BCRC Report 1:2007
Annotated Bibliography NESB

Bushfire CRC
Enhancing Volunteer Recruitment and Retention Project (D3) Report 1:2007

Annotated bibliography summarising material related to fire service volunteering by people from Non-English Speaking Backgrounds (NESB) and Cultural and Linguistic Diversity (CALD) backgrounds

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Introduction

This annotated bibliography lists Abstracts of articles, reports, and conference proceedings concerned broadly with volunteer-based fire services and recruitment and retention of volunteers from non-Anglo backgrounds (Australasian and Overseas). The Abstracts are grouped into five Sections:

- Fire service volunteering by people from NESB and CALD backgrounds
- Volunteering generally by people from NESB and CALD backgrounds
- NESB and CALD minorities in the career emergency services
- NESB and CALD minorities in defence and policing
- People from NESB and CALD backgrounds and fire safety/risk.

There is an electronic version of this data base in the form of an EndNote data base. If you have access to the EndNote software, a copy can be sent to you. Contact Kathy Egan at the Bushfire Cooperative Research Centre Volunteerism Project, School of Psychological Science, La Trobe University, Bundoora, VIC, 3086 (03 9479 3704; k.egan@latrobe.edu.au). Alternatively, we can search the data base for you: select your search term key words from the list below and contact Kathy with the details.

List of Keywords

Aboriginal
Aboriginal Australians
acculturation
Adults
advertising
Affirmative Action
African American
Alaska
armed forces
army
Asian
association
associations
Attitudes
Australia
Austria
authoritarianism
awareness
barriers
behaviour
best practice
black
black officers
blacks
blah blah blah
BME
BME, black
British
bushfire crc
CALD
Canada
Canadian Forces
capacity
capacity building
career
charities
church
civic
communication
communities
community
concept
conceptual
construct
corrections
criminal justice
cultural
Cultural Differences
cultural minorities
culture
death
defence
Denmark
differences
discipline
discrimination
diversity
economic
education
emergency
emergency services
employ
employee
employment
equal opportunity
equality
equity
essentialism
ethnic
ethnic boundary
ethnicity
ethno-cultural
exploratory research
F/ME
fairness
faith
female
Females
fire
Fire Fighters
firefighter
firefighters
Foreign countries
foreign police
France
full time
gender
general
Germany
giving
government
groups
hazard
Hindus
hiring
Hispanic
Home Office
human resource
IAFF
Immigration
inclusion
Indian
indigenous
initiative
integration
International
intervention
job performance
language
Latino
law enforcement
Lawrence
linguistic
Macpherson
management
Maori
marketing
medical
migrant
migrants
military
minorities
minority
minority employment
Minority Groups
minority police
minority police recruitment
model
mortality

motivation
multicultural
natives
NESB
Netherlands
new ethnicities
New Zealand
non-profit
Northern Territory
not-for-profit
NSW
NSW RFS
nursing
Oregon
organisations
Ottawa
Pacific
paid
personnel
philanthropy
police
police applicants
police-minority relations
policies
policy
positive action
poverty
prejudice
prevention
psychological testing
public
public attitudes toward
police
publicity
QFRS
QLD RFS
race
race relations
racial
Racial Balance
racial diversity
racial profiling
racialisation
racism
Recruitment
refugees
relations
religion
religious
representation
research
respect
response
retention
RFS
risk
risk management
role model
rural
safety
Scotland
sector
Sex Fairness
social
social capital
social change
social cohesion
social exclusion
social identity
social marketing
society
socio-economic
Soft Systems Methodology
special operations forces
staff
strategy
Sudanese
surf lifesaving
Switzerland
Torres Strait Islander
training
trust
trusteeship
UK
underrecruitment
underrepresentation
US
USA
visible
voluntary
voluntary work
volunteer
volunteering
volunteerism
Volunteers
Wales
Western
white
women
workplace
young people
youth

A. Fire service volunteering by people from NESB and CALD backgrounds

C3 Consulting. (2000). *Strategies for the recruitment as fire fighters of women and people of an ethnic minority background for Royal Berkshire Fire and Rescue Service* (FRDG Publication Number 3/2000). London, UK: Home Office. Retrieved January 18, 2007, from http://www.communities.gov.uk/pub/281/32000StrategiesforfirefighterrecruitmentforRoyalBerkshireFireServicesPDF84Kb_id1125281.pdf

Keywords: International; fire; UK; recruitment; ethnic; minority; women; female; firefighter; publicity; advertising

Background: In May 1999, West Midlands Fire Service approached the Home Office for support for a study to investigate ethnic minority views on the fire service as an employer, with the aim of implementing a recruitment advertising strategy that would improve its record on ethnic minority recruitment. **Summary:** This study aimed to (a) identify the barriers to recruitment for suitable women applicants and people from an ethnic minority background for training as firefighters, and (b) inform the development of recruitment exercises which create and leave a positive image of the fire service with all applicants. As part of the research, internal and external focus groups were conducted.
Findings/Implications: Recommendations and selected actions include: (a) An Action Plan should be drawn up setting out the range of measures through which diversity is to be achieved: community initiatives, public relations and media related campaigns, positively targeted recruitment exercises, open days, careers events etc; (b) An on-going programme to build up a bank of names and addresses of interested applicants from target recruitment groups will enable different recruitment methods to be tested and changed where necessary; (c) A pre-recruitment course should be developed and piloted in conjunction with a community based training provider in order to help to build relationships with target groups and produce suitable candidates for direct recruitment; (d) The service should consider additional training of Trainers to enable them to recognise difficulties and diffuse situations as they arise in order to support ethnic minority and women recruits in the early days of initial training; (e) Publicity material should be urgently reviewed; (f) Face to face contact using black, Asian or women Firefighters or outreach workers is likely to prove most effective at conveying the appropriate messages; and (g) Additional support and training should be provided for ‘near miss’ candidates from target groups to help them reach the necessary standard.

Eureka Strategic Research. (1998). *Volunteering in the NSW Rural Fire Service: A research report prepared for the Department of Immigration and Multicultural Affairs informing the development of a Recruitment Pilot Project for the Living in Harmony Partnership February 1999 - March 2000*. Newtown, Australia: Author.

Keywords: Australia; fire; volunteering; multicultural; Indigenous; recruitment; volunteers; NSW RFS; minorities; NESB; CALD; diversity; cultural; linguistic; barriers; representation; underrepresentation

Background: The volunteer base of the RFS does not represent the diversity of the cultural backgrounds found in the wider community. The RFS has agreed to form a partnership with DIMA as part of the Living in Harmony campaign. The partnership aims to widen the membership and volunteer base of the RFS so that, where practical, the profile of volunteers matches more closely the profile of the community which it serves. The partnership hopes to encourage people from non-English speaking and indigenous backgrounds to participate as volunteers in the NSW RFS. **Summary:** The objective of this research was to identify any cultural, linguistic, practical, geographical and extenuating barriers to the participation of people of diverse cultural and linguistic backgrounds, including indigenous people, in the NSW RFS. A total of 11 focus groups were conducted: 2 groups with current RFS volunteers, 5 with non-volunteers of non-English speaking backgrounds, 2 with indigenous non-volunteers and 2 with NESB and indigenous community leaders. **Findings:** Current volunteers perceived only minor barriers to the involvement of NESB in the RFS. Non-volunteers identified a number of factors which would encourage people from CALD backgrounds to volunteer, including: (a) the ability to gain skills and experience, and (b) the opportunity to develop networks with people in the wider community. They also identified barriers to volunteering, which included: lack of awareness of the RFS, its volunteer nature and of non-frontline roles within the organisation. Community and religious leaders representing CALD people had limited awareness of the RFS. **Implications:** Two broad strategic approaches to promote a wider volunteer base for the RFS were recommended: (a) testimonials from volunteers from NES and indigenous backgrounds to appear in local press, via radio, presentations in shopping centres and community meetings; and (b) a series of local 'Q & As' to increase awareness of the RFS, provide information, address common misconceptions and inspire those present to volunteer. Recommendations relating to the content and channels of communication were also made.

Johnstone, W. (2002). *The New Zealand volunteer fire service in 3 rural communities in Northland* (New Zealand Fire Service Commission Research Report Number 34). Auckland, New Zealand: Auckland Uniservices Limited. Retrieved January 18, 2007, from http://www.fire.org.nz/research/reports/reports/Report_34.pdf

Keywords: International; fire; New Zealand; rural; volunteer; Maori; volunteer; recruitment

Background: This project looked at rural volunteer fire services in three relatively isolated communities on Northland's east coast. A total of fifteen rural fire party volunteers participated in this research. Eighty seven percent of all volunteers self identified as Maori. **Summary:** The project examined the social and administrative structure within which the rural fire parties operate, as well as issues affecting rural fire services generally. Ways in which these services might be strengthened were explored, and specific recommendations made. **Findings:** One crucial element for success of any movement is the identification of all stakeholders. The study shows that members of the communities themselves do not have a clear idea of where the responsibility for establishing and supporting their rural volunteer fire units lies. The concept of 'ownership' by the community cannot proceed without knowing who the stakeholders are, and how they feature in the establishment support and operations of a local rural volunteer fire brigade. Two immediate problems are the tension that exists between resident and absentee property owners, and the construction of fire fighting bases in their neighbourhoods. Generally the public are aware of fire prevention methods via the sponsorship of the New Zealand Fire Service, but are unclear as to responsibilities for suppression. **Implications:** In relation to volunteer recruitment, the Local Councils, as the bodies responsible for the rural fire parties, should: (a) Formulate a culturally appropriate 'mentoring program' to recruit local younger community members as rural fire volunteers; (b) Separate management and governance roles of local fire units; and (c) Employ a volunteer on a pro rata basis to position of manager for the 3 combined rural fire parties. The Councils, as third parties with a more objective interest in the topic, could play a valuable role in facilitating the change of attitudes needed for the rural volunteer fire services to function effectively with full community support. The image and public profiles of both rural fire volunteers and the service they provide need to be lifted and adequate support and recognition provided through the provision of an infrastructure that caters for recruitment of younger volunteers, regular training and adequate insurance coverage of volunteers.

New Zealand Fire Service Commission. (2001). *Developing a strategy to nurture, enhance, and expand the volunteer fire brigade* (New Zealand Fire Service Commission Research Report Number 23). Wellington, New Zealand: UMR Research. Retrieved January 18, 2007, from http://www.fire.org.nz/research/reports/reports/Report_23.PDF

Keywords: International; fire; New Zealand; volunteer; volunteers; firefighter; firefighters; Maori; female; recruitment

Background: The primary objectives of this study were to develop a profile of volunteers in the NZFS and to provide direction for strategies that will nurture, enhance and expand the volunteer fire brigade movement, including increasing the number of Maori and female volunteers. **Summary:** The qualitative phase of the research consisted of focus groups with Maori urban volunteers, rural volunteers, urban volunteers and with volunteers from other organisations. Twenty depth interviews were also held with paid fire service personnel. Effort was made to reach a mix of personnel from first year fire fighters to chiefs. Interviews were conducted with volunteers from both the rural and urban divisions of the fire service. The quantitative phase of the research consisted of a telephone survey of 500 volunteer fire fighters, including 300 urban volunteers, 150 rural volunteers, and 50 volunteers from composite brigades. A representative sample of urban volunteers was selected from each of the eight New Zealand Fire regions: Northland, Auckland, Bay of Plenty/Waikato, Eastern, Western, Arapawa, Transalpine, Southern. **Findings:** Overall, New Zealand's volunteer fire fighters rate their time spent as volunteers highly, and they say they would recommend the experience to family and friends. Volunteers are proud of the services they fulfil as fire fighters. They value the contributions they make to their communities and the professionalism with which they fulfil their responsibilities. Changing responsibilities at home, work and from the fire service, however, blunt the volunteer experience. These competing pressures are clearly the greatest threat to retaining volunteer membership. **Implications:** Recruitment recommendations include: (a) Increase public awareness of volunteer fire fighters' role in New Zealand; (b) An emphasis on word-of-mouth recruitment; (c) Tell the volunteer story by spreading the stories of volunteer fire fighters through publicity; (d) Volunteers propose that camaraderie, professionalism, emergency service role, and the importance of volunteers to New Zealand's communities be emphasised when reaching out to new recruits; (e) Ensuring that new recruits are invited to observe other volunteers in action at emergencies, even before they are qualified to participate.

