



WPI



EMERGENCY
SERVICES
FOUNDATION

A Close Look at the Emergency Services Foundation's

Program of Relief and Assistance

Sponsored by the Emergency Services Foundation

Authors:

Manasi Danke
Andrew Kacherski
Ryan Kim
James Werosta

12 December 2018

A Close Look at the Emergency Service Foundation's Program of Relief and Support

An Interactive Qualifying Project
submitted to the faculty of
WORCESTER POLYTECHNIC INSTITUTE
in partial fulfilment of the requirements for the
degree of Bachelor of Science.

by
Manasi Danke
Andrew Kacherski
Ryan Kim
James Werosta

Date:
12 December 2018

Report Submitted to:

Siusan MacKenzie

Emergency Services Foundation

Professors Brigitte Servatius and Herman Servatius

Worcester Polytechnic Institute

This report represents work of WPI undergraduate students submitted to the
faculty as evidence of a
degree requirement. WPI routinely publishes these reports on its web site
without editorial or peer
review. For more information about the projects program at WPI, see
<http://www.wpi.edu/Academics/Projects>.

Abstract	4
Executive Summary	5
Acknowledgements	8
1.0 Introduction	9
2.0 Background	12
2.1 Exploring Emergency Services Foundations	15
2.1.1 Emergency Responders Assistance Program (ERAP)	15
2.1.2 Clackamas	16
2.1.3 United Service Organization (USO)	17
2.1.4 Victoria State Emergency Service (VICSES)	17
2.2 Problems Faced by the ESF	20
2.2.1 Societal Factors Affecting Emergency Service Workers	20
2.2.2 Issues With Funding	21
2.3 Legal Environment Surrounding The ESF	21
2.3.1 When the Organization First Started	22
2.3.2 Modern Day	23
3.0 Methodology	25
3.1 Evaluating How the ESF Impacts Stakeholders	26
3.2 Suggesting How to Enhance The ESF's Mission	27
3.3 Process Mapping	28
3.4 Follow-up Interviews	30
3.5 Potential Problems and Alternative Plans	30
4.0 Results and Recommendations	32
4.1 Interviews with Beneficiaries	33
4.2 Changes to Financial Disbursements	34
4.2.1 Recommendation	34
4.3 Transition to Retirement	35
4.3.1 Recommendation	36
4.4 Peer Support	38

4.4.1 Recommendation	39
4.5 Recognition	42
4.5.1 Recommendation	42
4.6 Showing That the Sector Cares	43
4.6.1 Recommendation	43
4.7 Conflict Resolution	44
4.7.1 Recommendation	45
References	46
Appendices	63
Appendix A: Legal Environment of Victoria’s Emergency Services	63
Appendix B: Dates for Scheduled Meetings	65
Appendix C: Interview Script	68
Appendix D: Process Maps	71
Appendix E: Follow up Interviews	74
 Figures	
Figure 1: Comparing Organizations.....	18
Figure 2: Project Overview.....	24
Figure 3: Project Task Timeline.....	24
Figure 4: Visual representation of areas around wellbeing.....	31

Abstract

This project analyzed the role and the impact of the Emergency Services Foundation (ESF), an organization serving the emergency services sector and its workers in Victoria, Australia. Using qualitative tools, such as process mapping, we re-evaluated its relief and assistance program and helped it redefine its mission to help the construction of a new strategic plan. We gathered data through interviews with representatives of nine Victorian Emergency Service organizations and other stakeholders. We benchmarked the ESF and its member organizations against other emergency service organizations in Victoria and elsewhere. Using our analysis, we were able to identify gaps in the support they provide to their workers and make objective recommendations for change.

Executive Summary

The Emergency Services Foundation (ESF) is a non-profit organization based out of Melbourne, Victoria, Australia. The ESF is an umbrella organization whose members are emergency service organizations in Victoria. Up until now, its main role has been to provide financial support to workers killed or injured in the line of duty. In addition, the ESF provides training scholarships and organizes an annual conference. As a team, we were tasked with reviewing the impact of the relief payments, and more generally, with analyzing the role the ESF plays in supporting its member organizations and identifying new opportunities for the ESF to provide support. We conducted interviews with emergency service agencies in Victoria: Victoria Police, Country Fire Authority, Metropolitan Fire Brigade, Victoria State Emergency Service, Redcross, Lifesaving Victoria, Ambulance Victoria, Victorian Council of Churches Emergency Ministries, and the Department of Environment, Land, Water, and Planning. Furthermore, we asked each of these agencies about what support they currently have in place for their workers, what areas they recognized needed improvement, and what support they could benefit from. Then we recorded and organized this information using process maps. A process map is a way to organize and compare information to help keep data clear and to visually depict the steps in a process. We adapted this technique to sort our information by organization and to give us a clear objective picture of the needs and activities in the sector. It was clear from our analysis that the ESF's relief and assistance payments only duplicated other payment plans that have evolved since the ESF was founded, some through the organizational development and some through Victorian government legislation. Moreover, we analyzed five key areas that our maps showed that support given to workers was unevenly provided, or not provided at all, particularly within mental health

and wellbeing. These five areas are transition to retirement, peer support, recognition of service, conflict resolution, and showing that the sector cares. We then provided the ESF with pragmatic recommendations for each of the five areas that we feel will add sector-wide value. The first recommendation we provided was with regards to transition to retirement. We recommend the ESF to reach out to individuals who have recently retired and individuals who are about to retire in order to gain insight about what they wish they knew before they retired and what they want to know before they retire. The next recommendation we provided was for a best practice protocol to implement a standardized peer support program across all agencies. We then recommend the ESF to host a scalable multi-agency event to recognize emergency service workers and to promote their work to the public. Another recommendation we presented was to provide a group of people that can act as an independent, unbiased, third-party to settle conflicts between colleagues and between colleagues and management. The final recommendation we provided to show that the sector cares is for the ESF to provide recently bereaved families with comfort kits, including books of support and notes of support from the sector. After the recognition of these areas and the development of these recommendations, we performed follow up interviews with the seven control agencies: Victoria Police, Country Fire Authority, Metropolitan Fire Brigade, Victoria State Emergency Services, Lifesaving Victoria, Ambulance Victoria, and the Department of Environment, Land, Water, and Planning. We discussed our areas for sector improvement with them as well as our recommendations for each gap. The majority of the agencies felt the ESF could add value to the sector by focusing on these areas and possibly implementing our recommendations. This allowed us to conclude that these are the main areas within the sector that need the most immediate attention. Finally, we presented our findings and recommendations to

the ESF Board of Directors to make them aware of these sector gaps and potential ways the ESF can fill them.

Acknowledgements

We would like to thank the following who have made this project possible.

- The ESF CEO Siusan MacKenzie for her guidance and support throughout the project
- The ESF Executive Officer Jennifer Davis for her support throughout the project
- Laurie Lavelle for his time and background knowledge of the ESF and the sector
- The ESF Board for their feedback and support of the project
- Professor H. Servatius for his support and guidance throughout the project
- Professor B. Servatius for her support and guidance throughout the project
- Lex de Man for his time and advice throughout the project
- Country Fire Authority and its representatives for their time and input
- Victoria Police and its representatives for their time and input
- Metropolitan Fire Brigade and its representatives for their time and input
- Victoria State Emergency Services and its representatives for their time and input
- Department of Environment, Land, Water, and Planning and its representatives for their time and input
- Ambulance Victoria and its representatives for their time and input
- Life Saving Victoria and its representatives for their time and input
- Victorian Council of Churches Emergencies Ministry and its representatives for their time and input
- Australian Red Cross and its representatives for their time and input
- Members of the emergency services community for their time, input, and willingness to assist us with the project

1.0 Introduction

As an organization, the Emergency Services Foundation (ESF) is facing problems that put its future in jeopardy. In 2017, the ESF operated at a loss of \$17,836 ([ESF Annual Report, 2017](#)). This operating loss indicates that its previous practices are not successful. If the ESF continues with these methods, it will deplete its funds and be unable to support its own initiatives. This operating loss can be due to unsatisfactory amounts of monetary donations received, an exorbitant amount of money being spent on other initiatives, or potentially a combination of both. This is caused by the ESF's second problem: lack of public recognition. The ESF provided its relief and assistance payments through the organization in which the emergency service worker once belonged. For example, if a member of the Country Fire Authority (CFA) were to die in the line of duty, the ESF would write a check to the CFA, and then the CFA would present the money to the family of the fallen worker. Hence, the ESF is not the face providing this money and does not receive any recognition ([MacKenzie, 2018](#)). Past IQPs have worked with the ESF on potential small-scale technical fixes for the organization, but the organization cannot effectively implement any initiatives if it does not have funds or manpower to support it. One group tried to raise awareness by building a website to attract the stakeholders, but web traffic did not increase and the ESF's publicity did not grow ([Babel, B., Sanchy, M., Capozzi, R., & Savage, H., 2017](#)); the general public and other emergency service organizations did not know its mission nor its name, so they did not have a reason to visit the site. Another group tried to add value to the ESF's mission by redesigning the scholarship process, but the group did not address how to manage funds needed to provide the scholarship money or keep the organization running ([Michel, J., Cormier, A., & Burgan, R., 2013](#)).

In order to solve these problems, the ESF is overhauling its organization to help it become financially solvent and rebrand itself. The ESF has also created a CEO position and hired Siusan Mackenzie to fill this role. The organization is dependent on MacKenzie to create a strategic plan for the ESF that will allow it to continue to function and provide value to the needs of workers in emergency service organizations, while not operating at a loss ([Preflight, 2018](#)). As an IQP team, we worked with the ESF to develop its strategic plan to solidify its role in the emergency services sector. The organization is moving towards providing mental health support for emergency service workers and finding and filling the gaps present between the Victorian emergency services organizations ([MacKenzie, 2018](#)). We provided the ESF with a process map of each of the emergency organizations and how each organization proceeds following a death or injury to one of their workers and/or volunteers. In addition to this process map, we learned how each organization takes care and has taken care of its workers and/or volunteers who dedicate their lives to the organization and leave due to age rather than injury. We also provided the ESF with each organization's perspective on the ESF, how impactful it is to its organization, and how it feels it could be a key piece in uniting the emergency services sector. The ESF feels that providing mental health support to volunteers, working with those who are transitioning to retirement, and taking care of volunteers are more meaningful to workers than its current practices and will help differentiate them from other organizations.

We accomplished this first by assisting Siusan MacKenzie in developing and implementing the ESF's strategic plan. We started by finding areas where funds are being used to investigate the impact of its previous financial disbursements. By gathering this information on the beneficiaries and their testimonies, we were able to better determine potential areas in which

the ESF may not be raising funds and publicity to the best of its potential. We then researched other non-profit organizations with similar operating characteristics to understand how they are managed, and we suggested how the ESF can be structured based on these findings. We investigated their strategic plans and methods of fundraising while reviewing the financial reports that these similar organizations have published. In doing so, we conducted a benchmark study; we identified key factors in similar organizations that make their respective organizations impactful and compare them to the role played by the ESF. The ESF has not previously gathered this information, so the interviews were instrumental in helping the organization understand the quantity, quality, and effectiveness of its impact ([MacKenzie, 2018](#)).

Furthermore, the ESF is in a special position that connects and aids the emergency services in Victoria. In order to understand how ESF could assist these agencies, we interviewed their representatives to find gaps in how they care for their workers. We found several gaps in the emergency management sector and used our data to propose practical ways to address these sector-wide issues. We unbiasedly presented this information to our sponsor and provided recommendations on how the ESF has the opportunity to refocus its mission and address the needs of emergency management in Victoria.

2.0 Background

The Emergency Services Foundation (ESF) is a non-profit organization based out of Melbourne, Australia. The organization was founded in 1987 off the residual funds of donations after the Ash Wednesday bushfires. The ESF is an umbrella organization that assists the sixty thousand emergency service workers and their families across the emergency services sector in the state of Victoria ([Michel, Cormier, & Burgan, 2013](#)). The emergency services sector, for the purpose of our project, is defined as the network of agencies that provide emergency services to the citizens of Victoria. The ESF provides financial relief to emergency service workers aids their families through multiple initiatives. One way is through the relief and assistance payments, which provides financial assistance to the families of emergency service workers who have suffered hardship or been injured while in the line of duty. This was implemented to reduce the initial financial burden on the family as that worker may have contributed to a portion of the family's income. After donating money from its relief and assistance payments, the ESF can additionally aid families by providing continued financial support through an extended program that requires special approval ([About Us, 2018](#)). So a family can receive more than ten thousand dollars if it reapplies for the continued financial support. The immediate financial assistance the ESF provides is valuable to the families since it is available via check as soon as the worker's agency notifies the ESF of the death. Other forms of financial aid often take weeks or even months to receive. ([Relief Programs, 2018](#)).

