research, proposes that inclusive leadership is about:

1. treating people and groups fairly
2. personalising individuals for a sense of belonging
3. leveraging the thinking of diverse groups for smarter ideas and decision making.

To achieve these aims, highly inclusive leaders demonstrate six signature traits—in terms of what they think about and what they do—that are reinforcing and interrelated.

Collectively, these six traits represent a powerful capability that is highly adapted to diversity. Embodiment of these traits enables leaders to operate more effectively within diverse markets, better connect with diverse customers, access a more diverse spectrum of ideas, and enable diverse individuals in the workforce to reach their full potential.

1. **Commitment:** *Because staying the course is hard.* Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.
2. **Courage:** *Because talking about imperfections involves personal risk-taking.* Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.
3. **Cognisance of bias:** *Because bias is a leader’s Achilles’ heel.* Highly inclusive leaders are mindful of personal and organisational blind spots and self-regulate to help ensure ‘fair play’.
4. **Curiosity:** *Because different ideas and experience enable growth.* Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.
5. **Cultural intelligence:** *Because not everyone sees the world through the same cultural frame.* Highly inclusive leaders are confident and effective in cross-cultural interactions.
6. **Collaboration:** *Because a diverse thinking team is greater than the sum of its parts.* Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.

Appendix 2 – National Standards for volunteer involvement

Standard	Indicators
Standard 1: Leadership and management	<p>1.1 Responsibilities for leading and managing volunteer involvement are defined and supported</p> <p>1.2 Policies and procedures applying to volunteers are communicated, understood, and implemented by all relevant staff across the organisation</p> <p>1.3 The organisation’s risk management processes are applied to the organisation’s volunteer involvement</p> <p>1.4 Volunteer involvement records are maintained</p> <p>1.5 Processes are in place to manage relationships with partner agencies in collaborative volunteer activities</p>
Standard 2: Commitment to volunteer involvement	<p>2.1 The organisation publicly declares its intent, purpose and commitment to involving volunteers</p> <p>2.2 Volunteer involvement is planned and designed to contribute directly to the organisation purpose, goals and objectives</p> <p>2.3 Resources (including time, funds, equipment and technology) are allocated for volunteer involvement</p>
Standard 3: Volunteer roles	<p>2.1 Volunteer roles are designed to contribute to the organisation’s purpose, goals and objectives</p> <p>2.2 Volunteer roles are appropriate for the community, service user or stakeholder groups with which the organisation works</p> <p>2.3 Volunteer roles are defined, documented and communicated</p> <p>2.4 Volunteer roles are reviewed with input from volunteers and employees</p>
Standard 4: Recruitment and selection	<p>3.1 If the organisation recruits’ volunteers, it uses planned approaches to attract volunteers with relevant interests, knowledge, skills or attributes</p> <p>3.2 Potential volunteers are provided with relevant information about the organisation, the volunteer role and the recruitment and selection process</p> <p>3.3 Volunteers are selected based on interest, knowledge, and skills or attributes relevant to the role, and consistent with anti-discrimination legislation</p> <p>3.4 Screening processes are applied to volunteer roles that help maintain the safety and security of service users, employees, volunteers and the organisation</p>
Standard 5: Support and development	<p>4.1 Volunteers are provided with orientation relevant to their role and responsibility</p> <p>4.2 Volunteers' knowledge and skills are reviewed to identify support and development needs</p> <p>4.3 Volunteers' knowledge and skill needs relevant to their roles are identified, and training and development opportunities are provided to meet these needs</p> <p>4.4 Volunteers are provided with supervision and support that enables them to undertake their roles and responsibilities</p> <p>4.5 Changes to the involvement of a volunteer are undertaken fairly and consistently</p>