B. Volunteering generally by people from NESB and CALD backgrounds

Akpeki, T. (1995). *Black on board: Report of a conference held at NCVO on 30 November 1994*. London, UK: National Council for Voluntary Organisations.

Keywords: UK; black; minority; ethnic; trusteeship; communities

Background: Conference report on involving minority ethnic communities in trusteeship. **Summary:** No details available. **Main findings:** Black people are underrepresented at board level in voluntary organisations. **Implications:** No details available.

Australian Catholic University. (2006). *V21 - Enhancing volunteering for the 21st century: Enhancing volunteer capacity to maximise the volunteer resources for contextually diverse community organisations*. Strathfield, Australia: Author. Retrieved January 19, 2007, from http://www.bensoc.org.au/uploads/documents/V21-enhancing-volunteering-for-the-21st-century1.pdf

Keywords: Australia; fire; volunteering; voluntary; NSW; RFS; capacity; recruitment; retention; diversity

Background: St Vincent de Paul Society, the NSW Rural Fire Service, the Benevolent Society and the Australian Catholic University have completed a three-year collaborative research project to help the community organisations maximise their volunteer resource by enhancing both individual and collective volunteer capacity. These organisations were seeking more flexible organisational structures and processes that maximise their volunteer pool through increased volunteer retention and the development of alternative pathways to attract volunteers from diverse backgrounds. **Summary:** A survey questionnaire of volunteer and employee opinions and experiences was responded to by 454 respondents across all organisations; a response rate of 71%. Response rates varied from 64% to 82% across the three organisations. **Findings:** Survey respondents reported high levels of self-efficacy overall and on each of the five dimensions of self-efficacy for volunteering. For all three organisations, volunteers were most confident in their ability to form relationships with other volunteers and in their work competence. Respondents reported high levels of confidence on each of the two aspects (the effectiveness of their organisation and the impact of teamwork on their effectiveness as a volunteer). Volunteers' self-efficacy is enhanced by positive perceptions of the availability of support and training. A person's decision to engage as a volunteer with a particular community organisation is based on their: (a) Knowledge of the organisation and what it does – and how this aligns with their values, needs and circumstances; (b) Perception that the organisation is effective in what it does (collective efficacy); and (c) Belief that they could be effective doing that sort of volunteer work (self-efficacy). **Implications:** The study revealed the importance of the following principles and focus areas for enhancing volunteer capacity: (a) Ascertain the volunteer perspective and take it seriously; (b) Adopt a multidimensional view of volunteer capacity and effectiveness; (c) Employ task accessibility, support and training to enhance capacity; and (d) Establish pathways which maximise access to volunteering opportunities.

Bhasin, S. (1997). *My time, my community, myself: Experiences of volunteering*. London, UK: The National Centre for Volunteering.

Keywords: International; general; UK; black; ethnic; minority; volunteering; recruitment; motivation

Background: This book is the result of a year-long study of fifteen black and ethnic minority organisations. **Summary:** It investigates the context of black volunteering, motivation and successful recruitment strategies. **Findings:** No details available. **Implications:** Sets out recommendations for both black and mainstream organisations - no other details available.

Bittman, M., & Fisher, K. (2006). *Exploring the economic and social value of present patterns of volunteering in Australia* (Social Policy Research Paper No. 28). Canberra, Australia: Australian Government Department of Families, Community Services and Indigenous Affairs. Retrieved January 15, 2007, from http://www.facs.gov.au/research/prp28/sprp28.pdf

Keywords: Australia; general; volunteering; social capital; economic; social; civic; ethnicity; language; linguistic

Background: This report contains the first systematic comparative results from the two major sources of information on volunteering, the Australian Bureau of Statistics' (ABS) Voluntary work survey 2000 and its 1997 Time use survey. **Summary:** This report analyses three policy relevant aspects of volunteering—its effects on direct government expenditure on services, the contribution of volunteering to the stock of social capital, and the possibility of volunteering providing a pathway to economic, social and civic participation. **Findings:** The report contains many findings, however, the major findings of this project related to volunteering and ethnicity are: (a) Speaking a language other than English at home decreases both the likelihood and the intensity of volunteering, and (b) People born in Australia are more likely to report daily volunteering than yearly volunteering, and are also more likely to spend more time volunteering. **Implications:** The Department of Families, Community Services and Indigenous Affairs could use findings from this report to tailor information packs on volunteering options for its different client groups. We also argue that voluntary activity should remain voluntary, and not be confused with compulsory public service to receive benefits. Voluntary agencies can experience negative consequences from forced ‘volunteering’.

Britton, N. J. (1999). Recruiting and retaining black volunteers: A study of black voluntary organisations. *Voluntary Action, 1*(3), 9-23.

Keywords: International; general; UK; black; volunteers; recruitment; retention

Background: This article uses a black voluntary organisation, the Black Justice Project, as an example to identify and explain areas of good practice in the recruitment and retention of black volunteers. **Summary:** No details available. **Findings:** The research findings are compared and contrasted with those of previous studies. **Implications:** The policy implications of the findings are applicable to both mixed and black voluntary organisations.

Cain, L., & Maher, A. (2006, January). *Australian volunteers from diverse cultural and linguistic backgrounds: Survey results.* Paper presented at the 11th National Conference on Volunteering, Melbourne, Australia. Retrieved January 19, 2007, from http://www.volunteeringaustralia.org/files/ITI311QY40/CAIN%20LYNN%20&%20MAHER%20ANNETTE.ppt

Keywords: Australia; general; volunteering; CALD; cultural; linguistic; diversity; volunteers; communities; non-profit; organisations; not-for-profit; recruitment

Background: In 1999, a pilot study was conducted by the Victoria Australian Multicultural Foundation and the Department of Premier and Cabinet Multicultural Affairs Unit. **Summary:** The purpose of this research was to: (a) Determine patterns, at a national level, of the voluntary contribution by people of diverse cultural and linguistic background; and (b) collect information from organisations regarding their involvement of volunteers of diverse cultural and linguistic background in order to promote best practice in recruitment and deployment of volunteers. Two surveys were designed and distributed nationally: an individual survey for volunteers from 10 language groups, and an organisational survey for co-ordinators/ managers of volunteers in not for profit organisations. **Findings/Implications:** (a) Involvement of people from culturally and linguistically diverse backgrounds as volunteers: The questionnaire of volunteer-involving organisations found that 23% of their volunteers came from CALD backgrounds. Forty five percent of respondents to the CALD volunteer questionnaire were aged over sixty years old, reflecting the fact that many of the communities surveyed were ageing. CALD volunteers mainly volunteered with both their own community and the broader community. Very few (5%) volunteered only within the broader community. However some language groups were fairly likely to volunteer within the broader community only – Arabic, Macedonian and Mandarin language groups. When analysing the organisational questionnaire there was the belief that CALD volunteers prefer to volunteer within their own communities only but this is not the case as nearly twice as many volunteered in the broader community. CALD volunteers contribute time in both formally and informally, and were most commonly involved in Nursing homes and retirement homes, Schools, Charitable organisations and Sporting organisations. The ratio of men to women involved in volunteering was 70% women to 30% men. (b) Recruitment: Only 26% of the organisations surveyed actively recruited CALD volunteers and that they were statistically significant in recruiting CALD volunteers compared to those organisations that did not actively recruit. The most common form of recruitment identified by organisations was by word of mouth. CALD volunteers said they learned about volunteering organisations through friends/family or community organisations/clubs. (c) Barriers: When analysing the barriers to recruitment the overwhelming barrier for organisations to recruit CALD volunteers was English language. That was mainly because they had concerns that the CALD volunteers understood their rights and obligations, and safety issues as well as their accents being understood by clients particularly elderly and disabled. However, English language was not a high barrier for CALD volunteers. The main barriers were time restrictions followed by travel and distance and expenses. However, some language groups over 60 years of age did consider English language as an issue. (d) Motivation: The strongest motivations for people from CALD backgrounds to volunteer were (i) to do something worthwhile, (ii) to help the community, and (iii) personal satisfaction. ‘Spiritual beliefs’ was also an important motivator for CALD volunteers. In contrast, when volunteer-involved organisations were asked what they thought motivated CALD volunteers ’spiritual beliefs’ rated quite low. Newly arrived migrants (16% of respondents) were motivated to volunteer for: (i) 'personal satisfaction’, (ii) ‘social contact’, (iii) ‘gaining work experience’, and (iv) ‘to do something worthwhile’. (e) Patterns of involvement: People from CALD communities who have been living in Australia for under 10 years, are most likely to volunteer in their first three years. This initial period of involvement then appears to decrease slightly over a five-year period and then increase again towards the end of the ten year period.

Cain, L., & Miralles, J. (2006, January). *Breaking down barriers: Towards a culturally diverse volunteer force.* Paper presented at the 11th National Conference on Volunteering, Melbourne, Australia.

Keywords: Australia; general; barriers; volunteering; CALD; diversity; cultural

Unable to locate a copy/summary of this report

Calgary Immigrant Aid Society. (2005). *Culturally diverse youth and volunteerism: How to recruit, train and retain culturally diverse youth volunteers*. Ottawa, Canada: Volunteer Canada. Retrieved January 29, 2007, from http://www.volunteer.ca/volunteer/pdf/CSC-CDYV.pdf

Keywords: International; general; Canada; volunteer; voluntary; volunteering; recruitment; diversity; Cultural; CALD; youth

Background: According to Statistics Canada (2003), 20.9% of Calgarians are immigrants; however, this diversity is not reflected in the staff and volunteers of most mainstream organizations in Calgary. This raises the question: why, with the increase in both diversity and the need for volunteers, has there not been a corresponding increase in the number of immigrants volunteering in mainstream voluntary organizations? **Summary:** This handbook offers guidelines for successfully applying the theory of job design to recruiting, training, and retaining culturally diverse youth volunteers in mainstream organisations. It is based on the expertise and experience of Calgary Immigrant Aid Society and draws on knowledge gained from a literature review, an advisory committee, focus groups, and a workshop session. **Findings:** The report identified the following barriers to recruiting culturally diverse youth: (a) Limited knowledge of Canadian culture and the community; (b) Schedule restrictions; (c) Limited financial resources; and (d) Agency screening processes. **Implications:** Organisations can overcome internal barriers by: (a) Being sensitive to differing language abilities; (b) Being flexible when scheduling opportunities; and (c) Reviewing the organization's screening policies and practices. External barriers to recruitment can be overcome by: (a) Connecting with neighbourhood schools; (b) Connecting with various cultural communities in the local area; (c) Scheduling two or more youth to volunteer at the same time; and (d) Involving parents.

Camden Volunteer Bureau. (2000). *Targeted recruitment of black and ethnic minority volunteers*. London, UK: Author. Retrieved January 11, 2007, from http://www.camdenvb.org.uk/downloads/BMEvols7.doc

Keywords: International; general; UK; recruitment; volunteers; BME; black; minority; ethnic; communities

Background: This is a one page list of tips for recruiting volunteers from black and minority ethnic communities. **Summary:** There is a list of four "Do's" and three "Don'ts" related to the recruitment of volunteers from black and minority ethnic communities. **Findings/Implications:** Organisations must recognise that volunteering is seen differently within different cultures, and must carefully consider the image their organisation portrays. One way to involve more black and ethnic minority volunteers is to increase representation at management level. Organisations should advertise in publications and in places where their publicity will be seen by people from the targeted communities. Organisations should not assume that that people from black and ethnic minority groups do not wish to volunteer outside their own communities. Recruitment materials should have images of black and ethnic minority people in order to encourage people to volunteer. Organisations should offer to reimburse volunteers for agreed ‘out of pocket’ expenses such as travel, meal, childcare, caring and subsistence expenses, as one of the main reasons people stop volunteering is because they feel unable to afford to continue.