The ESF also provides scholarships to emergency service workers. These scholarships are given to workers who wish to study topics that will lead to improvements in the emergency

services sector ([About Us, 2018](#)). These scholarships serve the organization that the emergency service worker works for and the emergency service sector as a whole. By studying these topics, workers will return to their respective organization with expanded knowledge and experience that can lead to implementing new techniques and methods that can increase the quality of work for emergency service workers.

The ESF has awarded over one hundred and twenty scholarships from its scholarship fund since 1988 ([Scholarships, 2018](#)). These scholarships are available for registered volunteers or employees of the 16 Victorian Emergency Service agencies, who wish to research topics that coincide with the mission of the ESF. This program provides the volunteers and workers of emergency service organizations the chance to conduct research in emergency services topics at no cost to them. In 2017, the ESF distributed \$59,011 in scholarship funds to its partner organizations in Victoria, which includes the Ambulance Victoria, Country Fire Association, Metropolitan Fire Brigade, Victoria Police, Victoria State Emergency Services, Department of Environment, Land, Water and Planning, Department of Economic Development, Jobs, Transport, and Resources, Emergency Management Victoria, Emergency Services Telecommunications Authority, Lifesaving Victoria, Maritime Safety Victoria, Red Cross, John Ambulance Victoria, Victorian Coast Guard Association, and Victorian Council of Churches. These scholarships allow volunteers and workers to research real-world issues in detail in Australia, as well as locations around the world such as England, Scotland, and Peru ([Scholarships, 2018](#)). For instance, the ESF granted a scholarship to Jason Behan in 2015. Jason applied for a scholarship grant because he wanted to build his capabilities in counter-terrorism. With the grant, he attended courses on *Operational Command* and *Strategic Command* through

the Police National CBRN Centre in the U.K. He also attended the West Midlands Counter Terrorism Unit and worked within the Operational Development Unit to expand his knowledge and experience. According to Jason, his “2015 scholarship study tour was an invaluable experience,” stating that he was able to integrate his experience with the Victorian Emergency Services Preparedness and Response via improvements of Victorian CBRNe (Chemical, Biological, Radiological, Nuclear, and Explosive materials) courses and exercises, by introducing practices that are common internationally ([Jason Behan’s Scholarship, 2018](#)). Overall, the ESF’s scholarship program has enabled Victorian emergency service organizations to gain valuable knowledge and training to improve their collective capabilities and impact.

The ESF additionally provides professional development for emergency service workers through its two annual conferences. Emergency service organizations send representatives to this conference to discuss strategies that can be utilized to enhance the emergency service sector ([Conferences, 2018](#)). One conference is the Emergency Management Conference. This conference is held with the purpose of bringing together emergency service officials to discuss theories and ideas that can be implemented to make the emergency service sector safer for workers. 2018’s conference theme was “Strategy to Action,” and it featured keynote speakers who discussed research into mental health for Victoria’s emergency services ([Conferences, 2018](#)). This event was a successful fundraiser for the organization in that it brought the ESF \$23,553 in ticket sales. The other conference it hosts is the Volunteer Leadership Conference, during which the ESF presents the emergency service workers with their scholarships. This event is expensive to host; in fact, the ESF spent \$98,636 just to run the event in 2017 and gave out \$59,011 in

scholarships. This was the single most expensive event the ESF hosted ([ESF Annual Report, 2017](#)).

2.1 Exploring Emergency Services Foundations

There is potential for the ESF to fill gaps in support provided by the emergency services organizations in the sector. We conducted a benchmark study in Melbourne to help the organization realign its initiatives. To initially understand the support provided by the sector in other places, we researched other organizations and their characteristics. We also conducted a simple benchmark study of other organizations. This helped to give us an understanding of support provided by agencies in both the United States and in Melbourne.

2.1.1 Emergency Responders Assistance Program (ERAP)

ERAP is a non-profit organization that helps emergency responders in and around Oklahoma City, Oklahoma, USA. Its mission is to provide post-critical care to all Emergency First Responders and their families, who are experiencing emotional trauma due to a critical incident. ERAP is composed of approximately forty-seven employees ([Our story, 2018](#)). This small group aims to serve approximately thirty-five thousand emergency service workers. ([Oklahoma - May 2017 OES State Occupational Employment and Wage Estimates, 2017](#)).

ERAP primarily helps volunteers through its Post Critical Incident Seminars (PCIS). PCIS are three-day seminars in which the service workers work with licensed mental health professionals and other first responders to receive hands-on assistance. ERAP hosts these seminars every couple of months and each class accepts twenty-five to thirty-five people. This class is funded by ERAP, so there is no financial burden for the participating emergency service

workers ([PCIS, 2018](#)). Moreover, ERAP gains most of its funding through corporate and private donations. It is classified as a non-profit organization, so American citizens who donate are eligible for a tax deduction. Additionally, the organization is eligible to receive donations through other means such as Amazon Smile. ERAP's nonprofit status is beneficial since the organization is exempt from income tax. This allows for an organization of this size to spend more of its funds to help emergency service workers.

2.1.2 Clackamas

Clackamas Fire District #1 is much larger than the ESF, but it strives to accomplish a similar goal. It is the largest fire district in Oregon, United States, and it serves over two hundred thousand citizens across two hundred thirty-five square miles. It aims to provide humanitarian assistance to those affected by a disaster and minimize the impact of those accidents. The organization is supported by many volunteer and career firefighters, one hundred fifty paramedics, fifteen EMT Intermediates, and over thirty EMT Basics. The organization is heavily supported by donations from the government as well as by the funds raised through its annual fundraisers. Although the organization is large in size, it is still able to use its funds to prevent and extinguish fires, cater to emergency calls, support a wellness program, and provide financial services. For example, Clackamas supplies hotel rooms for those who experience tragedies, provides helmets to children, supports kids who want to study emergency services professions through scholarships, and donates food baskets for families in-need ([Clackamas Fire District #1, 2018](#)). This organization is able to stand out in the community due to its wide range of services and a tremendous amount of monetary and voluntary support.

2.1.3 United Service Organization (USO)

The United Service Organization (USO) is much larger than the ESF, but it operates similarly. USO is a non-profit organization that relies on donations from individuals and other organizations to fund its services ([Consolidated Financial Statements, 2017](#)). Its mission is to “strengthen America’s military service members by keeping them connected to family, home and country, throughout their service to the nation” ([The Organization, 2018](#)). USO has thirty thousand volunteers at two hundred centers worldwide, where active the United States military personnel can go to use internet and phone services to contact their families, watch movies, or just relax in the air conditioning. USO also supports families of service members that make the ultimate sacrifice of their lives. For example, the organization sends support kits to families recently affected by tragedy. The kits include books of support, personalized notes, and comforting items. Moreover, USO has supported every dignified transfer through the Dover Air Force Base since March 1991. The organization has centers located in the heart of the base so that families have easy access and can be effectively supported ([Support for Families of the Fallen, 2018](#)).

2.1.4 Victoria State Emergency Service (VICSES)

The Victoria State Emergency Service (VICSES) is one of many State Emergency Service (SES) groups within Australia. VICSES, like each of the other SES groups, is a volunteer-based organization that responds to natural disasters to maintain a safe environment within Australia. It strives to “partner with communities, government, other agencies and businesses to provide timely and effective emergency management services, building community preparedness, disaster

resilience and risk prevention” ([What We Do, 2018](#)). This organization is much larger than the ESF in terms of its greater number of workers and volunteers; it currently has over one hundred fifty employees and five thousand volunteers ([Volunteer, 2018](#)). Additionally, it receives funding from various fundraisers and donations from the government and corporations.

VICSES is an important organization to observe to provide potential methods and improvements for the ESF as they share similar goals and areas of outreach; however, there are stark differences in the methods the ESF and VICES use to promote their respective organizations. VICSES maintains relations with its stakeholders, and this can be clearly seen by their continuous interaction through social media platforms, such as Facebook and Twitter. VICSES’s operations differentiate themselves from the ESF, and many other organizations, as they release bi-annual editions of their events in their own publication known as *Community Matters*.




Organization	Size	Mission	Assets	Funding	Location
ESF 	34 employees	ESF operates as a trust to provide immediate support for those who suffer hardship as a result of the death of a family member or injuries sustained in the line of duty.	\$1,154,600	Government Grants, Private and Corporate Donations, and Fundraisers	Melbourne, VIC, AUS
ERAP 	47 employees Serving tens of thousands of first responders	ERAP is dedicated to providing Post Critical Incident care to all Emergency First Responders and their families who are experiencing emotional trauma due to a critical incident	\$7,687	Private and Corporate Donations, Amazon Smile, Fundraisers	Oklahoma, USA
Clackamas Fire and Emergency Medical Foundation 	Over 150 paramedics, 15 EMT Intermediates, and over 30 EMT Basics	Providing humanitarian assistance to volunteers and workers affected by disaster and minimizing the impact of accidents.	\$208,684	Government and Private Donations, Annual Fundraiser	Oregon, USA
USO 	30,000 volunteers at 200 centers	The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation.	\$182,441,198	Private Donations, Honorary Gifts, Pay it Forward, Wire or Stock Transfer, Planned Giving, Fundraisers	Worldwide, HQ in Washington, DC, USA
VICSES 	5,000 volunteers and 200 employees	Partner with communities, government, other agencies and business to provide timely and effective emergency management services, building community preparedness, disaster resilience and contributing to risk prevention.	\$124,312	Fundraising, donations, and corporate sponsorships State and local government funding	Victoria, Australia

Figure 1: Matrix comparing organizations that are similar to the ESF. The highlighted boxes represent factors that are similar between the ESF and the comparable organization.

As seen in Figure 1, each organization is funded in similar ways through donations, government grants, and fundraisers. The ESF, ERAP, Clackamas, and VICSES all operate under a fundamentally similar mission: to provide assistance to those affected by a disaster in the line of duty. ERAP is similar in size and their current initiatives provide mental health and wellness aid to volunteers. Likewise, Clackamas provides a wellness program that offers mental health counseling to workers and support from professionals in the field. Mental health is something that the ESF is looking to implement, so researching the methods of ERAP and Clackamas and comparing these organizations will be beneficial.

2.2 Problems Faced by the ESF

The ESF believes that it would be able to manage more initiatives and help more people if it wasn't hindered by its diminishing requests for relief and assistance payments and funds to financially support them. This is consistent with the fact that there has been a decrease in the number of volunteers over the past decade in Australia. Australia also has seen a trend of a falling birth rate over the past thirty years. This means that there are fewer people aged 25-45, the age to volunteer, than ever before ([McLennan, J., Birch, A., 2005](#)).

2.2.1 Societal Factors Affecting Emergency Service Workers

Over time, there has been a lack of volunteers and a shift in the services they provide to the community. Overall there has been a lack of engagement in the emergency services field across Australia. The number of people volunteering as emergency service workers has been declining. The current emergency response crews are finding it difficult to find and retain volunteers ([Ramsey, 1997](#)). The decline affects the ESF because the number of families to potentially support decreases as well as the willingness of potential donors. The number of volunteers participating in emergency services may have decreased due to the shift in the roles these volunteers fulfill. Ramsey brings up the example of firefighters no longer being responsible for solely fighting fires, but for also cleaning up chemical spills. Another possible reason for the decline in volunteers may be because people feel that they are not provided with enough physical and financial protection ([Ramsey, 1997](#)). The volunteering job is dangerous; volunteers have to risk their lives and be in contact with hazardous substances; they feel that they are not effectively protected.