Standard	Indicators
Standard 6: Workplace safety and wellbeing	<p>6.1 Effective working relationships with employees, and between volunteers, are facilitated by the organisation</p> <p>6.2 Processes are in place to protect the health and safety of volunteers in their capacity as volunteers</p> <p>6.3 Volunteers have access to complaints and grievance procedures</p>
Standard 7: Volunteer recognition	<p>7.1 The governing body and employees understand how volunteers benefit the organisation, service users and the community</p> <p>7.2 Volunteers are informed about how their contributions benefit the organisation, service users and the community</p> <p>7.3 The organisation regularly acknowledges contributions made by volunteers and the positive impact on the organisation, service users and the community</p> <p>7.4 Volunteer acknowledgement is appropriate to the volunteer role and respectful of cultural values and perspectives</p>
Standard 8: Quality management and continuous improvement	<p>8.1 Policies and procedures are implemented to effectively guide all aspects of volunteer involvement</p> <p>8.2 Volunteer involvement is regularly reviewed in line with the organisation's evaluation and quality management frameworks</p> <p>8.3 The organisation's performance with volunteer involvement is monitored and reported to the governing body, employees, volunteers and stakeholders</p> <p>8.4 Opportunities are available for volunteers to provide feedback on the organisation's volunteer involvement and relevant areas of the organisation's work</p>

Appendix 3 – New Zealand best practice guidelines for volunteer-involving organisations

Best practice	Indicators
<p>1. Volunteers are seen as a central part of the organisation. It is recognised that without their contribution, the organisation would not achieve its goals</p>	<p>1.1 Making sure people with responsibility for volunteers have a voice at all levels of our organisation</p> <p>1.2 Aiming for a culture of appreciation by acknowledging the ways volunteer involvement helps our organisation achieve its goals. We do this by talking about our volunteers and sharing their inspiring stories: via official reporting channels; via social media, official website etc; via annual events and celebrations</p> <p>1.3 Making sure the contribution made by volunteers is reflected in the organisation’s strategic plan and goals</p> <p>1.4 Making sure people with responsibility for volunteers are treated the same as any other management staff in the organisation</p> <p>1.5 Promoting an understanding that ‘volunteering’, and our reasons for doing it, vary from person to person, e.g. mahi aroha (work for love) and faith-based volunteering</p>
<p>2. The whole organisation works to involve and recognise volunteers</p>	<p>2.1 Ensuring that the way things are done in our workplace reflects and promotes awareness of, and respect for, diversity</p> <p>2.2 Encouraging all staff in the organisation to get to know and involve our volunteers in respectful relationships</p> <p>2.3 Expecting that all staff can explain why the organisation involves volunteers, and the benefits of this</p> <p>2.4 Offering training and education to all staff about how to effectively work with volunteers</p> <p>2.5 Effectively promoting our programme to people of diverse age, gender and ethnicity, recognising that:</p> <ul style="list-style-type: none"> • understanding and practice of volunteering varies across cultural and ethnic groups • diverse volunteer teams reflect our diverse client/user groups
<p>3. It is understood that a strong and dynamic volunteer programme needs a supported and resourced manager</p>	<p>3.1 Recruiting competent people into volunteer management roles</p> <p>3.2 Making sure all staff and the executive (board, etc.) understand what is involved in the manager of volunteer’s role</p> <p>3.3 Paying people with responsibility for volunteers a salary comparable to other managers with similar responsibilities within the organisation</p> <p>3.4 Treating people with responsibility for volunteers as equals with other staff, and as skilled professionals in their area of expertise</p> <p>3.5 Encouraging and supporting our people to access professional development and peer support opportunities</p>

Best practice	Indicators
<p>4. People with responsibility for volunteers have sufficient resources to effectively do their job</p>	<p>4.1 Making sure that people with responsibility for volunteers have sufficient time available to them to provide proper support to the volunteers, as well as to complete their other tasks</p> <p>4.2 Making sure people with responsibility for volunteers have access to a budget for the volunteer programme, both to make sure costs are covered and to enable further development</p> <p>4.3 Making sure people with responsibility for volunteers have opportunities to contribute to the development of annual organisational budgets</p> <p>4.4 Having good communication – making sure people with responsibility for volunteers have the communication tools they need to effectively carry out their role e.g. task management and/or customer relationship software</p> <p>4.5 Ensuring that volunteer effort is measured and acknowledged in the organisation’s reporting</p>

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