Compact Working Group. (2001). *Black and minority ethnic voluntary and community organisations: Compact code of good practice*. London, UK: National Council for Voluntary Organisations. Retrieved January 11, 2007, from http://www.thecompact.org.uk/module_images/Black%20%20Minority%20Ethn.pdf

Keywords: International; general; UK; BME; black; ethnic; minority; voluntary; communities; community; sector; volunteering; capacity building; government; organisations

Background: Government recognises that the BME voluntary and community sector, including faith groups and refugee and asylum seeker organisations, has an important and continuing role in helping it to achieve its objectives and that Government can play a positive role in supporting the work of the sector. **Summary:** This Code of Good Practice aims to make a positive impact on the relationship between Government and the Black and Minority Ethnic (BME) voluntary and community sector. The Code embodies key considerations that emerged from a consultation1 exercise carried out by the voluntary and community sector’s Compact Working Group, as well as best practice from within Government. **Findings:** Attracting BME people to volunteer in other sectors will require organisations to ensure that the experiences they offer are relevant to the concerns of BME individuals. **Implications:** Issues which should be considered by organisations include: (a) Taking a proactive approach to dealing with any existing under-representation of BME people among volunteers, paid staff and trustees; (b) Dismantling unnecessary bureaucratic procedures, as many BME people enjoy and prefer the informality they experience in BME organisations; (c) Offering a choice of ways to be involved; and (d) Removing practical obstacles.

Dolnicar, S., & Randle, M. (2005, December). *Cultural perceptions of volunteering: Attracting volunteers in an increasingly multicultural society.* Paper presented at the Australian and New Zealand Marketing Academy Conference 2005, Fremantle, Australia. Retrieved January 12, 2007, from http://ro.uow.edu.au/cgi/viewcontent.cgi?article=1055&context=commpapers

Keywords: Australia; general; marketing; volunteering; cultural; minorities; exploratory research; multicultural; organisations

Background: Contributing 42 billion dollars to the Australian economy annually, volunteering has become an industry of major importance. The increasingly multicultural nature of Australia has presented new challenges for nonprofit marketers in terms of designing recruitment strategies that appeal to the extremely heterogeneous cultural groups that make up our society. While various studies have focused on the application of marketing techniques to the nonprofit sector, there has been a lack of research looking specifically at the nonprofit organisations competing within a particular marketplace, and whether the perceptions and image of these competitors differs between cultural groups. **Summary:** This empirical study seeks to address this issue by using qualitative methodology (structures in-depth interviews, phone interviews, focus groups, and short intercept interviews) to investigate the differences in perceptions of volunteering and volunteering organisations between key cultural minority groups within the Illawarra region of NSW, and to identify the implications of these differences for marketing managers. **Findings:** Clear differences with major managerial implications were revealed in the study: for instance, Macedonians and Greeks are looking to socialise with other people from their own culture, whereas others are looking for opportunities to mix with Australians and practice their English speaking skills. Perceptions vary widely as well, from a service to society over slavery and the appropriateness for men or women to engage in volunteering only. **Implications:** The findings are of high managerial value for volunteering organisations as they make it possible to approach groups of different cultural backgrounds in the most appropriate and culturally sensitive way when recruiting volunteers. While this study provided insights of qualitative nature, a quantitative follow-up study representative for Australian residents will be conducted based on the findings of this qualitative stage. The quantitative study will enable the investigation of systematic patterns of motivational differences in a way that will enable the development of campaigns targeting segments of potential volunteers.

Ellis, J., & Latif, S. (2006). *Capacity building black and minority ethnic voluntary and community organisations*. North Yorkshire, UK: Joseph Rowntree Foundation. Retrieved January 17, 2007, from http://jrf.org.uk/bookshop/eBooks/1928-bme-capacity-building.pdf

Keywords: International; general; voluntary; sector; BME; black; minority; ethnic; volunteering; capacity building

Background: Changes in funding opportunities for the voluntary sector in the 1990s led to an increasingly competitive market, complex tendering processes and more rigorous reporting procedures. If black and minority ethnic (BME) organisations were going to flourish within this new environment, they would need to adopt business-like approaches and become more outward looking. **Summary:** This study reports on a programme designed to better position BME organisations to benefit from these new policies and funding opportunities, and to enable them to achieve long-term sustainability. The report explores the Council of Ethnic Minority Voluntary Sector Organisations' (CEMVO) integrated approach to capacity building, a model combining business and sector-specific approaches. It reflects on whether such methods were equally relevant to the full range of voluntary and community groups, particularly those without a public service remit. The report explores the extent to which the programme adopted a strategic approach likely to achieve sustainability and how far central support added value to local capacity-building initiatives. **Findings:** The study finds that the rigid requirements imposed by the funding regime ran counter to the flexible approach needed within the sector, and suggests how those designing, funding and implementing capacity-building programmes might make changes. **Implications:** If BME organisations are to survive and flourish within the new climate, and to benefit from money channelled through networks and consortiums, they will have to both look inwards, and adopt more businesslike approaches, and outwards, to better understand and connect with their environment.

Foster, J., & Mirza, K. (1997). *By the people: Voluntary activity by African-Caribbean and Asian communities in Luton* (Research Paper 1, Fourth Series). Luton, UK: Voluntary Action Luton.

Keywords: International; general; UK; voluntary work; ethnic; minority; black; Asian; BME

Background: This study investigated voluntary activity by African-Caribbean and Asian communities in Luton. **Summary:** The sector was relatively informal, did not engage with mainstream organisations and had little funding support. **Findings:** Black and ethnic minority (BME) groups tended to have fewer numbers of volunteers and these tended to be younger and male. **Implications:** The research highlighted a number of factors which were hindering the development of the BME voluntary sector, which included: insufficient funding, lack of a collective voice and opportunities to network with other BME groups, lack of training and support, difficulties in mobilising young people, problems of involving women, particularly Asian women, shortage of accommodation and access to essential office equipment, shortage of childcare facilities, and language barriers.

Gaskin, K. (2003). *Joining forces: The black and minority ethnic twinning initiative: Evaluation and good practice* (Home Office Research Study 256). London, UK: Home Office. Retrieved January 11, 2007, from http://www.cesi.org.uk/kbdocs/bmetwinning.pdf

Keywords: International; general; UK; BME; black; ethnic; minority; volunteering; voluntary; organisations

Background: The Black and Minority Ethnic Twinning Initiative (BMETI) was launched in 1999 by the Home Office Active Community Unit to encourage black and minority ethnic (BME) organisations to twin with mainstream voluntary organisations in equal partnership, to meet these objectives: (a) to raise national awareness of current good volunteering practice in BME communities; (b) to improve the quantity and quality of opportunities for BME volunteers; (c) to increase the participation of people from BME groups in mainstream voluntary organisations; and (d) to provide BME organisations with access to mainstream and strategic funding. **Summary:** BMETI provided £700,000 to fund six projects involving 19 organisations, of which 12 were BME organisations representing ‘visible’ ethnic minorities, i.e. African-Caribbean, African and Asian. **Findings:** The report found the initiative to be successful and recommends that it be sustained and replicated. Factors which were found to influence success included: foundations and start-up; attitudes; the partnership process; staffing; management and administration; organisational capacity; planning and implementation. **Implications:** A clear lesson is that BME organisations often lack dedicated staffing for volunteer recruitment and support – one of the reasons that BMETI was so welcomed. There are fears among partners that these posts will not be maintained because of the difficulty of finding funding, and that volunteering will decline without staff to support it. The lesson from BMETI is that more long-term and secure resourcing of the volunteer infrastructure in BME organisations would have considerable payoffs in terms of enhancing their capacity and increasing the benefits for volunteers.

Giles, C. (2006, January). *Putting harmony to the test: Volunteering and diversity in practice.* Paper presented at the 11th National Conference on Volunteering, Melbourne, Australia. Retrieved January 19, 2007, from http://www.volunteeringaustralia.org/files/VLKU6GVG15/GILES%20CHRIS.ppt

Keywords: Australia; general; volunteering; cultural; diversity; surf lifesaving; CALD; communities; barriers

Background: Prompted by several serious situations involving people from CALD backgrounds, Surf Lifesaving Australia (SLSA) looked to increase the diversity of its members and surf lifesavers. **Summary:** This PowerPoint presentation describes several initiatives which have been undertaken in order to increase diversity in SLSA. **Findings:** Expanding the SLSA volunteer base to reflect the cultural diversity existing within the Australian community can be done but needs consistent effort and commitment. Between 2006 and 2008, 200 surf lifesavers from culturally diverse backgrounds have been trained in Sydney clubs. Cultural issues that could impact on SLS involvement include: dress, alcohol, gender, prayer, and diet. **Implications:** To further enhance diversity, SLSA should continue to: (a) Develop club environments that are sensitive, and adaptable, to culturally diverse community needs; (b) Establish a positive SLS profile within culturally diverse communities; (c) Develop and deliver a range of training programs to enhance an understanding of the needs of a diversity of cultural communities in relation to their involvement in SLS; (d) Create politically acceptable approaches to cultural diversity within SLSA; and (e) Train surf lifesavers from culturally diverse backgrounds.

Grilz-Wolf, M., & Strümpel, C. (2003). *MEM-VOL migrant and ethnic minority volunteering: Final report Austria*. Vienna, Austria: European Centre for Social Welfare Policy and Research. Retrieved January 11, 2007, from http://www.mem-volunteering.net/download/MEM-VOL_summary_austria.pdf

Keywords: International; general; volunteering; Austria; migrants; ethnic; minorities; communities; socio-economic; cultural

Background: This report outlines the socio-economic situation of migrants and ethnic minorities and the analytical concepts of volunteering in Austria. **Summary:** The project aimed to: (a) compile major findings of research concerning volunteering of migrants and ethnic minorities; (b) identify key actors and local, regional and national political programmes to facilitate volunteering of migrants and ethnic minorities; and (c) identify and describe some examples of good practices. **Findings/Implications:** The study found that: (a) There should be an increased effort to raise awareness for the benefits of active engagement people from ethnic minorities in Austria; (b) There should be further research on the issues that should raise questions; such as what volunteering mean for migrants in Austria and what are the benefits for all of those involved; (c) Promoting volunteering for people from ethnic minorities should by culturally sensitive consider the specific needs of those involved; (d) Specific groups of people from ethnics' minorities, such as women, older people or should be considered, and if needed specific programs should be designed for them; (e) Opportunities for volunteering of people from ethnic minorities need to be easily accessible terms of geography, but also in terms of reducing social and cultural barriers; and (f) While the Austrian part of the project comes to the conclusion that promoting volunteering people from ethnic minorities should be improved, it also has to be clear that this should mixed up with e.g. compulsory activities in the framework of integration programmes.

Halba, B. (2003). *MEM-VOL migrant and ethnic minority volunteering: Final report France*. Paris, France: Institut de Recherche et d'Information. Retrieved January 11, 2007, from http://www.mem-volunteering.net/download/MEM-VOL_summary_france.pdf

Keywords: International; general; volunteering; France; migrants; ethnic; minorities; communities; socio-economic; government; integration;

Background: This report outlines the socio-economic situation of migrants and ethnic minorities and the analytical concepts of volunteering in France. **Summary:** The project aimed to: (a) compile major findings of research concerning volunteering of migrants and ethnic minorities; (b) identify key actors and local, regional and national political programmes to facilitate volunteering of migrants and ethnic minorities; and (c) identify and describe some examples of good practices. **Findings/Implications:** While there is a great deal of data on migrants and migrations issues, there is little information available related to volunteering by migrants. France suffers from a "republican taboo" in which there is an avoidance in asking for the nationality of people interviewed in the national census. In April 2003, the French government renewed the Committee for Integration (forgotten since 1990) whose main purpose is to build an Action Programme which gathers more than 30 Ministries on migration public policies. The goal is to propose a real integration strategy to migrant and ethnic minorities by facilitating social and professional promotion. Non profit organisations and migrant volunteers should have a major role to play in this perspective. The government program proposed in April 2003 is focused on 3 main parts: (a) Building ways of integration for new migrants; (b) Encouraging social and professional promotion; and (c) Struggling for equal rights.

Hann, C. (2003). *Making diversity happen! A practical guide for voluntary and community organisations with case studies and checklists*. London, UK: National Council for Voluntary Organisations.

Keywords: International; general; UK; diversity; voluntary; community; organisations

Background: This guide for voluntary and community organisations is aimed at anyone interested in diversity, for instance, chief executives, trustees or equal opportunities managers. Containing useful case studies and checklists, the guide examines issues such as: what diversity is; drawing up a policy, strategy and action plan; and how to involve different people in your organisation.