2.2.2 Issues With Funding

The ESF will not be able to survive if its revenue from donations continues to diminish over time. The ESF is currently relying on residual funds from previous years and is continually funded through donations and fundraisers ([ESF Annual Report, 2017](#)). The ESF has tried to fundraise, but its most recent fundraiser was not very successful. The ESF sold stuffed bears called “Ashley the Firefighter Bear,” which were dressed as firefighters. The sale of these bears raised the organization sixteen thousand and eighty-eight dollars in 2016, but only five hundred and sixty-four dollars in 2017 ([ESF Annual Report, 2017](#)).

In attempts to escape its financial condition, the ESF has revisited its strategic plan and now relies on Siusan MacKenzie as a consultant for the 2018 fiscal year. Siusan MacKenzie has expertise in communications and has worked with organizations such as “The Royal Women’s Hospital” and “Monash Health” to influence their customer and stakeholder relationships for their respective strategic plans. Siusan MacKenzie is currently working with the ESF to reevaluate its scope and place in its sector within Victoria amongst other emergency service organizations ([MacKenzie, 2018](#)). With her guidance, the ESF wants to differentiate itself and refocus its purpose and initiatives, so it can stand out, receive recognition for its initiatives.

2.3 Legal Environment Surrounding The ESF

The legislation surrounding the emergency services sector is one of the main driving forces between previous initiatives and current day missions. This legal environment has changed

drastically since the organization's beginning. [Appendix A](#) shows the current legal environment surrounding Victorian emergency services.

2.3.1 When the Organization First Started

When the ESF was founded in 1987, the legal environment it operated in was quite ambiguous. There were no clear-cut laws regarding financial payouts to victims of workplace injury or death. Instead, there was a patchwork of different schemes in place that one could apply for to receive compensation. For example, if a police officer lost their life in the line of duty, their family could apply to the Police Compensation Scheme. After this application, they would then go to court to prove that the employer was negligent in maintaining workplace safety, and to prove the financial loss attributed to the worker's death. This was not the case with volunteer emergency service workers. If any volunteer worker were to die in the line of duty, there would be no schemes that would compensate their families. They would need to rely on their organization's insurance to provide financial support. Often times, insurance companies will work out deals with the families to prevent going to court; however, the amount of financial support received depended on the negotiating strength of the two parties, leading to inconsistent payouts. Both the schemes and the insurance deals often took a long time before the family would see this financial support. The ESF was unique in the fact that it provided financial support immediately with no questions asked ([Dunlop 2018](#)).

2.3.2 Modern Day

Since then, the legislation regarding emergency service worker of compensation has been amended to greatly increase the benefits available to the workers. The Victorian Government has implemented acts, such as the emergency management act, that attempted to create equitable compensation regardless of if the worker is paid or volunteer. This act states that if a recognized volunteer, (meaning that the agency recognizes this person as a volunteer), were to be injured, they could claim personal injury and would then be covered under the Workplace Injury Rehabilitation and Compensation (WIRC) act. However, they still do not treat paid workers and volunteer groups equally.

Paid emergency service workers who are injured at work are covered by the WIRC Act (2014). It provides the worker with payments, if they are unable to work, for up to two years. Under this act, if the worker were to face a serious injury, greater than thirty percent impairment, they would then be eligible to apply for a serious injury certificate. They could then make a claim in court for further financial support. Often times the insurance company would rather settle than go to court, resulting in a shorter time to receive compensation. This act also provides financial assistance to a family if they were to lose a loved one in the line of duty. Furthermore, there are also industrial agreements between the worker and the agency that outline the rights of the worker and what compensation they are entitled to. Both the WIRC act and the industrial agreements guarantee paid employees and their rights to compensation if they were to become injured or die in the line of duty.

Volunteers for government agencies are covered under a patchwork of legislation that is unique to each organization. CFA volunteers are covered under the Country Fire Authority (CFA)

act. This act works parallel to the WIRC act, but it pays from a different account. The CFA act would be paid out through the CFA whereas the WIRC act would be paid through the Victorian government. There is also the VICSES act, which is similar to the CFA act and WIRC act but is only applicable to VICSES workers. Volunteers are also covered under the Transport Accident Act. This act says if you are injured in the line of duty by a vehicle, you are entitled to financial compensation. This compensation is either paid time off or a one-time, lump-sum, payment. This act takes precedence over other compensation acts. Meaning that if a VICSES employee was hurt on the job due to a car crash, the Transport Accident act (TAC) would trump the VICSES act and the worker would be eligible for compensation under the TAC. This act is usually more generous than the CFA or VICSES act, meaning that the recipient could expect a larger payout. There is currently no law regarding non-government volunteers, such as Red Cross volunteers. If one of these volunteers were to be injured in the line of duty, they would have to file for compensation under their organization's insurance, or their own private insurance. ([Dunlop 2018](#)).

3.0 Methodology

Overall the ESF aimed to redefine its scope and mission by finding the role it played in the Victorian emergency services sector. The purpose of this project was to aid the ESF in determining how to add value to its relief programs, whether that be changing or redefining its existing initiatives. In order to determine how to best add value, we reviewed the ESF disbursements to determine how its funds were being used and to whom they were given, and then we compared the ESF to other emergency service organizations in Victoria through factors such as their strategic plans, initiatives, and use of funds. A visual depiction of this approach can be seen in Figure 2.

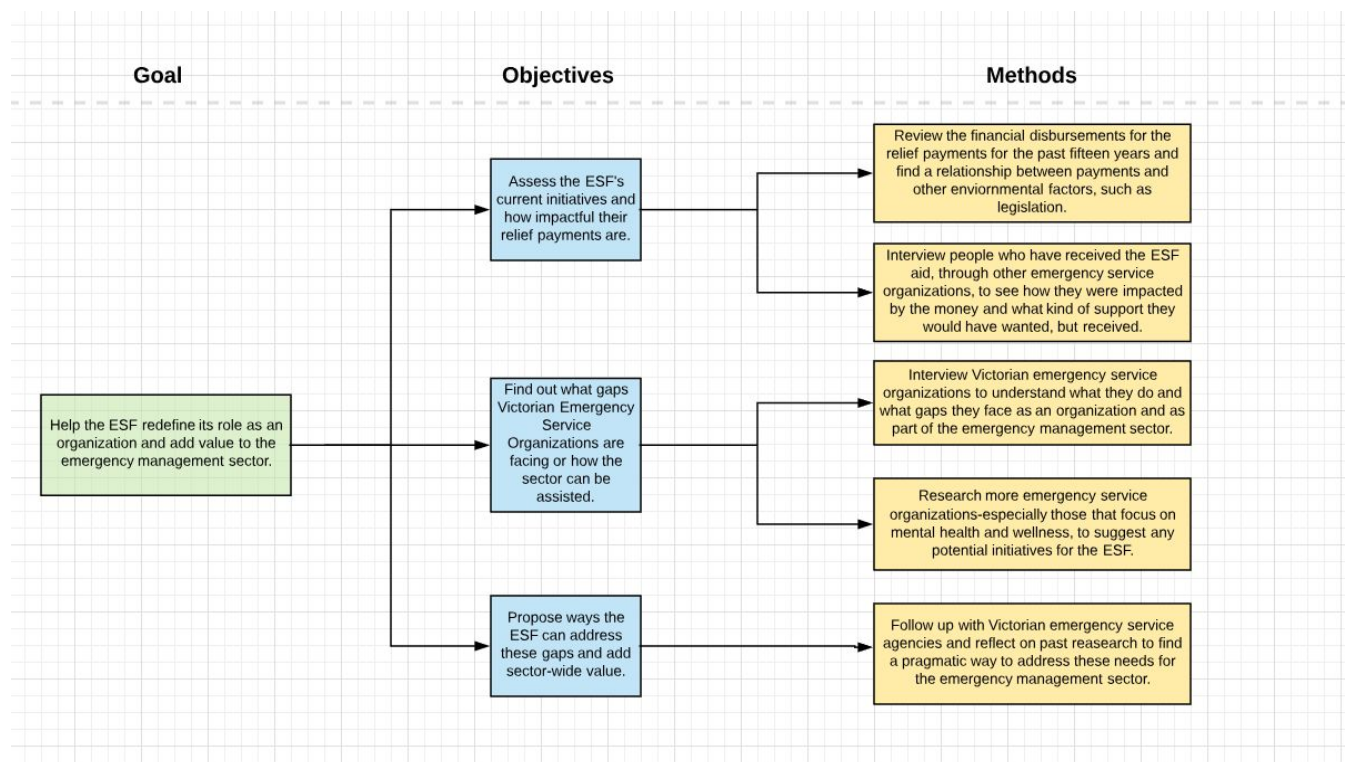


Figure 2: Project Approach Overview

Our project and partnership with the ESF began on October 22, 2018, and concluded on December 14, 2018. Figure 3 displays our timeline for implementing tasks and going about our methods.

Tasks	Week 1				Week 2				Week 3				Week 4				Week 5				Week 6				Week 7				Week 8						
	10-22/10-26				10-29/11-2				11-05/11-09				11-12/11-16				11/19/11-23				11/26-11/30				12/03-12/07				12/10-12/14						
	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F
Meet with Siusan and/or Jenny																																			
Meet with ES Agencies or Partners																																			
Meet with Siusan and Advisors																																			
Meet with Advisors																																			
Archival Research of ESF Funds Recipients																																			
Set Up Interviews with Other Stakeholders																																			
Conduct Interviews with Other Stakeholders																																			
Analyze Data From Interviews																																			
Develop Creative Tool																																			
Report Writing																																			
Final Presentation																																			

Figure 3: Project Task Timeline

3.1 Evaluating How the ESF Impacts Stakeholders

In order to enhance the ESF's mission, we needed to consider the beneficiaries of the relief and assistance payments and support funds put in place by Victorian emergency service organizations. To begin, we performed a review of their records that contained information on the recipients of the relief and assistance payments and the amount the ESF donated to their respective organization. The records also provided us with contact information for the beneficiaries of the relief and assistance payments. We used this contact information to reach out to the recipients to determine: what support the family received from other agencies, the impact the aid had on them, if the aid was enough, and in the case that it was not enough, what else could have been provided. The questions we asked the beneficiaries can be found in [Appendix C](#).

Through these interviews we were also able to determine their perception of the ESF, or if they

knew it even existed, and to determine gaps in the support provided by other agencies that the ESF could potentially fill.

3.2 Suggesting How to Enhance The ESF's Mission

In order for us to understand the ESF's purpose, the ESF provided us with records detailing its past strategic plans and initiatives to evaluate its past and current priorities. These documents formed the basis of an analysis that explored initiatives- such as methods of fundraising, whether they have succeeded or failed in the past, and if the ESF has stressed certain things in these yearly reports - such as certain goals or lessons they have learned.

After understanding the ESF's revenue and spending streams in greater detail, we compared its financial model, strategic plan, and initiatives with those of its partners in Victoria, as well as with other emergency service organizations around the world. We chose to use benchmarking techniques to find ways for an organization, such as the ESF, to reduce costs, increase revenue, and increase impact ([Reh, 2017](#)). In order to conduct an effective benchmark study we needed to factor in several tasks to properly analyze the important parts of organizations:

- 1) Define the subject of the benchmarking study
- 2) Define the process or attribute to be studied in detail
- 3) Select and define what to measure
- 4) Select the comparison set
- 5) Collect data on both the benchmarking subject and comparison set
- 6) Assess the data and identify differences and gaps

- 7) Analyze the root causes of the differences or gaps
- 8) Define an improvement initiative complete with goals
- 9) Communicate the goals
- 10) Implement the improvement initiative and measuring results
- 11) Report on the results, identifying improvements and repeating the process

We compared the ESF with other emergency service organizations around the world in the background section. We captured these findings through a decision matrix, so we could see how organizations are divided amongst those different sections mentioned above. These findings and comparisons helped us suggest ways that the ESF could use funds to take on new initiatives that may include a focus on mental health and wellness.