Heyworth, P., & Fryer, A. (2004, August). In from the CALD! *Australasian Hot Topics*. Retrieved January 19, 2007, from http://www.ozvpm.com/pasthottopics/august04.htm

Keywords: Australia; general; volunteering; CALD; barriers;

Background: This brief article discusses how organisations can go about creating volunteer program environments that are more inviting to people from CALD backgrounds. **Summary:** It addresses the following three issues: (a) What do you expect of people from CALD backgrounds?; (b) What are you prepared to do (or what have you done) in order to develop a CALD program?, and (c) How you plan to integrate CALD volunteers with your current workforce? **Findings:** Reasons that CALD populations may be reluctant to participate in mainstream volunteering may include: (a) language barriers; (b) A perception that your organisation is not 'user friendly'; (c) Previous bad experiences; and (d) Or the fact that your organisation has a lack of CALD clients (or even other CALD volunteers). **Implications:** The following tips were given: (a) Consider how your work environment may be offensive to volunteers from other cultures; (b) In necessary, modify your approach to advertising with an aim to being more culturally sensitive; (c) Provide access to a translation service; (d) Target your approaches to specific CALD populations, rather than simply trying to increase the number of CALD volunteers per se; (e) Identify local CALD groups with whom you may be able to develop an ongoing partnership.

Hjære, M., & Koch-Nielsen, E. (2003). *MEM-VOL migrant and ethnic minority volunteering: Final report Denmark*. Odense, Denmark: Center for frivilligt socialt arbejde. Retrieved January 11, 2007, from http://www.mem-volunteering.net/download/MEM-VOL_summary_denmark.pdf

Keywords: International; general; volunteering; Denmark; migrants; ethnic; minorities; communities; socio-economic; cultural; voluntary; associations; employment; Integration

Background: This report outlines the socio-economic situation of migrants and ethnic minorities and the analytical concepts of volunteering in Denmark. **Summary:** The project aimed to: (a) compile major findings of research concerning volunteering of migrants and ethnic minorities; (b) identify key actors and local, regional and national political programmes to facilitate volunteering of migrants and ethnic minorities; and (c) identify and describe some examples of good practices. **Findings:** Voluntary work and formation of associations among ethnic minorities is a highly neglected research area in Denmark. Our knowledge of volunteering is very insufficient on individual, organizational as well as on social level, i.e. in relation to the participation of refugees and immigrant in associations, how and to which extent they form associations – and what characterizes them – and what the participation and forming of associations means on a broader social view, for instance in relation to the issue of integration. **Implications:** The issue of the role of voluntary associations in connection with an improved integration and employment of ethnic minorities involves a number of circumstances and problems to be discussed and clarified. These include the extent to which voluntary organisations and associations are prepared to handle employment and integrations projects, and the position of the ethnic minorities regarding formation and participation in associations. The networking which takes place in both majority and minority associations and organisations is an important source for better integration and employment of the ethnic minorities in Denmark.

Hobbs, B. B. (2000). *Recruiting and supporting Latino volunteers*. Corvallis, OR: Pacific Northwest Extension. Retrieved January 11, 2007, from http://extension.oregonstate.edu/catalog/pdf/pnw/pnw536.pdf#search=%22Latino%20volunteers%22

Keywords: USA; general; volunteering; Latino; Hispanic; recruitment; Oregon; motivation; attitudes; diversity

Background: Increasing diversity changes the nature of the population served by volunteer-based organisations, and likewise, also should change the makeup of the volunteer base. Many volunteer-based organisations accustomed to operating in more homogenous environments are finding it difficult to attract volunteers from diverse backgrounds. **Summary:** This report is designed to help recruiters better understand the characteristics of the Latino community that impact volunteering, and provides strategies to use in successfully recruiting and supporting Latino volunteers. The report is based on data collected on Latinos of Mexican origin who are relative newcomers or second generation- characteristics shared by most of Oregon's Latinos. Topics include understanding how Latinos view volunteering, connecting with the Latino community, choosing outreach staff, identifying potential volunteers, inviting volunteers to participate, supporting volunteers' involvement, and recognizing volunteers' contributions. **Findings:** The report includes summaries which cover: (a) steps to building a relationship and trust with the Latino community; (b) strategies for volunteer recruitment; and (c) ways to support and recognise volunteers. **Implications:** Success in recruiting and retaining Latino adults as volunteers depends on awareness of and sensitivity to the cultural differences between the majority society and Latinos. Outreach to Latinos must be an organisational mission, and not the personal mission of one individual. Progress is expected to be incremental, as buildings relationships, developing trust and learning how to work together all take time.

Hobbs, B. B. (2001). Diversifying the volunteer base: Latinos and volunteerism. *Journal of Extension*, *39*(4). Retrieved January 12, 2007, from http://www.joe.org/joe/2001august/a1.html

Keywords: USA; general; volunteering; communities; ethnic; cultural; diversity; organisations; volunteers; Latino; volunteerism

Background: Many organizations are finding it difficult to attract volunteers from diverse backgrounds (Rodriguez, 1997). Beginning in the spring of 1997, the Oregon 4-H program intensified its efforts to involve more Latino youth and adults in its programs. A 1999 evaluation of outcomes revealed an increase in the number of Latino youth participants, but no significant change in the number of Latino 4-H volunteers. It was evident that 4-H had to redesign its approach to volunteer recruitment in light of the cultural context presented by Latinos. **Summary:** A study was undertaken in 1999 to increase understanding of the Latino culture as it relates to volunteerism and to identify practices that would encourage Latino adults to become volunteers in community-based organizations such as 4-H. Three focus groups were conducted, each composed of individuals who had experience in recruiting and working with Latino adult volunteers. Four key questions were used with the focus groups: (a) How do Latino adults volunteer within their cultural community?; (b) What motivates Latino adults to volunteer?; (c) What factors hinder participation of Latino adults as volunteers in the greater community?; and (d) What steps might mainstream organizations take to encourage the involvement of Latino adults as volunteers? **Findings:** Participants unanimously agreed that Latinos do indeed volunteer, but noted that the extent of their contributions is not reflected in the various statistics gathered on volunteerism. The reason for the discrepancy is that Latinos do not volunteer in the traditional American pattern.

Latino volunteerism occurs first in the context of family and secondarily in the neighbourhood and church as opposed to mainstream community-based organisations. Another complicating factor that was identified is that Latinos do not think of their contributions as volunteering. **Implications:** Recommendations are made regarding how to connect with the Latino community. Strategies for volunteer recruitment focus on: (a) Identifying potential volunteers; (b) Inviting participation; and (c) Supporting volunteers; and (d) Recognising volunteers.

Huth, S. (2003). *MEM-VOL migrant and ethnic minority volunteering: Final report Germany*. Frankfurt, Germany: INBAS-Sozialforschung. Retrieved January 11, 2007, from http://www.mem-volunteering.net/download/MEM-VOL_summary_germany.pdf

Keywords: International; general; volunteering; Germany; migrants; ethnic; minorities; communities; socio-economic; integration; social exclusion; poverty

Background: This report gives a brief outline on the socio-economic situation of migrants and ethnic minorities and the analytical concepts of volunteering and of so-called “civic activities” in Germany. **Summary:** The project aimed to: (a) compile major findings of research concerning volunteering of migrants and ethnic minorities; (b) identify key actors and local, regional and national political programmes to facilitate volunteering of migrants and ethnic minorities; and (c) identify and describe some examples of good practices. **Findings:** There are no data available on volunteering of migrants and ethnic minorities in the national survey, since people with foreign nationality are under-represented with only 3% while their percentage of the whole population is 8.9%. There is more and more interest in volunteering of migrants and ethnic minorities in Germany since the 1990s in the areas of politics, science and practice. At the same time, there are various efforts to promote self-organisations and to facilitate MEM volunteering in the German federal states and cities. **Implications:** The report shows the variety of voluntary and civic activities of migrants and ethnic minorities in the areas of education and labour market integration of migrants and ethnic minorities. The impact on combating social exclusion and poverty should not be underestimated. Further compilation, research and support of MEM volunteering – as the Study Commission of the German Parliament has demanded – are highly recommended to promote social integration of people of foreign origin in Germany.

Institute for Volunteering Research. (2003). *MEM-VOL migrant and ethnic minority volunteering: Final report United Kingdom*. London, UK: Author. Retrieved January 11, 2007, from http://www.mem-volunteering.net/download/MEM-VOL_final_report_united-kingdom.pdf

Keywords: International; general; UK; volunteering; migrant; ethnic; minority; BME; black; language; cultural; government; voluntary; volunteer; barriers

Background: This report outlines the migrant and ethnic minority volunteering (MEM-VOL) project in England, which set out to review what is known about black and minority ethnic volunteering. **Summary:** The project aimed to: (a) compile known findings of research into black and minority ethnic volunteering; (b) identify where this research has highlighted good practice; (c) identify a small selection of organisations to further investigate incidences of good practice; and (d) bring together these organisations with other stakeholders and policy makers in a seminar to examine issues. **Findings/Implications:** The project found that: (a) there are key issues to be considered in terms of how volunteering is translated in language and cultural terms; (b) there is a role for government in encouraging volunteering; (c) infrastructure is vital, as encouraging volunteerism requires resources; (d) there is no ‘quick fix’ to encouraging more volunteering; and (e) potential volunteers need their confidence built before they are ready to volunteer.

Institute for Volunteering Research. (2004). *Volunteering for all? Exploring the links between volunteering and social exclusion*. London, UK: Author. Retrieved January 17, 2007, from http://www.ivr.org.uk/socialexclusion/fullreport.pdf

Keywords: International; general; UK; volunteering; social exclusion; barriers; BME; black; minority; ethnic; underrepresentation

Background: The question of whether volunteering is inclusive, and the broader link between volunteering and social exclusion, has been a key theme for the volunteering movement in the recent past. It has caught the attention of practitioners, researchers and policy-makers alike, particularly in the light of the growing realisation that while all types of people volunteer, some people are more likely to volunteer than others - at least as far as formal volunteering is concerned. **Summary:** The report summarises the findings of research which set out to explore this issue. It looked at what volunteering can do to reduce social exclusion, the challenges faced in making volunteering more inclusive and the steps taken by organisations in overcoming these barriers. The report highlights the barriers to formal volunteering faced by individuals from black and minority ethnic (BME) groups, disabled people, and people with a record of offence - all of whom have been identified as being under-represented in formal volunteering and as being at risk of social exclusion. **Findings:** Fewer than half of the organisations surveyed said they had enough volunteers. Sixty-two per cent of organisations said that members of BME groups were under-represented among their volunteers, 52% that disabled people were under-represented, and 57% that ex-offenders were not well represented among their volunteers. The organisations, volunteers and non-volunteers identified a range of psychological and practical barriers to volunteering. While the organisations focused more on the practical barriers, the individuals felt the psychological barriers were more damaging. **Implications:** Volunteering is an effective way for many people to alleviate the symptoms of social exclusion, and can help to address some of the causes. Policy-makers must therefore not underestimate the potential of volunteering to help address social exclusion, but at the same time they should be realistic about what it can achieve without more fundamental changes in society. Practitioners need to do more to measure and promote the benefits of volunteering. Researchers need to carry out more comprehensive studies of the impacts of volunteering.

Joseph Rowntree Foundation. (1996). *Involving volunteers from underrepresented groups* (Findings: Social Policy Research 105). North Yorkshire, UK: Author. Retrieved January 11, 2007, from http://www.jrf.org.uk/KNOWLEDGE/FINDINGS/socialpolicy/pdf/sp105.pdf

Keywords: International; general; UK; volunteering; BME, black; ethnic; minority; communities; underrepresentation; organisations; barriers

Background: Survey evidence suggests that young people, older people, unemployed people, disabled people and people from black and other minority ethnic communities are underrepresented as volunteers in mainstream organisations. **Summary:** Research carried out by the National Centre for Volunteering found that some organisations have addressed the barriers that face potential volunteers from these groups and secured their involvement through the adoption of practical measures and a real commitment to equality of opportunity. **Findings:** The key points of the study were: (a) The two main reasons why people from the five groups were underrepresented as volunteers were the image and culture of volunteering, which was perceived as a predominantly white, middle-class activity, and practical barriers, such as not being able to finance voluntary activities themselves; (b) The organisations studied found the following effective in recruiting people from the five groups: specifically targeting recruitment strategies at particular groups; highlighting the personal benefits of volunteering; adopting a policy of not rejecting potential volunteers; demonstrating a commitment to equal opportunities, for example, by employing paid staff from a diverse range of backgrounds; and (c) Where they had successfully recruited volunteers, case study organisations sought to ensure they would retain them in a variety of ways, such as providing volunteers with challenging and enjoyable roles, paying out-of-pocket expenses and providing appropriate training and support. **Implications:** The author concludes that while most barriers to involvement may be overcome through adopting practical measures, some require broader policy change, particularly the inconsistent interpretation of benefit legislation affecting unemployed people and disabled people who wish to volunteer.

Kamat, A. (2001). *Room for growth: Patterns and potential for black and minority ethnic volunteering*. London, UK: Community Development Foundation.

Keywords: International; general; UK; volunteering; black; ethnic; minority

Background: No details available. **Summary:** A report of a nine month study of volunteering patterns of Black & Minority Ethnic (BME) communities in the South West of England, commissioned by the Black Development Agency in association with the Community Development Foundation. It looks at ways to increase recognition of and opportunities for BME volunteering. **Findings:** No details available. **Implications:** No details available.

Kerr, L., Savelsberg, H., Sparrow, S., & Tedmanson, D. (2001). Celebrating diversity: Experiences and perceptions of volunteering in indigenous and non-English speaking background communities. *Australian Journal on Volunteering, 6*(2), 117-127.

Keywords: Australia; general; voluntary; volunteering; Aboriginal Australians; attitudes; cultural differences; foreign countries; volunteers

Background: This study examines Indigenous and NESB people's experiences and perceptions of volunteering and the voluntary sector. Specifically, the study recognises the need to conduct quality research which identifies issues and attitudes in relation to conceptions of volunteering, the nature of volunteer involvements, and supports for and barriers to volunteering in order to understand a) how volunteering can be promoted as an inclusive and enriching aspect of life, and b) how voluntary activity and community effort can be recognised, facilitated and supported. **Summary:** The research method included a combination of interviews with key informants, focus groups and interviews with individual volunteers. The selection of key informants was undertaken with advice from SAMEAC and DOSAA. Focus groups and individual interviews were conducted with participants who were volunteering within and/or outside their own cultural group. **Findings:** The principal findings of the research identified that cultural factors played an important part in the valuing of, and attitudes towards, volunteering. Conceptions of what constitutes volunteering and its social significance are highly influenced by structures, values and norms present in the cultural milieu. **Implications:** The report lists a series of recommendations, many which require action by the State government.

Kerr, L., & Tedmanson, D. (2003). Active citizenship, social capital and diversity: When volunteering falls outside the square. *Australian Journal on Volunteering, 8*(1), 23-32.

Keywords: Australia; general; volunteering; diversity; cultural; social capital

Background: No details available. **Summary:** Interviews with 44 Australian cultural groups provided an overview of volunteering outside of formal organizations. **Findings:** No details available. **Implications:** Results make a case for recognizing nontraditional or informal volunteers and demonstrate the productive diversity that builds valuable social capital in communities.

Laing, A. (2003). *By the people*. London, UK: renewal.net. Retrieved January 11, 2007, from http://www.renewal.net/Documents/RNET/Case%20Study/Bythepeople.doc

Keywords: International; general; volunteering; voluntary; communities; BME; Black; ethnic; minority; capacity building; trust; respect

Background: This is a case study of a peer-led project which aims to increase the participation of Black and Ethnic Minority (BME) groups in voluntary activity in their communities. Delivered by Voluntary Action Luton and funded by SRB, the project provides a comprehensive programme of capacity building and support. **Summary:** The case study provides details of how the project was managed, who was involved, and what it achieved. **Findings:** Growing numbers of BME groups have benefited from the project and additional funding has been provided to cope with the demand for its services. A major factor contributing to its success is the one-to-one, paced approach used by staff delivering the project. A unique and key element of the scheme has been the involvement of target groups in developing and leading activities for their communities. **Implications:** In delivering services it is essential to develop a good rapport with target groups in order to build up trust and respect. A project's focus should be on capacity building individuals to work with their own communities. Groups should be encouraged to manage whatever resources they have for themselves. One of the main concerns of newer groups may be having access to premises. It is important for groups to have a base, as it brings a sense of identity, provides a meeting place and gives them some stability. Support staff should have the necessary skills and expertise to deliver the project and experience of the communities with whom they will be working.

Latting, J. K. (1990). Motivational differences between black and white volunteers. *Nonprofit and Voluntary Sector Quarterly, 19*, 121-136.

Keywords: USA; general; volunteering; motivation; black; white

Background: Several studies have suggested that both altruistic and egoistic motivations help to explain why people choose to volunteer. These theories have been applied universally without regard to cultural differences among volunteer groups. **Summary:** To refine these theories, comparisons were performed between black and white volunteers of a Big Brothers/Big Sisters agency in a southwestern city. **Findings:** The black volunteers were significantly more likely to report altruistic reasons for volunteering than their white counterparts. **Implications:** Reports presuming that all volunteers are similarly motivated without regard to race or ethnicity must be viewed as suspect and inconclusive. Recruitment efforts might be directed toward black volunteers who strongly identify with the black community and who consider themselves to be socially responsible.

Lukka, P., & Ellis, A. (2001). An exclusive construct? Exploring different cultural concepts of volunteering. *Voluntary Action, 3*, 87-109.

Keywords: International; general; UK; volunteering; concept; construct; cultural; Western

Background: ‘Volunteering’ is a culturally grounded concept with implicit cultural references. It has been constructed in a specific Westernised context. Just hearing the term conjures up certain images in our minds, with limited transferability. **Summary:** This article starts by exploring the implications of the dominant Western construct of volunteering. We argue that there is a need to recognise the diversity of actions often hidden within that construct. The overuse of a single term can serve to marginalise many activities, especially informal, that take place at the community level. The images implicit in the concept of volunteering make it potentially exclusionary. We therefore need to look at the different ways in which the term has been constructed. The second half of the article examines how transferable this Western construct is. **Findings:** As a cultural construct or an ethical proposition, one word does not fit all cases because the activities and specifics that constitute volunteering vary so dramatically across cultures. **Implications:** Rather than importing the term ‘volunteering’, academics and practitioners should work with communities to develop bottom-up interpretations of culturally specific civil life.

Macleod, L. (1987). *Irrespective of race, colour or creed?: Voluntary organisations and minority ethnic groups in Scotland*. Edinburgh, Scotland: Scottish Council for Voluntary Organisations.

Keywords: International; general; UK; Scotland; volunteering; race; minority; ethnic;

Background: No details available. **Summary:** This survey of over 300 white voluntary organisations reveals the extent to which mainstream voluntary organisations have failed to address the needs of minority ethnic people. **Findings:** Only 4 of the 93 national voluntary organisations surveyed claimed to have ethnic minority representation at committee level, only 28 out of a total of 4,185 paid staff were black and only 1 in 7 of the voluntary organisations claimed to have a significant ethnic minority client group (by significant, they meant at least 1% of the total client group of the organisation. Organisations with a larger minority ethnic user group were twice as likely to have a written equal opportunity policy; three times as likely to have translated information into community languages and four times as likely to have carried out relevant research. **Implications:** Organisations seeking to increase their level of ethnic minority representation should (a) consider implementing a written equal opportunity policy; (b) translate information into community languages; and (c) carry out relevant research.

Martin, J. (1999). Volunteering in a culturally diverse context: Implications for project designers and managers. *Australia Journal on Volunteering, 4,* 23-30.

Keywords: Australia; general; volunteering;

Background: The volunteer pool of social services organisations often does not reflect the cultural diversity of their clientele. Cultural values and past experiences of discrimination are among the reasons for this limited diversity in volunteers. **Summary:** No details available. **Findings:** Refugees were reluctant to be clients of agencies whose volunteers did not reflect their own diversity. **Implications:** Social services organisations should endeavour to recruit volunteers which reflect the cultural diversity of their intended clients.

Mesch, D. J., Rooney, P. M., Steinberg, K. S., & Denton, B. (2006). The effects of race, gender, and marital status on giving and volunteering in Indiana. *Nonprofit and Voluntary Sector Quarterly, 35*, 565-587.

Keywords: USA; general; volunteering; race; gender; giving; behaviour; philanthropy; social capital

Background: This study examined the effects of race, gender, and marital status on giving and volunteering behaviour. **Summary:** Using data from Indiana households, a multimethod, multigroup research design was used to compare giving and volunteering across eight different survey methodologies. **Findings:** There were important differences in philanthropic behaviours by gender, race, marital status, and survey methodology—even when controlling for differences in income, age, and educational attainment. Single women were significantly more likely to give at all and to give more money than single men; and, single women were more likely to volunteer and volunteer more hours than single men. Marrieds (males and females) were more likely to donate; however, they do not donate more money than single men after controlling for income and other factors. **Implications:** The results highlight the importance of looking specifically at human and social capital variables, and survey methodology, when making assumptions about and interpreting the measurement of philanthropic behaviour.

Mole, V., & Harrow, J. (2003). *Managing diversity in the workplace: An introduction for voluntary and community organisations*. London, UK: National Council for Voluntary Organisations.

Keywords: International; general; UK; diversity; workplace; voluntary; community; organisations; volunteering

Background: Managing diversity aims to improve the effectiveness of organisations by ensuring that everyone who works and volunteers for them can realise their potential. **Summary:** Aimed at diversity officers, senior and middle managers, human resources professionals, equal opportunities advisers and trainers, and anyone with a general interest in diversity, this guide gives a brief introduction to the concept of managing diversity in the workplace and reviews current thinking on what works (and what doesn't). It is motivated by the belief that the approach has much to offer voluntary organisations - not least because it can make them more effective at the same time as it increases the diversity of their employees, their volunteers and their service users. **Findings:** No details available. **Implications:** No details available.

Münz, A. (2003). *MEM-VOL migrant and ethnic minority volunteering: Final report The Netherlands*. Amsterdam, The Netherlands: Community Partnership Consultants. Retrieved January 11, 2007, from http://www.mem-volunteering.net/download/MEM-VOL_summary_netherlands.pdf

Keywords: International; general; volunteering; Netherlands; migrants; ethnic; minorities; communities; socio-economic; integration; social exclusion; sector; inclusion; policy

Background: This report outlines the socio-economic situation of migrants and ethnic minorities and the analytical concepts of volunteering in The Netherlands. **Summary:** Volunteering of migrant and ethnic communities is not a new subject in the Netherlands. It has been on the agenda for a number of years both by policy makers and the organizational support structure for voluntary work. **Findings:** New major programmes have been developed in the past years to promote the issue. In addition, there is a highly developed support structure for self organisations. Although substantial policy and infrastructure are in place, it is generally felt that it is still a long way to go to achieve greater diversity and higher participation of the different ethnic groups in the voluntary sector. One obstacle for inclusion in the voluntary sector can be the definition of volunteering which is a cultural construct. In the Dutch context it stresses non-paid organized, formalized, non-obligatory work for others or the society as a whole. There is a traditional thrust on service rendering and connotations going along with it preclude a view on forms of mutual support and reciprocity. **Implications:** In developing new questions for future research, the focus therefore is put here on informal ways of voluntary commitment that tend to be undervalued and not yet sufficiently acknowledged. Answers to these question might contribute to acknowledge the diversity of voluntary commitment in different ethnic communities and generate new pathways for inclusion into society. Questions to guide further research are detailed.

Musick, M. A., Wilson, J., & Bynum, W. B. (2000). Race and formal volunteering: The differential effects of class and religion. *Social Forces, 78*, 1539-1571.