3.3 Process Mapping

Before arriving in Melbourne, we reviewed our matrix in [Figure 1](#) to suggest how to add value to the ESF and help it set itself apart from other emergency services organizations in Victoria; however, after understanding more about the environment surrounding emergency service organizations, we chose to focus on how the ESF can enhance its mission by aiding established emergency service organizations in Melbourne, in order to positively impact the emergency management sector. We measured the impact its mission has on the sector by gathering opinions on the initiatives from the agencies. If a majority of our contacts within these organizations think that our ideas will add value, we would consider it to have a positive impact. [\(Ebrahim, 2013\)](#). We applied a version of our benchmarking technique to understand what kind of

support emergency service organizations provide, and what they do and do not provide for their workers and their respective families; we decided to organize this information via process maps. Process mapping is the technique of using flowcharts to illustrate the flow of a process, proceeding from the most macro perspective to the level of detail required to identify opportunities for improvement ([Bailey](#)). In order to gather information for these maps, we interviewed personnel from nine major Victorian emergency management organizations and scheduled interviews with the Country Fire Authority (CFA), Victoria Police (VicPol), Victoria State Emergency Service (VICSES), Metropolitan Fire Brigade (MFB), Department of Environment, Land, Water, and Planning (DELWP), Ambulance Victoria, Victorian Council of Churches (VCC), Life Saving Victoria, and Red Cross Australia. These interviews served to understand each organization's relationship with the ESF and how they fit into the emergency services sector in Victoria. Meetings with the nine prominent Victorian emergency services organizations were arranged along with meetings with prominent individuals. These meeting dates and descriptions can be found in [Appendix B](#). We asked the organizations about their support procedures in place in the case of tragedy or injury to a volunteer or employee in the line of duty. This includes financial compensation, support for the families, or support for other emergency service workers who witnessed or were personally affected by the event. The questions we asked during interviews can be found in [Appendix C](#). We compiled the information from each interview to create our process maps. The process maps show the support available for members of each organization. The process maps can be found in [Appendix D](#). This made it easier to determine if organizations provide similar support. We then used the gaps in their support as a way to connect their organization to the ESF. In doing so, we created a means of

identifying programs the ESF can create to provide support, so that the emergency services organizations in the sector will have complete support for their workers and volunteers. We now have a complete picture of overlaps and gaps in support available within the emergency services sector through both the ESF and the emergency service organizations themselves.

3.4 Follow-up Interviews

Once we identified the gaps the ESF can fill, we went back to reinterview the seven control agencies. A control agency is defined as the primary agency responsible for responding to a specific type of emergency ([Emergency Management Victoria 2018](#)). There are seven control agencies in Victoria: CFA, VicPol, VICSES, MFB, DELWP, Ambulance Victoria, and Life Saving Victoria. The questions we asked during these interviews can be found in [Appendix E](#). We asked each organization their thoughts, whether they agree with the areas we have identified as areas that need improvements, and if their organization would support the recommendations we have put forth. This second interview gave us confirmation that the areas we have identified will be beneficial to their organization and the sector.

3.5 Potential Problems and Alternative Plans

As we conducted our study, we ran into unplanned situations, which forced us to change our approach to gathering data. Although we approached the problem with the appropriate mindset, we accepted that we just did not have access to certain data. For example, we were not

able to access data such as how a family used money the ESF gave them without contacting family members directly. It was difficult to contact families, and some of them were not willing to share information regarding sensitive topics or speak to us at all. We were still able to gain some of this information through contacting volunteers that were friendly with the family or had a personal connection with them. We also ran into the problem of organizations not being able to meet with us or constantly changing our meeting date. To overcome this, our schedule remained flexible to allow us the opportunity to meet them at their convenience.

4.0 Results and Recommendations

After conducting interviews with representatives from each of the previously mentioned Victorian emergency services organizations, we were able to clearly see the need for the ESF to change its current practices. The practices it currently has in place are no longer as impactful as they once were and there are no longer a place for them in the sector. The current practices prove unsustainable for the ESF, requiring a rehaul of the organization's strategic plan to become financially stable. The ESF should continue to operate with a new set of missions as opposed to shutting down because they serve a unique role in the sector. They are a third-party organization that can effectively dedicate time to uniting practices across the sector to increase workplace safety. There are no other organizations like this in the sector. As such, we have come up with our finalized results and recommendations to provide the ESF for its continued operations. Through our interviews we recognized that there have been a shift toward awareness of mental health and well being. While there has been a shift, few organizations have practices and protocols in place regarding it. Our team identified five key areas surrounding mental health and well being that will add sector-wide value: Transition to retirement, Peer Support, Conflict Resolution, Showing That the Sector Cares, and Recognition of Service. We created a visual graphic to depict these five areas encompassing wellbeing in [Figure 4](#) below.



Figure 4: Visual representation of areas around wellbeing

4.1 Interviews with Beneficiaries

We attempted to contact recipients of the ESF’s relief payments to measure the impact the immediate funds had for those affected, but we were not able to reach out to many beneficiaries. This was due to the fact that many organizations had a lack of contact information records kept and also because liaisons to the recipients whom we were in contact with would tell us that they would prefer us to not reach out due to the sensitivity of the topic and how raw it still was to the families. As such, any attempt to measure the impact of the financial disbursements using information from actual recipients was not feasible. However we were able to interview one recipient of the relief payment and their answer was what we were expecting: they never heard of the ESF or thought twice about the money received. This proved our point that the ESF’s method

of disbursing these funds were flawed and did not have the impact on the family the organization was expecting. Due to the nature of the discussion, we feel it is best to leave the interviewee anonymous.

4.2 Changes to Financial Disbursements

The ESF's payments had previously served to provide the families of a fallen worker/volunteer immediate no questions asked financial aid. This aid proved important following the time period in which the ESF was founded as expenses such as funerals, travel for the family in some cases, mortgages, and all immediate costs needed providing for. Alongside this support, the financial disbursement was a token to let the family know that those at a sector level are still involved and care for the family. However, the most recent disbursement of financial aid was in 2014 and this is due to not the lack of tragedy in the sector but rather lack of organizations utilizing the ESF's financial payment program in their own relief processes.

4.2.1 Recommendation

The feedback from our interviews with emergency service organizations has concluded that the financial disbursements are not serving the purpose of financial relief or acknowledgement that the sector cares. Financial disbursements from the ESF have become unnecessary, due to the fact that each organization currently has, to differing levels, legislation which protects their own workers and volunteers, alongside the overarching legislation which covers workers regardless of field. All of the organizations we conducted interviews with stated that they provide immediate financial assistance in the scenarios that the ESF's funds were

originally aimed towards funerals, travel expenses, bills, etc. Some organizations currently have their own program in place to provide financial aid and assistance to families. For example Victoria Police has a program called Police Legacy that looks after the families of fallen police officers, providing money for presents for children around the holidays or money to help with bills. Alongside these legislative changes and organizational programs, which now provide for families in these scenarios, there also has been an apparent social change where families are shifting away from the previous one working parent archetype. As it is becoming common for both parents in a family to be working now, the loss of a parent will likely not completely drain a family of their income. The disbursements also do not do their intended job of showing that the sector cares, as these payments have still been simply handed out by the organization of the injured worker/volunteer. This lack of recognition defeats the purpose for the ESF to provide families with the assurance that the emergency services sector cares, while also promoting the ESF's name. As such, we recommend that the ESF end this practice of financial disbursements, and gravitate towards other initiatives which can further show that the sector cares, as the financial aspect is well covered via the organization an individual is from.

4.3 Transition to Retirement

When we conducted our initial interviews of the nine emergency response organizations, we concluded that only three have a transition to retirement program. A formal transition to retirement program is a set of seminars or procedures put in place by the management of an organization to help workers understand the retirement process. Two agencies have programs in place that help workers to understand the financial aspect of retirement and how to prepare.

Lifesaving Victoria does not have a formal program but has an over 55 program where they encourage older workers to continue to stay involved in the organization. They would do work such as maintaining equipment to stay involved and to pass down their knowledge to younger workers. This means that five out of the nine emergency response agencies in Victoria have no system in place. We identified this as an issue because the average age of workers across the emergency services sector is between 45-55, the age when people are starting to look towards retirement. According to the CFA, between the years 2020-2025 the CFA will lose its largest group of workers to retirement. With the average age being higher than one might expect and less than half of the organizations having a retirement program in place, we identified this as an area we needed to further explore. We find mental health and wellbeing to be an important area in retirement because according to survey conducted by Beyond Blue, the group of post-service employees and retirees continue to experience psychological distress years after retirement or leaving their job in the sector ([Beyond Blue, 2018](#)). Through our follow-up interviews with the seven control agencies, we found that none of them had a holistic program. The ESF defines a holistic program as one that incorporates mental health and well being as well as financial advice.

4.3.1 Recommendation

When these organizations are developing their strategies, we recommend they consider two aspects of retirement. The first aspect of retirement, which is overlooked in a corporate setting, is the social aspect. There are cases where emergency service workers have been with their respective organization for twenty or even thirty years and everything they have become accustomed to in their lives involved their work. People join organizations for social reasons so

much of their social life may have also revolved around their work. With this big part of their life gone, they may not know how to spend their time or energy and this can cause increased mental stress. A more widely recognized aspect of retirement is the lack of knowledge transfer. When people retire, they often take with them years of training and skills that are not passed down to the younger workers, causing the organizations to lose these skills with the potential of the new workers never learning them through their training and experiences.

To help overcome these two ruinous aspects of retirement, we recommend that the ESF puts forth a sector-wide “best practice” protocol. This is a document that highlights the best practices currently in place at emergency service organizations in Victoria to help organizations to either create or revamp their transition to retirement programs. We will determine if a practice is best practice based on member participation, feedback received on the program, and any professional reviews that may have been done. We received general, qualitative information on these areas through our interviews with the agencies, however more research would have to be done before its implementation. One protocol that we recommend is mandatory or strongly-encouraged informational seminars about what to expect both financially and socially. These seminars should also promote retirement with a positive attitude as it would make the transition more successful. Retirement can be seen as the end of a large portion of life, however viewing it as the start of a new portion can prove to increase mental health and well-being ([Kragt et al. 2017](#)). Another recommendation we can make for the ESF is to promote the creation of opportunities for retired members to still be involved if they wish to do so. Lifesaving Victoria currently has a program in place that does just this. It allows members of their organization who have retired to come work on equipment, such as motors, to stay busy. If a program similar to this

was implemented in every organization, this would help combat the two aspects of retirement discussed above: social and knowledge transfer. The workers would not be missing the social part of their life as they are still interacting with peers and they can pass down their knowledge to others in the organization through collaborative work. If the retiree does not want to commit to being around an organization all the time, or there is no opportunity for them to complete independent work, then setting up a program where they would teach occasional seminars would be beneficial. The retiree would be able to teach the current workers or discuss with management the things that they learned on the job, that they didn't learn through training. By establishing this foresight in training, agencies can tailor their training programs to produce better prepared workers. This could be as simple as including retiree's feedback into training guidelines for new workers and volunteers.

4.4 Peer Support

During our meetings with representatives of VicPol, VICSES, Ambulance Victoria, DELWP, LifeSaving Victoria, MFB, and CFA we began to explore the different benefits and support they offered their volunteers and paid employees and discovered similarities and differences in the peer support amongst organizations. Peer support is a system of giving and receiving help founded on key principles of respect, shared responsibility, and mutual agreement of what is helpful ([What is peer support. 2017](#)). It is beneficial to have someone or a group of people to empathize with someone who is feeling emotional, psychological, and physical pain and support employees through recovery. Generally, support is provided through one-on-one or group conversations in-person, on the phone, or through the internet. Victorian emergency service

workers are more likely to face trauma due to their jobs. They deal with families who have been emotionally scarred or have dealt with injuries and death. Along with other inter-organizational conflicts that may arise, these employees work on matters that are emotionally frustrating and mentally tolling. Thus, peer support is vital to maintaining the strong mental health of these employees so that they can effectively continue their work.

We found all nine of the Victorian emergency service organizations we interviewed had some form of peer support they offered their employees; however, there were inconsistent requirements and training to become a peer supporter. Out of the seven control agencies we interviewed again, one of those agencies has three dedicated members who have a full-time role. Another agency has about 700 peer supporters, but they are trained twice a year and given a test to become a peer. Another agency readily gives training to workers who show an interest regardless of personal motivations without properly evaluating people and understanding their motive for the job. These workers may not be fit to be peer supporters and may want the role with the intention to support their peers. It is unclear how these seven other agencies screen thoroughly people who want to become peer supporters. While some form of peer support is offered, the current Victorian emergency service agencies have not evaluated their current peer support programs yet, so they do not know which services are beneficial.

4.4.1 Recommendation

The ESF can play an important role by helping to create equitable peer support for these organizations. A lot of these organizations respond to traumatic events, but their workers receive different amounts of support from their peers across different organizations. It is prudent to have a

strong peer support program for each organization, so these workers can maintain good health and efficiency. We cannot understand how the number of peer supporters, the screening process, the training involved, and support set in place by each organization affects the quality of each peer support program. Our team feels that agencies should focus on improving peer support because these conversations often happen naturally after an incident, and this service is cheap, if not free, for the agency.

While understanding the importance of peer support from Victorian agencies, we found the peer support program run by the Victorian Council of Churches (VCC) Emergency Ministry ([Stuart 2018](#)). The volunteers at VCC are tasked with comforting people who have been emotionally affected by emergency incidents such as the attack on Bourke Street; the volunteers support pedestrians as well as other volunteers and members of their own organizations that may have been affected by the incident. To join the VCC as a volunteer, a person must first provide evidence that they have a great support system outside of work. They then need to have a letter of recommendation and attend interviews and extensive training to become a peer supporter. After the training, they shadow current volunteers to experience real situations. If a volunteer attends an incident, they are debriefed by other volunteers before and after they are out in the field to check in on their mental state. If they are not well or have been mentally disturbed, they are provided counseling support and are closely monitored and checked up on until they have received the necessary amount of help. VCC's program was the best in terms of selection, training, and maintaining the wellbeing of its volunteers.

In order to help these other Victorian emergency service agencies, we recommend that an external agency conduct a review of the peer support programs for each agency, by talking to

people who have used or work with the program. This review would help the agencies know how they are impacting their workers and how effective the recipients of peer support think the program has been. It would be great to receive insight from peers supporters and these recipients so the organizations know which peer support methods are working and which need to be modified. After that review, the ESF should develop a best practice peer support guide that these organizations can follow to provide better service to their employees. This guide would cover training peers for the program, recruiting peers to maintain the program, and how to manage the peer support program. Currently, the VCC excels at their peer support program and continuously works to support their workers. In fact, VCC received around a 90% score workplace happiness in the 2017 Volunteer Welfare and Efficiency Survey, while SES received around 53% ([Emergency Management Victoria, & State Government of Victoria 2018](#)). VCC serves as a great model and these Victorian agencies can work to adapt some of its successful peer support protocols in this emergency management sector-wide best practice guide for peer support.

In order to understand if our recommendations are pragmatic, we asked the seven emergency service agencies if they would implement these changes. All of these organizations expressed that this best practice protocol would enable employees to possibly gain better peer support and guidance. On the other hand, CFA was worried about the number of conversations and discussions that would need to take place before this best practice protocol could be accepted by all the other agencies in Victoria. Although it may take time and effort to create this protocol, it will be a sustainable model that will positively impact the workers, who are responsible for the success and mission of their respective organizations. It would be interesting to see the Volunteer Welfare and Efficiency Survey results for two years after the program is implemented to see if the

happiness levels have improved in a statistically significant way. It is necessary to take care of these workers since they are the foundations of these agencies and provide support that is cheaper and more meaningful to the peers who receive this support.

4.5 Recognition

Through our interviews, we realized the value in recognizing people for their service and letting them know that their organization and the community are thankful for them. When asked about recognizing their workers, six out of seven control agencies have internal recognition for milestones in service such as an award at 15 years and then at every 5 years after that. We also asked the agencies if they would see benefit in a community-level recognition of service in which multiple agencies would be thanked together and all seven out of seven of the control agencies told us that they would see value, if implemented, for the whole sector.

4.5.1 Recommendation

Based on the sector-wide value of a community-level recognition acknowledged by the agencies, we recommend that the ESF leads a recognition campaign. For the recognition campaign, we have two ideas of event types that the ESF can organize. Our first idea is to host a scalable, family-friendly event to recognize those who responded to major incidents from multiple agencies with corporate support. By bringing the responders together with their families, there is an opportunity for the sector to come together as a large family while receiving thanks and enjoying a relaxing day following a tragic event. The event should occur within 1-2 months of the incident, so that it is not “too soon”, but it is also relatively fresh while providing time to plan the

event. The time built in to plan also will help because it allows time to scale the event based on the tragedy, such as an event that requires 50 responders as opposed to 200 responders.

Our second idea for an event for the ESF to organize is a multi-agency emergency management showcase. At the event, emergency service workers would be able to show their capabilities to the public to gain support and inform people of their work. We also believe that the showcase would increase the workers' pride in their occupation or volunteer role.

4.6 Showing That the Sector Cares

Through our interviews, we found that seven out of seven control organizations pay for initial burdens on a family after a tragedy such as funerals and accommodations for traveling families. This led us to believe that the value of the ESF's financial disbursements have diminished over time, and according to Darrin McKenzie, the Deputy Chief Fire Officer at DELWP, the value in the payments is that it "provides broader recognition from the sector" and "show that you're part of a bigger family that cares" ([McKenzie 2018](#)). Since we concluded that the ESF should discontinue the initiative of the financial disbursements, we asked the agencies if they believe the ESF should research a new way of showing sector-wide support and six out of the seven control agencies responded saying that they do believe there is value and that there should be a new way to show the support.

4.6.1 Recommendation

Since the agencies believed that there is a benefit to a system that shows families support from the whole sector, we recommend that the ESF implements a care package system for

families following a tragedy. We believe that there is an opportunity for the ESF to research what a care package for families of Victorian emergency service workers should look like, but it should be set up similarly to one model that we have discovered. The program that it should be modeled after is the Survivor Resource Kits that are provided to bereaved family members of the United States Military by the United Service Organization (USO) and the Tragedy Assistance Program for Survivors (TAPS). Once the USO is notified of a death, a carefully crafted package is sent to the family containing “comfort items, books of support, personal notes and information” ([Support for Families of the Fallen, 2018](#)). We believe that the care packages will allow the families to feel supported by the sector even without the ESF’s past initiative of writing checks to families.

4.7 Conflict Resolution

During our interviews, we asked the agencies about their means of mediation to handle conflict in the workplace and about the appeal process if one side is not happy with the outcome. We realized that the programs in place differed greatly. VicPol and Ambulance currently use the Independent Broad-Based Anti-corruption Commission (IBAC). This organization reviews cases of misconduct and will handle the consequences accordingly. Some of the larger organizations have in-house mediation teams or have professional services on-call when there is a dispute between two workers or a worker and the organization. Some organizations handle most cases internally, by meeting with a superior. There are some cases where workers are unable to conduct an internal appeal. If there is the ability of an internal appeal, we have heard cases where that the one reviewing the case may not be impartial. There are also extreme cases where if the worker is not happy with the outcome of this meeting, they can take their case to the Victorian Civil and

Administrative Tribunal (VCAT), which is a government organization that settles small disputes. When we conducted our follow up interviews, five out of the seven control agencies would support the ESF in trying to standardize conflict resolution across the sector.

4.7.1 Recommendation

Beyond Blue conducted a study that directly relates workplace conflicts to well being ([Beyond Blue, 2018](#)). In order to improve well being across the sector, we recommend that the ESF builds a small, multi-agency team of emergency service workers, either active with a lot of experience or retired, that can quickly assemble to hear a mediation or appeal case. The ESF's team will be able to provide a fair, 3rd party hearing from both sides and quickly resolve cases that may have become prolonged arguments within organizations.

References

About Us. (2018). Retrieved from <https://esf.com.au/about-us/> Found on page [12,13](#)

- The “About Us” page provided information about the fundamental principles that the ESF was founded upon. Their two main focuses were relief and assistance of emergency service workers and funding of research and study to improve knowledge of emergency service workers in regards to their work. We were able to understand the background of the environment upon which the organization was founded.

Babel, B., Sanchy, M., Capozzi, R., & Savage, H. (2017). *Improving web presence and stakeholder interaction for the emergency services foundation*. WPI. Retrieved from https://web.wpi.edu/Pubs/E-project/Available/E-project-050217-022806/unrestricted/ESF_Final_Report.pdf Found on page [9](#)

- WPI IQP group sponsored by the ESF in 2017 D-term. The project goal was to help the ESF utilize the use of social media to improve stakeholder communications, through mediums such as Facebook and their website. By providing the ESF with updated graphics for their social media and website, they were able to start boosting their engagement with stakeholders and their community.
- Important to see that the ESF was not taking advantage of social media, for whatever reason, and there are lots of room for improvement to allow for more media presence. Taking advantage of mediums such as Facebook, and continuing the ESF store page will be important in raising funds.

Bailey, M. L. *Process mapping*. (). Retrieved from

<https://cedu.niu.edu/~bailey/ftf564/pmapping.pdf> Found on page [29](#)

- This source provided us with the definition of a process map.

Beyond Blue. (2018). *Answering the call*. () Found on page [36,45](#)

- Beyond Blue recently completed a piece of research regarding the link between workplace conflict and retirement to mental health and wellbeing. Their research concluded that conflict in the workplace greatly decreases a worker's mental state and affects their work. Their research also concluded that emergency service workers' mental health issue created by their work continue into retirement and last for a long time.

Clackamas Fire District, # 1. (2018). Clackamas emergency services foundation. Retrieved from

<http://www.clackamasfire.com/emergency-services-foundation/> Found on page [16](#)

- This organization has a mission similar to that of Emergency Services Foundation Victoria. It uses funds for its annual fundraiser, providing hotel rooms for those who experienced a tragedy such as a fire, providing helmets to children, financially helping kids who want to study emergency services professions, and providing food baskets for families in need.
- This organization has a large scope, so it is important that we look its fiscal year reports to see how the organization is able to financially support these ventures. It is important to see how effective these ventures were as well, and if and how they benefited those receiving the aid.

Conferences. (2018). Retrieved from <https://esf.com.au/services/conference/> Found on page [14](#)

The conferences page on the ESF website allowed our group to explore the different types of conferences hosted by the ESF. Exploring the conferences indicates what are the main focuses of the organization by recognizing key factors that are repeated annually in the conferences. We were able to determine that the conferences are their main source of relief at the moment, as they spend \$100,000 a year on them. These conferences are hosted to discuss the information obtained by recipients during their scholarship, and to discuss improvements to the emergency services sector as a whole by high ranking members in the sector.

Consolidated financial statements and report of independent certified public accountants; (2017).

United Service Organizations, Inc. (USO). Retrieved from

<https://www.uso.org/about/financial-statements> Found on page 17

- This document includes all of the financial statements for the Wounded Warrior Project for 2017. By reviewing this document, our group will gain lots of insight into how organizations with a similar scope allocate their spending and how much they bring in from donations, relatively. We will also be able to see exactly how much money is spent other than directly supporting families of fallen troops and how much is spent on that.

Crothers, J. (2018). Australia's homelessness worsening, census data shows. Retrieved from

<http://www.abc.net.au/news/2018-03-14/homelessness-in-australia-jumps-14pc-over-five-year-period/9547786> Found on page 11

- This article showed a possible reason for the increase in the number of events responded to by first responders. The author explains the relationship between the increase in population and the increase in homelessness. Homelessness can create dangers for

emergency service workers. We incorporated this source into our paper to explore societal factors that influence emergency service workers.

Davey, M. (2017, March 1). Three people, believed to be homeless, die in Melbourne factory fire.

The Guardian Retrieved from

<https://www.theguardian.com/australia-news/2017/mar/02/three-people-believed-to-be-homeless-die-in-melbourne-factory-fire> Found on page 11

- This source discusses an incident that occurred in 2017 where three people, who were believed to be homeless, started a fire in an abandoned factory and lost their life. This article reinforces that societal factors, such as homelessness, can pose as threats to emergency service workers and the sector as a whole. Luckily no firefighters were hurt while responding to the incident, but if societal factors such as homelessness weren't as prevalent, the workers would not have been in that danger in the first place.

Dunlop, K (2018, October 22) Personal Interview. Found on page 22,24

- Katherine Dunlop is a well-known and respected lawyer in the emergency services sector. We interviewed Katherine at Maddock's Law Firm, her place of employment, in regards to the legal requirements of support for workers and volunteers by emergency service agencies. She was able to provide us with lots of insight to the ways that workers are covered differently than volunteers and about possible gaps that the ESF can fill in terms of supporting volunteers.

Ebrahim, A. (2013). Let's be realistic about measuring impact. *Harvard Business Review*,

Retrieved from <https://hbr.org/2013/03/lets-be-realistic-about-measur.html> Found on page 29.