Keywords: USA; general; black; volunteering; social capital; race; religion; church

Background: Despite recent gains in educational and occupational achievement, black Americans are still worse off than whites across a broad range of quality-of-life indicators. **Summary:** In this article, we analyse survey data on volunteering which show that whites volunteer more than blacks. We ask how much of this difference is due to the way human capital is distributed in the population. We then develop a resource theory of volunteering that acknowledges that, besides human capital, social and cultural resources play a role in making volunteer work possible. **Findings:** Black Americans tend to be better endowed with these kinds of resources than whites, which partially compensates for their shortage of human capital. However, blacks are less likely than whites to be asked to volunteer and less likely to accept the invitation if it is made. In relation to different pathways to volunteering for blacks and whites, we find that, for all kinds of volunteering except the entirely secular, black volunteering is more influenced by church attendance than is white volunteering, a reflection of the more prominent role of the black church in its community while socioeconomic differences have a smaller impact on black volunteering. Among volunteers for secular activities, church attendance has a negative effect on volunteering, but only for whites. **Implications:** Racial differences in volunteering deserve more study, and the causal ordering between social resources and volunteering should be investigated using longitudinal research designs.

National Association of Volunteer Bureaux. (2000). *Somebody else's problem? Working with black volunteers*. London, UK: Author.

Keywords: International; general; UK; black; volunteering; volunteers

Unable to locate a copy/summary of this report

National Coalition of Black Volunteering. (2001). *All talk and no action: Equal opportunities in practice in the voluntary sector*. London, UK: Author.

Keywords: International; general; UK; black; volunteering; voluntary; sector

Background: No details available. **Summary:** This report is based on a survey of 210 charities, and is critical of the failure to recruit more black volunteers. Charities miss the opportunity to benefit from the help to develop the skills of black people from black communities. **Findings:** No details available. **Implications:** The report includes recommendations for charities and calls for greater commitment from funding bodies to the monitoring of equal opportunities procedures in groups they support.

Niyazi, F. (1996). *Volunteering by black people: A route to opportunity*. London, UK: National Centre for Volunteering.

Keywords: International; general; UK; black; volunteering

Unable to locate a copy/summary of this report

Obaze, D. (2000). *Noticeable by their absence: Black volunteers in charities*. London, UK: National Coalition for Black Volunteering.

Keywords: International; general; UK; black; volunteers; voluntary; sector; charities; volunteering; underrepresentation

Background: No details available. **Summary:** No details available. **Findings:** This survey found that black people are under-represented as volunteers in charities. Covering 95 charities involving 263,000 volunteers the survey revealed that: (a) 1 in 2 charities did not monitor the ethnic make up of their volunteers; (b) even in areas of black population, 1 in 2 of agencies did not monitor the ethnic make up of their volunteers; (c) 2 in 5 charities did not involve any black volunteers in their work; (d) in charities using black volunteers, the percentage of black volunteers to all volunteers was just 2% ; and (e) more than 1 in 3 charities (43%) had no black trustees. References to black stereotypes on 'reliability' and staying with their 'own kind,' were revealed. **Implications:** Charities are not in the forefront of good equal opportunities practice. Although black people are disproportionately affected by unemployment, volunteering - which can bring so many benefits - is seemingly not on offer to them.

Pankaj, V. (2002). *Ethnic minority volunteering in Scotland: A perspective of mainstream organisations*. Stirling, Scotland: Volunteer Development Scotland. Retrieved January 11, 2007, from http://www.vds.org.uk/information/docs/reports/pdf3VDSEMReportinScotland.pdf

Keywords: International; general; UK; Scotland; BME; black; minority; ethnic; volunteering; cultural; diversity; recruitment; retention; barriers; language

Background: The study was conducted as a part of the Black and Minority Ethnic Volunteering project, which aims to serve as a vehicle to increase cultural diversity in all volunteering activities. **Summary:** The objectives of the study were: to assess the current levels of ethnic minority volunteering within mainstream organisations; to highlight issues related to recruitment and retention; identify perceived barriers; assess training needs; to learn from previous experience; and to gauge possible proactive approaches. The study drew information from: (a) completion of questionnaires sent to 21 Volunteer Centres (VCs) and 72 volunteer involving organisations (VIOs); (b) discussions held with project managers of Volunteer Centres and mainstream volunteer involving organisations; and (c) discussions and workshops held at two dissemination seminars. **Findings:** Barriers to volunteering by people from ethnic minority groups include: the ‘white middle class’ image of many organisations; lack of information on effective ways to contact and reach out to ethnic minority groups; poor understanding of ethnic minority cultures; and absence of integrated networks with ethnic minority organisations. Racism, prejudice and perceptions (sometimes stereotypical) about ethnic minority groups also serve as barriers. Many organisations perceive language (absence of the knowledge of English) as an important barrier. Word of mouth was suggested as the most effective method for recruiting volunteers from all groups. **Implications:** Further research should include the views of volunteers from ethnic majority or minority groups. Better networking needs to be built up with ethnic minority organisations and amongst mainstream organisations to help in obtaining referrals and initial support, dissemination of information, ideas and experiences. Training related to cultural and religious awareness and equal opportunity issues is essential for everybody involved, and should include reflection on the beliefs, understanding and prejudices and sensitivity to individual values. Training of managers could include understanding of possible support needs of some volunteers. All organisations should adopt ethnic monitoring in recruiting their staff and volunteers. Audio-visual materials designed to explain volunteering and its benefits need to be prepared, and this material should aim to attract volunteers from all groups. Presentations on volunteering emphasising its benefits may be delivered at the premises of various ethnic minority organisations. Policies to promote and support participation by ethnic minorities in volunteering need to be developed.

Pearlman, J. C., & Bova, B. M. (1992). Meeting the challenge of diversity. *Nonprofit World, 10*(4), 19-25.

Keywords: USA; general; volunteering; volunteers; discrimination; race; ethnicity; social change

Background: Since 1922, the Association of Junior Leagues International has been a highly esteemed organization of women committed to improving the community through the leadership of trained volunteers. However, its complacency was jolted at its 1977 annual conference when a delegate accused the Junior League of discriminatory membership practices. **Summary:** Change has come slowly. At the 1978 convention, the delegates adopted a statement that shattered the League's exclusionary tradition and reached out to include all women who demonstrate an interest in and commitment to voluntarism. **Findings:** In 1989, the Association released its Board Statement on Diversity issuing a clear call to promote multiculturalism and to end discrimination based on race, ethnicity, and religion. **Implications:** Perhaps the biggest lesson the Junior League has learned is that social change is difficult and slow.

Porteous, S. (2006). *Home and community care services and volunteers from diverse cultural backgrounds*. Melbourne, Australia: Migrant Information Centre (Eastern Melbourne). Retrieved January 19, 2007, from http://www.miceastmelb.com.au/documents/pdaproject/CALDVolsHACCReport.pdf

Keywords: Australia; general; volunteering; volunteer; CALD; cultural; linguistic; diversity; communities; barriers

Background: The aim of this project was to develop an understanding of volunteering in mainstream Home and Community Care Services (HACC) organisations by members of culturally and linguistically diverse (CALD) communities. **Summary:** Quantitative and qualitative data were gathered through a semi-structured interview of staff from HACC organisations. A cultural image was also completed to assess the cultural sensitivity of the organisation. Thirty-five organisations were interviewed and 30 checklists were completed. **Findings:** Word of mouth and contact with community organisations were key recruitment strategies used by organisations. Barriers to volunteering included language and cultural differences as well as a lack of inclusive policies and practices. The findings are presented under the following headings: volunteer numbers, policy, recruitment, roles, management and support, cultural sensitivity, and barriers to volunteering. **Implications:** It was recommended that: (a) A working group be established as part of the EMR HACC CALD Network to take a lead role in developing a coordinated approach to recruit and support CALD volunteers for HACC services; (b) The working group encourage HACC organisations to incorporate an “inclusiveness” principle in their volunteer policies, understand and build relationships with CALD communities in their target areas, collect information about and report on the cultural background of their volunteers, and develop innovative strategies to overcome language barriers and communication issues; and (c) The working group investigates opportunities for further research regarding the experiences of CALD volunteers in HACC and presents a forum of best practice initiatives to attract and support CALD volunteers.

Reilly, C. (2004). *A way of life: Black and minority ethnic diverse communities as volunteers*. Stirling, Scotland: Volunteer Development Scotland. Retrieved January 11, 2007, from http://www.vds.org.uk/information/docs/reports/pdf1AWayofLife.pdf

Keywords: International; general; Scotland; UK; volunteering; BME; black; ethnic; minority; communities; faith; religion; motivation; barriers; diversity; youth

Background: The aim of this research was to investigate the extent and nature of volunteering within Black and Minority Ethnic communities in Scotland, with particular focus on faith communities. The objectives of the research were: to explore a culturally relevant model of volunteering; to test the thesis that there is a high volume of volunteering going on in BME communities, but that it is of an informal nature; to identify the motivations and barriers to volunteering, in particular for women and to explore how existing structures could be supported and enhanced. **Summary:** The research drew information from: (a) Questionnaires sent out to both volunteers and volunteer leaders from a variety of projects across Scotland; (b) Focus groups held with volunteers and volunteer leaders in a variety of locations across Scotland; (c) Discussions with project leaders and individuals; and (d) Feedback on the conclusions and recommendations from those who took part in the research. **Findings:** The findings are grouped under the following headings: (a) The concept of volunteering; (b) The mainstream volunteer involving organisations; (c) Preference for the familiar; (d) Motivations; (e) Training; (f) Funding; (g) Long-term volunteering; (h) Volunteer Centres; (i) Basic provisions; and ((j) Involvement in volunteering. **Implications:** Volunteering, in particular within the mainstream, must be made more inclusive for the BME diverse communities. Youth engagement within the mainstream should be used as a good practice model for further engagement of other age groups whilst ensuring that any necessary support is in place. Cultural understanding and provision must be improved in the mainstream. Motivations to volunteer derived from the different cultures and faiths need to be embraced through volunteering. Training across the sector needs to be more accessible, both geographically and financially, with training being a top funding priority. Funding processes need to be easier to work through and less time consuming. The untapped potential of lapsed volunteers should be utilised. The Volunteer Centres should have diversity training and be provided with necessary resources and information to work together with the BME diverse community groups. Projects should receive training on all aspects of volunteer management and there should be provision of childcare and out of pocket expenses. The mainstream voluntary sector should work alongside the diverse communities to learn from one another and establish best practice. Volunteer involving organisations should be encouraged to take advantage of the opportunities available to recruit young, particularly student volunteers from the BME diverse communities.

Rodriguez, S. (1997). Diversity and volunteerism: Deriving advantage from difference. *Journal of Volunteer Administration, XV*, 18-20.

Keywords: USA; general; volunteering; voluntary; organisations; diversity; cultural; diversity; acculturation

Background: Among the many challenges facing voluntary organizations and their volunteers is the increasing diversification of the client base. The growth of immigration, changes in the American family, the expanding roles of women, and continuing economic constraints, all are contributing to make the work of voluntary organizations more challenging. Increasingly the term "diversity" is being used in that context. Few people have provided a definition nor have many organizations developed an appropriate "business rationale" for factoring in human differences as an advantage. **Summary:** The future success of voluntary organizations will depend in large part on how different value systems can be incorporated into ongoing programs and in how well we can help new groups of people with the acculturation process. **Findings:** Voluntary organizations in the United States and globally are faced with the growth of an increasingly diverse population and service base. Methods and approaches that have worked effectively in more homogenous settings may not be as useful in more diverse environments. **Implications:** We need to identify new ways to reach client groups in a manner comfortable to their cultural styles.

The Benevolent Society. (2005). *Trends and change in volunteering: Creating caring and inclusive communities and a just society*. Paddington, Australia: Author. Retrieved January 19, 2007, from http://www.bensoc.org.au/uploads/documents/trends-in-volunteeringaug2005.pdf

Keywords: Australia; general; volunteering; CALD; Indigenous; community; barriers; social capital; trust; community; economic; volunteers

Background: This paper examines trends and change, looking at factors such as volunteer demographics, volunteer motivation and changes in paid and unpaid work. The paper explores the benefits of involving volunteers in the work of The Benevolent Society (TBS), looking at economic and non economic benefits, the importance of social capital, inclusiveness, building trust through volunteering and the participation of community members outside formalised volunteer roles. **Summary:** The report contains a section on volunteers from CALD backgrounds. **Findings:** Several relevant points are made: (a) People from Indigenous and CALD backgrounds may be less likely to think of their participation in the community as ‘volunteering’ and may identify more closely with family or community responsibility, (b) Many CALD groups already volunteer within and outside of their own communities in many ways and as a result don't necessarily look to more mainstream volunteer programs; and (c) People from CALD populations may be reluctant to participate in mainstream volunteering due to factors such as language barriers, a perception that an organisation is not 'user friendly', previous bad experiences, or the fact that an organisation has a lack of CALD clients or other CALD volunteers. **Implications:** TBS must take into account demographic trends and use this information to harness future volunteers, particularly baby boomers, people from CALD backgrounds and people not in the paid labour force.