- The article generally states how impact is measuring the difference you are making and discusses how three top organizations-Acumen Fund, Robin Hood Foundation, and Millennium Challenge Corporation, are able to assess impact.
- Acumen measures immediate outputs through the number of mosquito nets made. It measures the number of lives reached. It will measure the number of nets that are manufactured and distributed for a company that makes anti-malaria bed nets. It will measure the number of times toilets and showers are used for a company that builds toilets and shower facilities in slums. The company does not measure outcomes such as improvements in the health and environment or the reduction of malaria since it is complicated, expensive, and impractical for early-stage enterprises. Acumen relies on other experts to find a relationship between how distributing bed nets leads to the reduction of malaria. Acumen find the relationship of how its specific output(number of products manufactured and distributed) is related to impact.
- Robin Hood focuses on “long-term outcomes in the lives of individuals such as gains in future income.” Its grant-making foundation aims to fight poverty in New York City and “puts each of its 200-plus grants through a cost-benefit analysis each year.” The company tries to predict the base earnings of its clients through school attendance and standardized test scores. “[S]ome longitudinal research suggests that a 10% increase in test scores is correlated with a 4% increase in high school graduation rates, which in turn is associated with \$6,500 in increased income per year. Robin Hood uses these figures with caution, employing them as placeholders for estimating benefits until better research comes along.”

It is able to make decisions on who to distribute these grants to and who it can strongly impact.

- MMC aims for a reduction in poverty rates and wants to impact individuals as well as society. The company analyzes “barriers to economic growth” in the respective country and then “identifies sectors where the grants would most likely reduce poverty.” The Government of Ghana was given about \$547 million “to build road and ferries and to get farm goods to market.” The company estimated how many farmers would likely benefit through factors such as “reduced cost and time of getting goods to market, access to new markets, and opportunities for wage employment.” MMC measured an economic rate of return by measuring the positive difference in farmer incomes. In addition, it is able to compare this amongst other poor regions in Ghana and see if there was any reduction in regional poverty rates.

Emergency Management Victoria. (2018). *Emergency Management Manual Victoria. Part 7: Emergency Management Agency Roles*. Melbourne, Victoria: State of Victoria. Found on page [30](#)

- The Emergency Management Manual Part 7 explicitly describes the role of each emergency management agency. The manual helped us to understand the difference between control agencies such as Metro Fire Brigade, in which they are responsible for all fires within the Melbourne City, and support agencies such as Red Cross, in which they provide materials and support for people after an incident.

Emergency Management Victoria, & State Government of Victoria. (2018). *Emergency Management Volunteer Welfare and Efficiency Survey*. Retrieved from

<https://www.emv.vic.gov.au/how-we-help/volunteers/emergency-management-volunteer-welfare-and-efficiency-survey> Found on page [41](#)

- Emergency Management Victoria conducted a survey with a total number of 3,893 volunteers over 2016 and 2017 to measure the happiness levels of the volunteers and how satisfied they were with their employers. This poll called the Emergency Management Volunteer Welfare and Efficiency Survey asked volunteers to describe their experience working with Ambulance Victoria, Country Fire Authority (including Volunteer Coast Guard Brigades), Life Saving Victoria, Red Cross – Emergency Services, Salvation Army – Emergency Services, St John Ambulance, Victoria State Emergency Service, and Victorian Council of Churches – Emergencies Ministry. The VCC scored well in this past year with a 90% score in terms of how pleased volunteers were with the agency. Other agencies scored less.

Esf annual report 2017. (2017). Emergency Services Foundation. Retrieved from

https://esf.com.au/wp-content/uploads/2018/09/2017_ESF_Annual_Report.pdf Found on page [9,14,21](#)

- The ESF Annual Report is a general overview of the finances of the Emergency Service Foundation for the 2017 fiscal year. It outlines assets, liabilities, and equities. It also lists other expenses such as aid given and scholarship amounts. The document goes on to discuss how the ESF is structured and provides a background of the organization. This report concludes that they have a lower operating budget in 2017 than they did in the 2016 fiscal years. It also discusses how their fundraiser, selling “Ashley Bears”, ended

disastrously. In 2016 they made a profit \$16,000 from bear sales, and in 2017, they profited only \$564. In the future, I will investigate if the number of bears sold went down, or if the cost to manufacture these bears went up, eating into their profits. This report is useful to our project since we have to audit and organize the organization's expenses.

Jason behan's scholarship. (2018). Retrieved from

<https://esf.com.au/services/scholarships/recipient-reports/behane/> Found on page 14

- We used Jason Behan as an example of a scholarship recipient of the organization. Jason studied to build his capability in the area of CBRNe and Counter-Terrorism through exposure to an international standard of practice. Jason then returned home and was able to report his key lessons learned to his organization. We looked into Jason's scholarship to get an idea of the ESF's scholarship process and its impact on the recipients.

Kragt, D., Jorritsma, K., Dunlop, P., and Parker, S. (2017). *Firefighters' transition into retirement: Issues, challenges and support program design*. Centre for Transformative Work Design: The University of Western Australia, Perth, Western Australia. Found on page 37

- Research done in Perth studies retirement and its effect on firefighters. It provides recommendations on what firefighters should do before and after they retire, both physically and mentally. However our group feels that these recommendations can be applied to all emergency service workers. This article provided us phrasing recommendations for our recommendations to the board of directors.

MacKenzie, S. (2018). Siusan MacKenzie, CEO at emergency services foundation. Retrieved

from <https://www.linkedin.com/in/siusan-mackenzie-74924713/> Found on pages [9](#),[10](#),[11](#),[21](#)

- Siusan MacKenzie is the CEO for the ESF. According to the skills section of her LinkedIn page, she has been greatly endorsed by her past colleagues for her organizational development, strategy, and leadership skills. She has expertise in communications and has worked with organizations such as “The Royal Women’s Hospital” and “Monash Health” to influence their customer and stakeholder relationships for their respective strategic plans. Siusan MacKenzie is currently working with the ESF to reevaluate its scope and place in its sector within Victoria amongst other emergency service organizations.

McKenzie, D. (2018, November 7) Personal Interview. Found on page [43](#)

- Darrin McKenzie is the Deputy Chief Fire Officer at DELWP, so we interviewed him about the organization since we believed he would have a strong insights about the organization. Darrin provided us with valuable information regarding beneficiaries of financial relief by telling us that there would probably be no connection with the ESF since he himself has handed the check over to families and did not mention the ESF. He also provided us with insight to the value of the payments in saying that the value might not be in the money itself, but rather that the entire sector supports the family in their time of need.

McLennan, J., & Birch, A. (2005). A potential crisis in wildfire emergency response capability?

Australia's volunteer firefighters. *Global Environmental Change Part B: Environmental Hazards*, 6(2), 101-107 Found on page [20](#)

- Emergency service organizations would be able to manage more initiatives and help more people if they wasn't hindered by its diminishing number of volunteers and funds to financially support these activities. In fact, there has been a decrease in the number of volunteers over the past decade in Australia. This decrease can be attributed to economic and geographic changes; deregulation of the economy and technical advances demands an increase in productivity, making it harder for members of the community to volunteer. Australia also has seen a trend of a falling birth rate over the past thirty years. This means that there are less people aged 25-45, the age to volunteer, than ever before.

Michel, J., Cormier, A., & Burgan, R. (2013). In Michel J. P., Cormier A. M., Burgan R. R., Aghajanian M. J. and Ault H. K. (Eds.), *Investigating improvements to the emergency services foundation scholarship process and program*. Worcester, MA: Worcester Polytechnic Institute. Found on page [9,12](#)

- The Emergency Services Foundation's social media presence before this IQP team was very lacking. This IQP led the ESF in developing an updated web page, with donation pages to receive money through mediums other than cash donation, and also a storefront to sell other fundraising products such as the organization's Ashley Bears. In addition to these updates, the ESF's social media presence was promoted through the use of media platforms such as Facebook, Twitter, and Instagram. Instructions on how to maintain these social media platforms were provided for continued use after the IQP team left.

Oklahoma - may 2017 OES state occupational employment and wage estimates. (2017). Bureau of Labor Statistics. Retrieved from https://www.bls.gov/oes/current/oes_ok.htm#33-0000
Found on page [15](#)

- The Bureau of Labor Statistics is a government organization that collects information on different occupations and the number of people working occupation. Our team used this source to find data on the number of emergency service workers in Oklahoma, US. We felt this information was necessary to help us further draw conclusions between the ESF, ERAP and other emergency service organizations. The number of emergency service workers tells us the number of workers each organization is responsible for. The ESF and ERAP were responsible for a similar number of workers which led us to believe that if we find successful characteristics in ERAP, we can look at implementing them with the ESF to achieve similar results.

The organization. (2018). Retrieved from <https://www.uso.org/about> Found on page 17

- This webpage provided a breakdown of the USO's history and their mission. The page also includes a section on their leadership with descriptions of each role. The USO's mission can be used to help the ESF because the USO does a good job of supporting families of the fallen.

Our story. (2018). Retrieved from <http://www.erapok.org/our-story> Found on page 15

- The ERAP is a non-profit organization based out of Oklahoma City, Oklahoma. The main focus of their organization is to provide training, education, and psychological assistance through mental health seminars to emergency service workers after they experience a traumatic event while responding to an emergency. This is relevant to our research because the Emergency Service Foundation is looking into providing mental health assistance to emergency service workers. By researching this organization, we can make the ESF aware of what other organizations are doing around the world to give them ideas.

Pcis. (2018). Retrieved from <http://www.erapok.org/pcis> Found on page [15](#)

- This is the website describing the mental health seminar, hosted by ERAP, mentioned above. These seminars are three days long with each day having a different focus. The first day is having the first responder discussing the event with a professional and this day also encourages the first responder that they're in a safe environment. The second day consists of the first responders sharing their experiences with other responders at the seminar. This shows them that they are not alone in their struggles and helps them to cope. The third day consists of teaching the first responders life skills on how to healthily live with the situation they experienced and teaches them how to find help if they feel they need it. This is meant to help them to feel hopeful and guilt free as they leave the seminar.

Preflight. (2018). New CEO. Retrieved from <https://esf.com.au/new-ceo/> Found on page [10](#)

- This article posted to the ESF's website writes about the foundation's new CEO, Siusan MacKenzie. Bringing in a new CEO is relevant to our project because Siusan was basically brought into the ESF to work as a consultant and improve the standing of the organization, similar to the scope of our project.

Ramsey, A. (1997). Emergency services suffer fall in volunteers . *THE AUSTRALIAN*. Retrieved from Nexis Uni Found on page [20](#)

- In this article, Ramsey cites lack of public recognition, increased training requirements and growing cost of legal and financial indemnity as reasons for a decrease in the number of emergency service volunteers. He also claims that the changing role of emergency services is another reason for the decline. He provides the example of firefighters being responsible to clean up chemical spills. This

article is helpful because it provides evidence and possible explanations for the decline in the number of emergency service workers. It also provides an example of public opinion towards emergency service workers. We will be able to further investigate these claims and use them as building blocks to get a more complete sense of public opinion towards emergency service workers.

Reh, F. John (2017). Benchmarking overview, practices and approaches in business. Retrieved from

<https://www.thebalancecareers.com/overview-and-examples-of-benchmarking-in-business-275114> Found on page [27](#)

- This article provides great insight on how benchmarking is a practice that organizations can use to compare themselves with others in their sector or related field. It encourages the use of benchmarking for organizations to evaluate how they are doing in comparison to others and provides them with ideas on how to improve their current methods. It also suggests several factors that organizations must take into account when they are benchmarking. These steps include:

- 1) Define the subject of the benchmarking study
- 2) Define the process or attribute to be studied in detail
- 3) Select and define what to measure
- 4) Select the comparison set
- 5) Collect data on both the benchmarking subject and comparison set
- 6) Assess the data and identify differences and gaps

- 7)Analyze the root causes of the differences or gaps
- 8)Define an improvement initiative complete with goals
- 9)Communicate the goals
- 10)Implementing the improvement initiative and measuring results
- 11)Reporting on the results, identifying improvements and repeating process

Relief programs. (2018). Retrieved from <https://esf.com.au/services/relief-programs/> Found on page [12](#)

- The Relief programs page describes the initiatives currently in place for the ESF. Their current initiatives include initial financial grants for a family after a loved-one passes in the line of duty and further support if it is deemed necessary. The webpage also describes how to receive the aid.

Scholarships. (2018). Retrieved from <https://esf.com.au/services/scholarships/> Found on page [13](#)

- This ESF web page serves to give information on the organization's scholarship process, purpose, and alumni. Through this page we are able to see all of the past scholarship recipients, their final reports, and what they learned from their experiences working in other areas in Australia, and also around the world.

Stuart, S (2018, November 13) Personal Interview. Found on page [40](#)

- On November 13th, our team interviewed Stuart Stuart from the Victorian Council of Churches. He has experience in emergency management and is the CEO of VCC. Stuart described the organization during our meeting with him and talked about the agency's extensive peer support program. The volunteers at VCC are tasked with comforting people

who have been emotionally affected by emergency incidents such as the attack on Bourke Street; the volunteers support pedestrians as well as other volunteers and members of their own organizations that may have been affected by the incident. To join the VCC as a volunteer, a person must first provide evidence that they have a great support system outside of work. They then need to have a letter of recommendation and attend interviews and extensive training to become a peer supporter. After the training, they shadow current volunteers to experience real situations. If a volunteer attends an incident, they are debriefed by other volunteers before and after they are out in the field to check in on their mental state. If they are not well or have been mentally disturbed, they are provided counseling support and are closely monitored and checked up on until they have received the necessary amount of help.

Support for families of the fallen. (2018). Retrieved from

<https://www.uso.org/programs/support-for-families-of-the-fallen> Found on page [17](#), [44](#)

- This webpage described the various forms of support that the USO offers to families after a loved-one passes away. Their support forms include support at Dover Air Force Base, a large hub for international military aircraft, and partnerships with organizations such as Tragedy Assistance Program for Survivors and Fisher House.

Victoria State Government. (2017). *parliamentary inquiry into the firefighters' presumptive rights compensation and fire services legislation amendment (reform) bill 2017*. Victoria State Government. Retrieved from

https://www.parliament.vic.gov.au/images/Fire_Services_Bill/subs/S624-Government_of_Victoria.pdf Found on page [11](#)

- The report describes a committee assembled in 2017 to consider restructuring Victoria's fire services. The themes focused on were community safety, status quo, growing the CFA moving forward, and establishing FRV. The outcomes of the bill stated that basically the Victorian fire services are sufficient and modern, so no immediate changes were necessary.

Volunteer. (2018). Retrieved from <https://www.ses.vic.gov.au/volunteer> Found on page [18](#)

- This web page gives information to the public on why they should consider becoming volunteers, what volunteers do in the State Emergency Services, current volunteers in the organization, and how to sign up to become a volunteer themselves. Through this page we are able to see the initiatives that the organization holds, and how they are acting within their sector to gain publicity while promoting the emergency services and safety.

What is peer support. (2017). Retrieved from

<https://www.peersupportvic.org/index.php/2014-12-15-22-41-58/2014-12-15-22-59-27> Found on page [38](#)

- This source provided us with the definition of peer support.

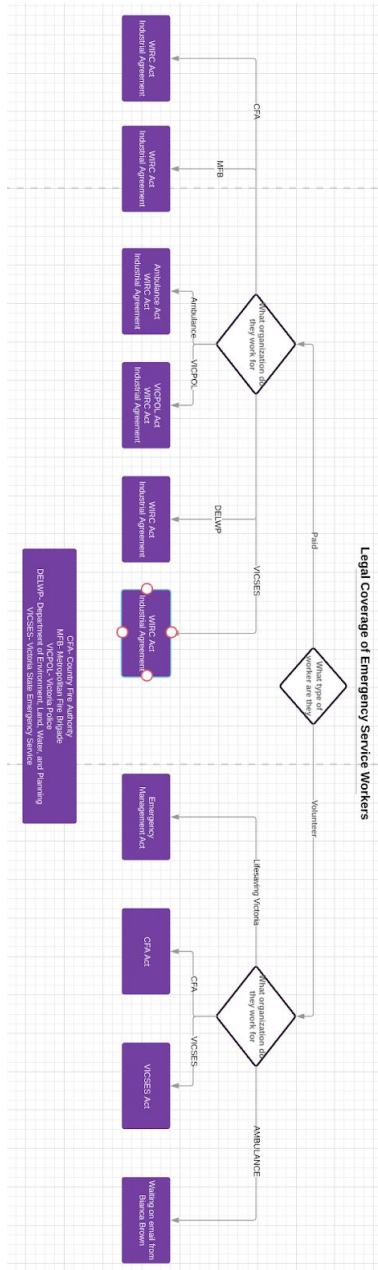
What We Do. (2018). Retrieved from <https://www.ses.vic.gov.au/what-we-do> Found on page [18](#)

- This Victorian government organization educates people on what to do in future emergencies, increases a person's capacity and capability to respond to them, increases awareness of the community's role, and communicates the benefits of preparing for future emergencies.
- It is important that we analyze this organization's Resilience Strategy Report. It is evident that this company values its partners and promotes synergistic outcomes due to the shared

resources and support it receives. Perhaps the ESF should look to collaborate more with other organizations.

Appendices

Appendix A: Legal Environment of Victoria's Emergency Services



Appendix B: Dates for Scheduled Meetings

Appendix A contains already scheduled meetings with the ESF Board members and executives from six of its known partners in Victoria, Australia.

During our meeting with Siusan MacKenzie, she described how she would be willing to get us in contact with other ESF Board members as well as executives from its partnering organizations, such as the Ambulance Victoria, Country Fire Association, Metropolitan Fire Brigade, Victoria Police, Victoria State Emergency Services, Department of Environment, Land, Water and Planning, Department of Economic Development, Jobs, Transport, and Resources, Emergency Management Victoria, Emergency Services Telecommunications Authority, Lifesaving Victoria, Maritime Safety Victoria, Red Cross, John Ambulance Victoria, Victorian Coast Guard Association, and Victorian Council of Churches (Scholarships, 2018). Currently, Siusan MacKenzie has scheduled interviews with the organizations listed in the schedule of events. [Return to reading](#)

Date:	Event Description:
10/22/18	This is a meeting with Laurie Lavelle who is a founder of the ESF. He was also a former Melbourne Fire Brigade Chief Officer and the ESF Chair. He is still on the Board and is around eighty-five years old.
10/23/18	This is a meeting with Catherine Dunlop who partner at Maddocks law firm, which specializes in emergency management. She is also Deputy Chair of the ESF Board.

10/25/18	This is a meeting with Amanda Smilie from Victoria Police, who can help us understand how VicPol supports its workers.
10/29/18	This meeting is with one of the ESF's current partners- the Country Fire Authority (CFA).
10/30/18	This meeting is with one of the ESF's current partners- the State Emergency Service (SES).
10/31/18	This meeting is with one of the ESF's current partners- Ambulance Victoria
10/31/18	This meeting is the mental health workshop that Siusan is conducting with representatives from Victorian Emergency Service Agencies that is based on Beyondblue's Good Practice Framework in First Responder Organizations.
11/01/18	This meeting is with one of the ESF's current partners- the Melbourne Fire Brigade (MFB).
11/02/18	This meeting is with one of the ESF's current partners- the Victoria Police
11/06/18	This meeting is with the Victorian Department of Environment, Land, Water, and Planning to understand the services it provides its workers.
11/06/18	This meeting is with VFBA, Victoria's Volunteer Fire Brigade, to understand their welfare fund for volunteers.
11/11/18	This meeting is with the Metropolitan Fire Brigade to understand the services

	it provides its workers.
11/12/18	This meeting is with the Victorian Council of Churches to understand the services it provides its workers.
11/13/18	This meeting is with the Country Fire Authority to understand the services it provides its workers.
11/14/18	This meeting is with a SES volunteer to understand how SES volunteers feel that SES could improve.
11/14/18	This is the day of the ESF Board Meeting. We will present our findings thus far from interviewing the stakeholders,(mentioned in our methods section),to see how they perceive the ESF.
11/22/18	This meeting is with the Emergency Management Commissioner to understand the services Emergency Management Victoria provides its workers.

Appendix C: Interview Script

Appendix B describes our script for the interviews that aid all three of our objectives. This appendix contains a preamble as well as questions that we will ask during our interviews with the ESF board members, the ESF donors, executives from the ESF partner organizations, scholarship recipients, relief and assistance payment recipients, and current ESF workers in Melbourne.

We will read our preamble these the groups of people we are interviewing. The interview questions that follow are targeted to the groups of interviewees.

Preamble

My name is (team member), and this is (team member). We are both students from Worcester Polytechnic Institute in Worcester, Massachusetts in the United States. We are working on a project with the Emergency Services Foundation (ESF), in Melbourne, Victoria to see how the organization is perceived and what can be done to raise awareness of its mission. As a team, we would appreciate the opportunity to meet with you to understand your relationship with the ESF. Would this be a good time for you to answer some of our questions or would another time be more convenient?

Response:

Another time would be more convenient:

We were wondering which times and locations within this next week or two would work well with your schedule. Otherwise, we could schedule the interview over a phone call.

This is a good time:

Thank you so much for your time. We would like you to know that participation in our research study is entirely voluntary. This is a sensitive topic, so feel free to stop us at any time if you no longer want to participate. You are not required to answer every question that is asked.

Our research is anonymous, and we will not be collecting names or any identifying information from you. One of us will be recording the interview and taking notes if that is alright with you.

Would you mind if we quoted any portion of this interview for research purposes?

Question Family Members for Relief and Assistance Payments:

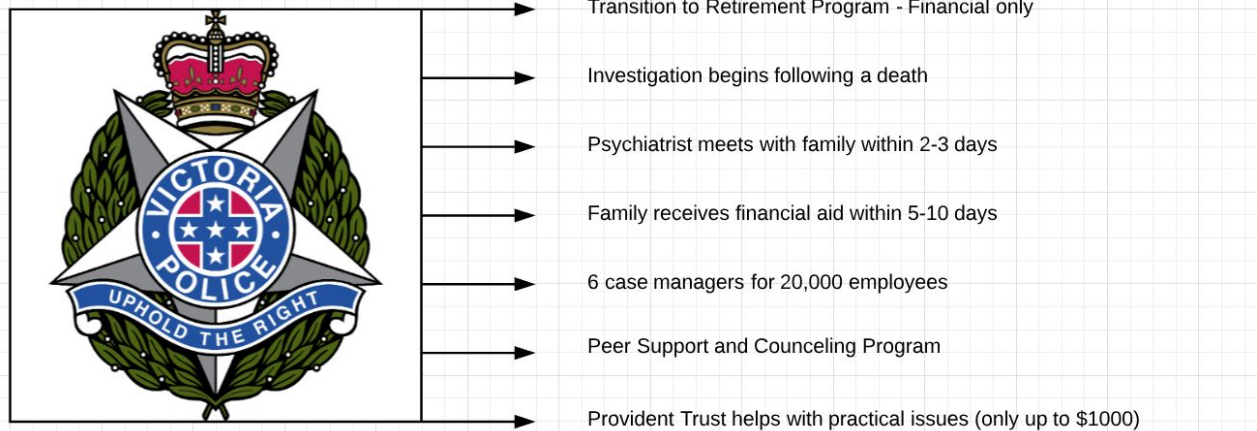
1. Are you comfortable discussing the situation after your family member died in the line of duty?
2. How much was the disbursement you received?
3. What can you tell us about where those funds originated?
4. Do you know where (that organization) received the funds
5. Probe to find link to the ESF
6. Do you know if that was the only originator of the funds?
7. To what extent did the disbursement impact you?
8. If you feel comfortable answering, what did you use the donation for?
9. If you did not receive that disbursement how do you think things would have been different?