Volunteering Australia. (2005). *Diversity and volunteering go hand in hand*. Melbourne, Australia: Author. Retrieved January 12, 2007, from http://www.volunteeringaustralia.org/files/TEB15YBCMH/Diversity%20and%20Volunteering%20go%20hand%20in%20hand.pdf

Keywords: Australia; general; volunteering; diversity; minority; ethnic; recruitment; strategy

Background: These tips have been reproduced from the 2005 Calendar – Diversity and Volunteering go hand in hand. The calendar was developed by Volunteering Australia, and funded by the Australian Government Department of Family and Community Services. **Summary:** Giving volunteer managers tips on involving volunteers from diverse backgrounds into their volunteer programs, these tips emphasise the diversity of volunteers and promote tolerance within our volunteering communities. **Findings/Implications:** The following tips are related to minority/ethnic volunteering: (a) Find out who lives in your local area and build up your relationship with local community groups; (b) Make your promotional materials relevant to volunteers from diverse backgrounds; (c) Highlight what's in it for your volunteers (references, work experience, etc.); (d) Make it easy for volunteers to get involved – simplify the screening process; (e) Be prepared to give your volunteers extra support; (f) Find 'buddies' for your new volunteers and think about recruiting volunteers in groups; (g) Think carefully about the best way to communicate with your volunteers; (h) Offering staff and volunteers training may help them deal better with cultural differences among your volunteers; (i) Don't assume all culture are the same, especially concerning what's expected of men and women; (j) Respect the differences that volunteers bring to your organisation; (k) Develop policies for your organisation that are inclusive of diversity; and (l) Make sure that all your volunteer positions are useful and of value to your organisation and not just 'token'.

Volunteering Australia. (2005). *Submission in response to the Department for Victorian Communities discussion paper: Patterns of volunteering in emerging communities*. Melbourne, Australia: Author. Retrieved January 19, 2007, from http://www.volunteeringaustralia.org/files/YQ2CCT9U2E/DVCEmergingCommunitiessubmission.pdf

Keywords: Australia; general; volunteering; CALD; communities; motivation; barriers; cultural; linguistic

Background: Volunteers from culturally and linguistically diverse (CALD) backgrounds make an enormous contribution to the Australian community. However, this tends to go largely unnoticed and unquantified due to the informal nature of much 'CALD' volunteering. Summary: It is well known (anecdotally and in the literature on volunteering) that participation in formal volunteering among

CALD communities is low, and that the notion of formal volunteering can be a remote or threatening concept for some communities. **Findings:** Settlement services are an early and profoundly important resource for newly arrived migrants. These migrants will often come in to contact with volunteers from their own ethnic group working for settlement services. In itself this sends a powerful message about community cohesion and the value of getting involved as a volunteer. Formal volunteering, particularly in generalist organisations, is likely to require some English language skills as a minimum, and perhaps other skills. Literacy and numeracy skills vary markedly within and between CALD communities and should not be overlooked as a barrier to formal volunteering. **Implications:** A coordinated approach to engaging CALD communities is recommended. There is an ever increasing government and nonprofit presence working to promote volunteering in CALD communities. This is to be commended. However, lack of information sharing potentially undermines the goals of various programs. In particular, CALD communities may find it difficult to navigate different messages and approaches from outside organisations. If it is not possible to work in active partnership, a commitment across these organisations to an ongoing conversation would assist to ensure messages are consistent and resources used to best advantage in promoting and supporting volunteering in emerging and established communities.

Volunteering Australia. (2006). *Involving volunteers from culturally and linguistically diverse backgrounds: Take a closer look*. Melbourne, Australia: Author. Retrieved January 12, 2007, from http://www.volunteeringaustralia.org/files/L6PPM254AK/CALD_SubjectGuide_final.pdf

Keywords: Australia; volunteering; voluntary; CALD; recruitment; cultural; linguistic; diversity; organisations; volunteer; communities

Background: People from CALD backgrounds can and do make valuable contributions to their communities through volunteering. Volunteering is known and valued by Australians as an activity that benefits the community and brings people together to achieve positive change. Culturally diverse volunteer programs can be powerful examples of how people from different backgrounds work can work together effectively. **Summary:** Understanding other cultures at a level far deeper than the stereotypical will help organisations build inclusive, diverse volunteer programs. The information contained is offered with this in mind. **Findings:** Involving volunteers from culturally and linguistically diverse backgrounds may present challenges and barriers, especially to organisations that have had little or no involvement in working with a range of diverse cultures. Effective cross-cultural communication is a two-way process that often has more to do with providing the right type of response (often these are non-verbal) for a particular situation and observing the particularities of a culture, rather than delivering the right verbal message or finding the right words. Organisations that effectively involve volunteers from CALD communities are often successful because they get to know the CALD communities within their local area, they recognise and respect difference and educate themselves about different cultures, and they create an environment that is inclusive of diversity and supported by organisational policies and procedures. **Implications:** As the concept of volunteering can be understood in many different ways by people from diverse backgrounds, promotional materials must reflect this by thinking of other ways to describe (in plain language) what it means to be a volunteer. Organisations should consider what they can offer volunteers and then ensure that they advertise and promote this. Organisations should be explicit about what they are offering: for example, a reference, contact with the broader community, work experience, the opportunity to practise English conversation. Hearing about an organisation from a friend, relative or other social contact is often seen as a more credible and trustworthy source of information than a brochure or a flyer in a supermarket. Be sure that the safety of the volunteer, other staff members and volunteers, and the broader community is not compromised because of miscommunication.

Wales Council for Voluntary Action. (2000). *Promoting volunteering pilot project: End of project report*. Cardiff Bay, Wales: Author. Retrieved January 11, 2007, from http://www.wcva.org.uk/images_client/volunteering/finalprojectreport.doc

Keywords: International; general; Wales; UK; volunteer; volunteering; voluntary; organisations; diversity; recruitment; BME; black; minority; ethnic

Background: A three year project with a selected 21 voluntary organisations in Wales aimed to increase the number and diversity of volunteers. **Summary:** Training and support was offered and data on volunteers collected at six monthly intervals. Case study examples of different approaches to recruitment are noted, and the influence of the wider factors such as funding and organisational changes highlighted. **Findings:** An overall increase in volunteers was observed but organisations’ experiences varied widely, with almost two–thirds either maintaining a similar number or showing a reduction in the number of volunteers. It has not been possible to demonstrate an increase in the diversity of volunteers across the pilot group as a whole, although again some heartening case examples have been reported. The data collected suggests a pattern of increase in younger volunteers and in recorded volunteer disabilities. **Implications:** There is a growing awareness amongst organisations of the importance of improving access to volunteering for people from diverse backgrounds. However, there is a danger of encouraging a superficial approach to diversity and of judging an organisation only by the ticking of monitoring boxes. It takes longer than the timescale of this project to adjust the culture and structure of an organisation to be truly inclusive of volunteers with different needs and backgrounds. The insights given into the experience of organisations as they attempt to implement good practise in volunteer recruitment are valuable. This experience will form the basis of a new guide to volunteer recruitment. Recommendations are made for the continued role of WCVA in training and supporting good practise and in facilitating peer learning opportunities.

C. NESB and CALD minorities in the career emergency services

Booth, W. S., & Rohe, C. A. (1988). Recruiting for women and minorities in the fire service: Solutions for today's challenges. *Public Personnel Management*, *17*, 53-62.

Keywords: USA; fire; adults; affirmative action; females; firefighters; minority groups; racial balance; recruitment; sex fairness

Background: Personnel professionals are receiving an increasing number of requests from municipal fire chiefs about how best to implement affirmative action programs. **Summary:** Questionnaires were mailed to over 100 large city fire departments as part of an investigation of successful and unsuccessful recruitment strategies for well-qualified women and minority candidates. **Findings:** The most successful strategy reported involved the use of recruiting task forces, and the second most successful involved community-based activities and efforts. Among advertising media used, radio and television ads were reported to be most successful. Apprenticeship programs and college campus efforts did not prove to be of much value. **Implications:** The following steps can help to make an affirmative action program successful: 1. Use only validated tests for selection of entry-level firefighters. 2. Encourage women to enrol in a physical development program and provide opportunities to practice the physical ability test. 3. Arrange for a tutoring program to increase success rates on written examinations.

Cleveland Fire Authority. (2002). *Cleveland fire brigade: Race equality scheme*. Hartlepool, UK: Author. Retrieved January 15, 2007, from http://www.clevelandfire.gov.uk/EasySite/lib/serveDocument.asp?doc=702&pgid=759

Keywords: International; fire; UK; firefighter; recruitment; ethnic; minority; racial; equality; race

Background: The Cleveland Fire Authority provides a service that enforces fire safety laws, advises about fire safety, and executes emergency response and emergency planning activities. The functions and policies related to these services have been assessed as relevant to the performance of The Authority's duties under Section 71 of the Race Relations Act 1976 (as amended by the Race Relations (amendment) Act 2000). **Summary:** This document sets out how the Authority will meet these statutory obligations through the Directorates of Service Delivery, Service Support, Human Resources and Business and Economic Development. **Findings:** The Authority is working towards the targets for the recruitment of minority ethnic personnel as set by Her Majesty's Fire Service Inspectorate and the Department of Transport, Local Government and the Regions. The target, is that by 2009, 3% of our personnel, which translates to 23 people, should be from minority ethnic backgrounds. **Implications:** In addition to targets set for the recruitment of ethnic minorities, the report describes several Best Value Performance Indicators connected with race, and outlines a race equality action plan.

Fire Department of the City of New York. (2004). *FDNY strategic plan 2004-2005*. New York: Author. Retrieved January 18, 2007, from http://www.nyc.gov/html/fdny/pdf/pr/2004/strategic_plan/goal_4.pdf

Keywords: USA; fire; strategy; recruitment; retention; minorities; women; diversity; firefighter; firefighters

Background: The Fire Department of New York (FDNY) continues to strive to diversify its uniformed work force through the successful recruitment, retention and promotion of minorities and women. FDNY recognizes that community support, including inspiring and recruiting young men and women of all cultural backgrounds, ensures the vitality of the Fire Department and security of New York City. **Summary/Findings:** To significantly improve the diversity of the Fire Service, the Department developed two main objectives. The first is to develop a comprehensive written plan that incorporates the Department's ongoing and new recruitment initiatives to diversify the uniformed work force of the FDNY. To accomplish this, recent recruitment efforts and underlying issues related to diversity will be analysed, and a comprehensive written diversification plan with short- and long-term initiatives in collaboration with consultants, non-profit organizations and community stakeholders will be formulated. The second objective is to develop and expand outreach and mentorship programs to target minority young adults and women to become interested in firefighting and pre-hospital emergency career opportunities. This will be accomplished by: (a) expanding the Fire and Emergency Services Exploring Program for young men and women ages 14 to 20; (b) developing mentoring programs to enlist and retain female candidates for the Fire service; (c) increasing retention of viable candidates by using the recruitment tracking system database to maintain contact with and offer support to candidates who have passed entrance exams; and (d) expanding community outreach efforts to build awareness of potential career opportunities within the Department. **Implications:** The Recruitment and Diversity Unit will create a comprehensive written plan and continue to develop short- and long-term targeted initiatives to enhance the diversity of the FDNY and make it more representative of the population and communities it serves. In addition, to help build awareness of potential career opportunities within the Department, the Unit will continue to work with non-profit and religious organizations to: 1) educate, recruit and train interested candidates; 2) provide outreach efforts at junior high and high schools, colleges and job fairs; and 3) collaborate with other FDNY Units that provide outreach to diverse communities on various public safety issues.