Questions for Current Victorian Emergency Service Workers:

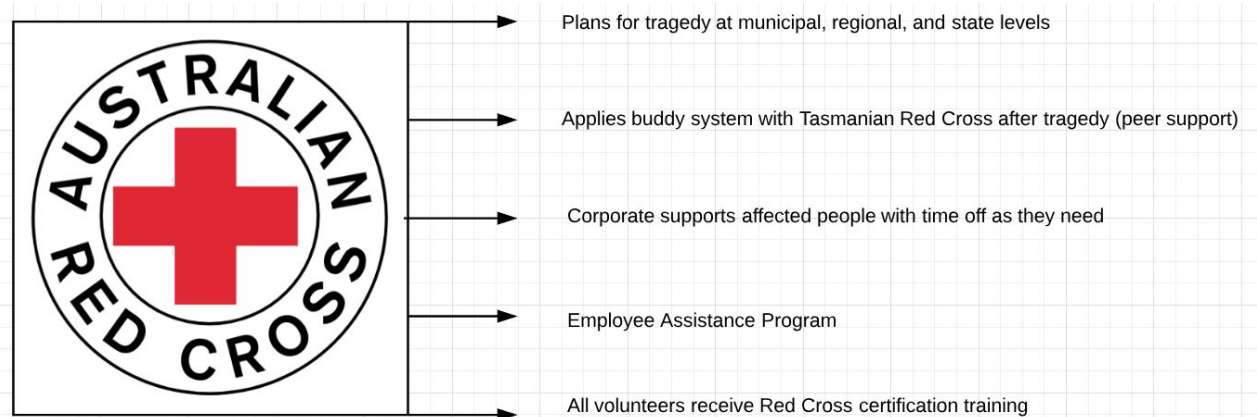
1. How many people are involved in your organization?
2. What is your current position in the organization?
3. What area does your organization serve?
4. What are your methods of recruiting volunteers?
5. What methods worked well?
6. What methods are you likely to change?
7. When did your organization first partner with the ESF?
8. Can you describe your current relationship with the ESF?
9. What is the biggest apprehension your volunteers have ?
10. What current practices are in place to make sure that volunteers and their families are safe, both presently and in the future?
11. If one of your members dies while in the line of duty, what is the organization's course of action?
12. Overall, how do you perceive the ESF?
13. Is there anything you envision for the future of the ESF?

[Return to reading](#)

Appendix D: Process Maps



Holes in Support: impatient stay is not sufficient as there is waitlist for beds and have to be approved by a psychiatrist, any cost needs over \$1000 are not available without special board meeting, children of the deceased are displaced without any mental health support



Holes in Support: need equitable support for all volunteers in sector, build courage for people in relief to be willing to work again by better mental preparation before tragedy, no mental health support for families



- Employee Assistance Program
- Peer Support Program
- Ongoing counseling available for family usually up to 1 year
- Volunteer Association and ESF provide financial support
- Worker's compensation available under Workplace Operational Health and Safety Laws
- Psychologically assessed for PTSD
- Educational awareness sessions with families help people recognize mental health issues

Holes in Support: Need help with long-term physical and mental support when someone is injured and can't return to work since no one wants their life ruined due to injury



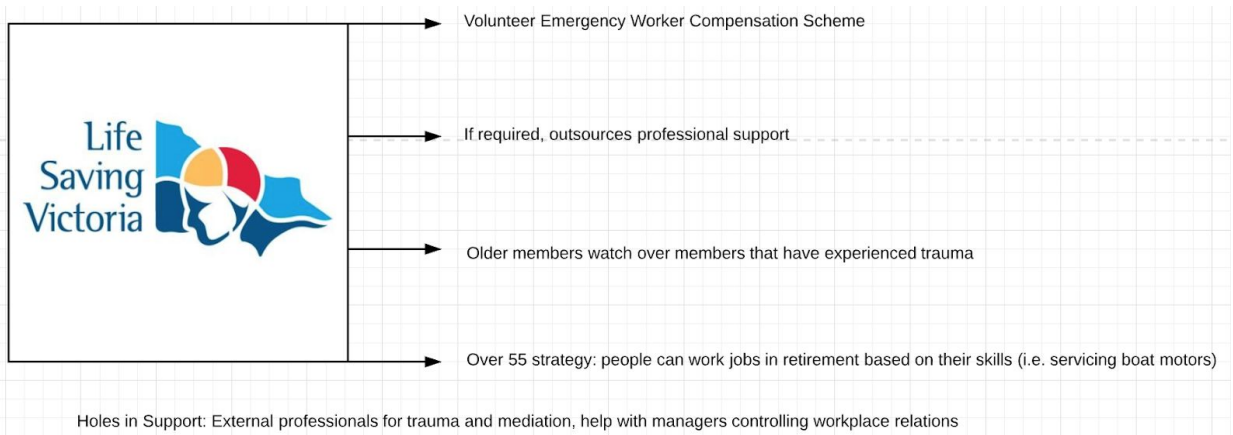
- Paid annual leave and sick leave
- Worker's compensation under Workplace Operational Health and Safety Laws
- Transition to retirement program
- Very generous superannuation program
- Guidance from unions
- Psychiatrists and talkspace are available 24/7 and are very well advertised
- Peer support program that refers people to psychiatrists

Holes in Support: Volunteer support since paid workers are covered well but no policies for volunteers



- WIRC and Industrial Agreements cover all workers
- Assigns liaison representative (connection to victim) to each family to work with them immediately.
- Financial assistance is in place, and continual, however there is no defined payment plans as the scenarios vary.
- Professional support is readily available whenever desired.
- Covers immediate costs; Funeral expenses, travel expenses for family, etc.
- Approaches work as family first for well-being (flexible hours, working from home, etc.)
- Critical Incident Team (Peer Support Program, etc.)

Holes in Support: Transition to retirement has currently not been explored, and needs to be addressed. This was identified as well by Darrin McKenzie whom we interviewed from DELWP.



[Return to reading](#)

Appendix E: Follow up Interviews

Transition to retirement:

1. What are you doing?
2. What have you based your program on? What is the driver?
3. Is it mandatory? How well is it utilized
4. How have you reviewed this program?
5. What are you not doing that you wish you could do?
6. Average age of the workforce
7. What age do people generally retire
8. How many people do you expect to retire in the next 5 years
9. Asking people for 4-5 people who have retired and will retire for an “innovation hack” meeting

Conflict resolution:

1. “We’ve heard from various people there would be a benefit to an independent place, especially for volunteers to go to for conflict resolution. What do you think of this idea?”
2. Independent_consultant with knowledge of sector? Such as another emergency service worker
3. Would you find benefit in a_multi-agency consultant?

Peer Questions:

1. “What do you think about a multi-agency protocol and training?”
2. Understand how you recruit peers
3. how do you review and screen peers
4. multi agency board or best practice protocol
5. Multi agency networking and training
6. thoughts on networking between peers to provide the best support

Set up After-Death Protocol:

1. “We have heard by talking around with multiple people that the value in the financial payments the ESF use to make is that the payment shows that the sector cares. How else do you think there could be ways to show the sector supports them and cares? Do you think there is any benefit to a care package program we found in the US where the USO does x,y,z.”
2. Are you still in contact with family members who have been injured or deceased ES workers?
3. What are your thoughts on a care package? ex: USO

Giving Thanks to Volunteers: (recognizing volunteers)

1. What do you do as an organization to show recognition-acknowledged and thanked...anything to do as a sector

Results from Calls:

Agency/Subject	Retirement	Conflict Resolution	Peer Questions	Showing that the sector cares	Recognition
Vic Pol	<ul style="list-style-type: none"> -Career transition guide -Exit policy -Interviews and attending to well-being checks -Those who are not happy are the ones that wish to be interviewed -Moving towards this program being mandatory, however it is very new -Avg age is 30-45 -Retirement age is around a superannuation scheme (55 max out). Time spent after that is just figuring out what they want to do/higher ranks (retire in 60's) -Foresee that a lot will be retiring (50-60). -Ability to register for program when leaving? 	<ul style="list-style-type: none"> -Mediation service is all made of employees. -Other services being outsourced is possible, just not always needed or utilized. -IBAC investigates matters independently, otherwise inhouse 	<ul style="list-style-type: none"> -Expression of interest, then training twice a year and a test to become a peer. -700 Peer support officers across Victoria. -Finds positive for including peer support across all organizations. Would take a lot of conversations to shift models. 	Nothing in place	<ul style="list-style-type: none"> -Milestone recognition for 15->20->25 years -Recognition for outstanding service. -Rewards are presented at ceremonies at academies. Formal events -Retiree badges get framed and presented to families, etc. -Sector wide ceremony [no]. Recognition of service following major instances however, perhaps could benefit from these
VICSES	<ul style="list-style-type: none"> -No funding allocated internally to sponsor a transition to retirement program http://actives.com.au/services/workshops/ retirement program they are implementing 	<ul style="list-style-type: none"> -Changing Gears: external organization for handling issues. -Grievance policy: handled internally or externally depending on situation 	<ul style="list-style-type: none"> -Grievance policy, handled internally or externally depending on situation. -Recruitment interest for becoming a peer support 		<ul style="list-style-type: none"> -Rewards recognition at 5 and 10 years, national service medal (external) at 15 and beyond.
Ambulance Victoria	<ul style="list-style-type: none"> -Transition to retirement in place (new program). -Chaplain provides guidance -VACU mental health side of transition. 	<ul style="list-style-type: none"> -Best practice - would be great for Victoria but there is not much here in the sector yet to really know how well it would be perceived and utilized 	<ul style="list-style-type: none"> -Professional conflict units (PCU). -Peer support. Independent external review has shown that some aspects have fallen off. New programs will be worked on and 	<ul style="list-style-type: none"> -Could be opt-in rather than opt-out 	<ul style="list-style-type: none"> -Medals and award ceremonies. Some people choose to go to these ceremonies while others do not. Some want it in the mail.
DELWP	<ul style="list-style-type: none"> -Haven't developed a clear strategy as an organizational level, but aware of the importance -Skills and Knowledge Transfer 	<ul style="list-style-type: none"> -Conflict between individuals is settled by themselves or through a supervisor. -Workplace space exists to talk about particular issues or if they did not get a 	<ul style="list-style-type: none"> -Peer support officers 	<ul style="list-style-type: none"> -Money is important, but less relevant than the meaning that is given to the family from the sector (as long as family is taken care of). 	<ul style="list-style-type: none"> -10 Year service recognition awards. Could be automated to become a lot smoother to be run in the organization. Depends on who's actively managing it and keeping
Life Saving	<ul style="list-style-type: none"> -Transitioning in their workplace -Avg age is 24-25 -Expect 3,000 members (50+) to be retiring any given year 	<ul style="list-style-type: none"> -Grievance and judiciary committee. If between two members, encourage the club to reach a resolution for the members. -If no resolution, state legislation can 	<ul style="list-style-type: none"> -Some peer support members due it for a profession -Church members/relationship for peer support 	<ul style="list-style-type: none"> - Definitely sees the benefit 	<ul style="list-style-type: none"> -Service milestones. -One night at Life Saving for volunteers, recognizing those who are putting in a significant amount of hours/years of service.
MFB	<ul style="list-style-type: none"> -Two-day program: every 6 months or so. -Find people who are "due" to retire. Invite them and family to better understand how the transition to retirement will be. Experts 	<ul style="list-style-type: none"> -Want to do it internally 	<ul style="list-style-type: none"> -5 Professional psychologists on call at any time any day. -3 peer supports recruited full time(not psychologically trained) members who are 	<ul style="list-style-type: none"> -Would like an after-death protocol 	<ul style="list-style-type: none"> -Long-service award ceremonies. More than 10 years then increments of 5 afterwards. Gift and acknowledgement from the chief. -Recognition awards for operative services
CFA	<ul style="list-style-type: none"> -Have yet to formalize a retirement program. It's on a broad to-do list, with few resources assigned. -Age 55-60 Avg. work. -Retirement 8.5x wage at 30 years -2020-2025 huge retirement group 	<ul style="list-style-type: none"> -Separate conflict resolution unit. -In favor of an independent appeals avenue -in favor of in-house mediation first -they have a bullying hotline already put into place 	<ul style="list-style-type: none"> -Benefit in a multi-agency peer support program and training. Challenge in differing organization cultures. -Research finds that perhaps it is more comfortable to talk to a peer from own organization -people may not consider talking to other 	<ul style="list-style-type: none"> -Interested but does not know how to proceed other than simply giving payments. 	<ul style="list-style-type: none"> Awards are given at annual dinners or some other function. Family are present. Presented by executives/chief. 5,10,15,20 recognition awards...brigade level...annual dinner that turns into an award ceremony