Fire Service Research and Training Unit. (2004). Ethnic minority recruitment and community outreach work [Electronic Version]. *Fireworks*, 2, 5. Retrieved January 15, 2007 from http://www.anglia.ac.uk/ruskin/en/home/projects/fireworks/news_and_events.Maincontent.0006.file.tmp//Users/ann/Documents/ANN%20WEB%20WIP/Fireworks/dialogue/dialogue%202.pdf.

Keywords: International; fire; UK; diversity; representation; black; minority; ethnic; recruitment; communities; role model

Background: Equality and Diversity Advisers and Officers are charged with specific responsibilities to increase the representation of women and black and ethnic minority operational staff in the service. They approach this role through their involvement in activities including: recruitment and outreach, positive action initiatives, monitoring retention and promotion trends, policy development and the delivery of training. **Summary:** General initiatives involve setting up and maintaining contact with local black and ethnic minority communities including religious, sports and social group activities. Interest in the careers profile of a firefighter is generated through long-term strategies for black and ethnic minority recruitment, including the use of role models to provide a visible link between minority communities and the fire service. Direct initiatives for targeting and gaining recruits include the use of ethnic minority media for advertising campaigns. **Findings:** In some fire services levels of representation are improving, but in others there is still a problem with increasing numbers. What was apparent from the interviews with equalities advisers was that the barriers to recruitment were more ‘perceived’ than ‘real’. **Implications:** The real problem appears to lie with the wider social and economic issues that appear to influence ethnic minorities seeking employment including education, training and unemployment and these issues apply to many sectors, not just to the fire and rescue service.

Fox, K. A., Hornick, C. W., & Hardin, E. (2006). *Achieving and retaining a diverse fire service workforce*. Washington, DC: International Association of Fire Fighters. Retrieved January 18, 2007, from http://www.ci.madison.wi.us/fire/recruitment/Achieving%20and%20Retaining%20a%20Diverse%20Fire%20Service%20Workforce.pdf

Keywords: USA; fire; recruitment; diversity; representation; retention; career; full time; paid; volunteer; women; female; firefighter; IAFF

Background: Recruiting and diversity have become “hot topics” in the Fire Service in recent years. A review of the demographics in the Fire Service shows a large gap between our population and its representation in the Fire Service. There has also been a growing awareness of the effect on diversity of the huge wave of retirements that is happening now and will continue happening for the next few years. What diversity we have achieved is very likely to disappear, and as a profession and as a nation, we are uninformed and unprepared to solve the problem. **Summary:** This aim of this project was to identify effective recruitment, selection, and retention practices to achieve a fire service workforce that reflects the community served. The three major phases of this project were: (a) literature review; (b) identification of over 80 departments identified as potential examples of Best Practices departments and interviews with their local presidents, Chiefs, Training Officers, and others in the department; and (c) administration and analysis of a comprehensive survey. **Findings:** Instead of proposing a rigid plan or structure, this report provides examples of success, and documentation of many methods of implementing successful recruitment efforts. **Implications:** The findings can guide the IAFF as a national organization in developing a type of program if it chooses, perhaps a cadet program or a "How to Guide" for individual departments. The results presented in this report also can guide individual departments and local unions in creating their own initiatives or adjusting their current efforts.

Hashem, F. (2004). *Ethnic minority recruitment and community outreach work in the fire service: Exploring and contextualising working practices and initiatives.* Paper presented at the FireWorks Conference, Cambridge, UK. Retrieved January 15, 2007, from http://www.anglia.ac.uk/ruskin/en/home/projects/fireworks/about_us/news/2004.Maincontent.0007.file.tmp//Users/ann/Documents/ANN%20WEB%20WIP/Fireworks/Presentations%203%20pdf's/Ferhana%20Hashem%20June_2004_Et.pdf

Keywords: International; fire; UK; barriers; BME; black; ethnic; minority; recruitment; cultural; religious

Background: This presentation identified perceived and real barriers to Black and ethnic minority (BME) recruitment in the English fire service. **Summary:** Three kinds of outreach work have been identified so far: (a) General initiatives aimed at forging and maintaining contact with local BEM community groups; (b) Long-term strategies for BEM recruitment; and (c) Direct initiatives for BEM recruitment. **Findings:** Perceived barriers included cultural and/or religious sensitivities which prohibited some BEM groups from applying, and the notion that Asians saw the firefighting profession as a low-status career. Real barriers were: (a) the lack of information on the fire service which in general discouraged applications; (b) careers profile/structure unknown to BEM groups; (c) lack of role models; (d) poor reputation of uniformed services/white male organisations; and (e) fear of racism. **Implications:** The following social and economic factors impact on BME recruitment: (a) Education - there is a disparity between the levels of educational achievement between certain BEM groups; (b) Training - large sections of BEM communities opt out of job-related employment; and (c) Employment - there are high levels of unemployment within certain BEM groups.

Hashem, F. (2005, October). *An investigation into minority ethnic group attitudes towards a career in the fire service.* Paper presented at the 10th Annual Fire Service College Conference, Moreton-in-Marsh, UK. Retrieved January 15, 2007, from http://www.anglia.ac.uk/ruskin/en/home/projects/fireworks/about_us/news/2005.Maincontent.0015.file.tmp/FSCPresentation_FH.pdf

Keywords: International; fire; UK; attitudes; minority; ethnic; religion; culture; gender; racial; discrimination

Background: This presentation provides interim findings of research related to the attitudes of minority ethnic groups towards a career in the fire service. **Summary:** The findings are presented as quotations from case studies with young people aged 15-17, their parents and advisors, and are organised under the following headings: Reason for choosing firefighting; A family profession; Work experience and college courses; Religion; Culture and gender; and Racial discrimination. **Implications:** The next phase of research aims to build a wider profile of how young people make career choices, strengthen the research by using data from the interviews with parents & Connexions advisers, and contextualise the work further by using existing studies looking at minority ethnic perceptions and their attitudes towards the FRS as a career.

Hashem, F., & Lilly, J. (2006). Career aspirations and desirability: Minority ethnic young people and their perceptions of the fire service as a career. *Fire Safety, Technology and Management, 9*(3), 45-49.

Keywords: International; fire; UK; ethnic; minorities; youth; young people; career; employment; religion; gender; culture; racism; barriers; attitudes

Background/Summary: This research sought to identify and address the barriers to bringing greater equality to the fire service. In particular, the research focused on the attitudes of minority ethnic young people, young women and their parents towards a career in the fire service and how they make their career choices. **Findings/Implications:** Unable to locate any further details for this report.

Hashem, F., Lilly, J., & Singh, J. (2005). *Creating strategies for creative challenges*. Chelmsford, UK: Fireworks. Retrieved January 15, 2007, from http://www.anglia.ac.uk/ruskin/en/home/projects/fireworks/about_us/news/2005.Maincontent.0002.file.tmp//Users/ann/Documents/ANN%20WEB%20WIP/Fireworks/April_2005_Creating_Strategies_for_Creative_Challenges.pdf

Keywords: International; fire; UK; diversity; management; recruitment;

Background: The Audit Commission are currently undertaking their second round of Comprehensive Performance Assessment (CPA) visits to UK Fire and Rescue Services. **Summary:** This research was designed to support fire services in providing evidence to demonstrate their adherence to the national Framework, and their effective management of diversity. **Findings:** Equality and diversity policies, schemes and action plans form the bedrock of all equality work in the fire services across the UK. Whilst it is sometimes assumed that the existence eof a policy is enough to provide evidence of a commitment to equality and diversity issues, during our research we had observed that in some cases it was questionable as to how policies were, or could be, translated in to action, and what these actions (initiatives) were. Thus, the initial focus of this research was to ascertain the extent to which equality policies were drivers for change, followed by a second area of investigation into the methods of monitoring and evaluation employed by our sample fire services. The third focus of the research investigated the context within which equality officers in our sample fire services worked. **Implications:** It was anticipated that a clearer understanding of the context of this work and the connections between policy and practice would assist the development of a consistent approach which would support fire service equality personnel in implementing equality work more effectively and assist them in the monitoring and evaluation of equality initiatives.

International Association of Fire Fighters. (2000). *Discussion of top effective methods for recruitment of women and minorities in the fire service*. Washington, DC: Author. Retrieved January 18, 2007, from http://www.iaff.org/build/content/human/divtop8.doc

Keywords: USA; fire; recruitment; women; female; minorities; initiative; strategy

Background: This study is part of the IAFF Diversity Initiative to identify best practices in the recruitment, selection and retention of women and minorities in the fire service. To assist in our efforts to build a more inclusive union and diversify the fire service, the IAFF conducted a national study of best practices in the recruitment of women and minorities. **Summary:** This document highlights the eight most effective methods used by the surveyed departments as part of the IAFF Diversity Initiative. Thirty one departments participated in the comprehensive survey and over eighty were interviewed. **Findings:** The departments surveyed used a combination of approaches including word of mouth, formal advertising, direct mail, cadet/explorer programs and news stories. **Implications:** Many of these methods are effective because they are used in a targeted approach and in combination with other methods. The methods presented are the primary methods used by all of the departments.

International Labour Office. (2003). *Public emergency services: Social dialogue in a changing environment* (JMPES/2003/1). Geneva, Switzerland: Author. Retrieved January 15, 2007, from http://www-ilo-mirror.cornell.edu/public/english/dialogue/sector/techmeet/jmpes03/jmpes-r.pdf

Keywords: International; general; Switzerland; emergency services; public; ethnic; racial; minorities; racial; gender; discrimination; equality; Indigenous; Australia; Northern Territory; Indigenous; police; fire; firefighter; firefighters; career; volunteer

Background: Particularly since the attack on the World Trade Center in New York in September 2001, increasing attention has been given to the vital role of workers in public emergency services, without whom society cannot function. Theirs is the most dangerous job, next to that of military personnel in combat. They often have to risk their own lives to save others. The role of these workers is constantly adjusting under the impact of changes in technology and in the nature of industrial activities, as well as increasing crime and violence. **Summary:** This report contains a brief section on ethnic and racial minorities in the public emergency services (PES). **Findings:** In relation to Australia, the report mentions the proportion of indigenous people in the police service in each state and territory in Australia. Although the Northern Territory had the highest proportion of indigenous staff, it could still integrate more indigenous people in the police service for effective policing. **Implications:** While some societies may still have a long way to go in achieving gender, racial and ethnic balance in the public emergency service (PES) workforces, most ILO member States now recognize the importance of combating all forms of discrimination and promoting equality of employment opportunity. The global trend is therefore to design measures and set time-bound targets in achieving an equitable balance so that all communities can take part in effective public emergency service delivery.

International Labour Organization. (2003). *Guidelines on social dialogue in public emergency services in a changing environment*. Geneva, Switzerland: Author. Retrieved January 15, 2007, from http://www.ilo.org/public/english/dialogue/sector/techmeet/jmpes03/jmpes-8.pdf

Keywords: International; general; Switzerland; emergency services; public; employment; diversity; ethnic; minority; women; female; recruitment; human resource;

Background: This report calls for public emergency service (PES) organisations to increase and/or maintain employment diversity. **Summary:** Guidelines are provided regarding employment diversity. **Findings/Implications:** The need to achieve greater gender, ethnic and other diversity in PES employment requires enhanced efforts to eliminate prejudice and discrimination in these services in line with the equality of employment opportunity and treatment principles set out in the ILO's Discrimination (Employment and Occupation) Convention. To enhance employment diversity, PES employers, in cooperation with workers and their organizations by means of social dialogue, should undertake to define and implement a policy on diversity. Such a policy should include as part of planning and management tools: (a) Documentation and follow-up of a service's employment composition over time based on age, gender and ethnicity; (b) Establishment of objective recruitment benchmarks; and (c) An objective system of evaluating results. An active campaign to recruit and retain youth, women and ethnic minority candidates who are interested in and qualified for serving in PES should be an integral part of human resource planning. Recruiters' attitudinal changes should also be ensured where these are considered barriers to meeting objectives. Measures to facilitate the achievement of recruitment/retention benchmarks should be implemented. Social dialogue should be an effective means of achieving commitment to more employment diversity in PES that greater reflects the community based on age, gender and ethnicity considerations. To effectively apply new orientations towards community-based service in response to law and order questions, a proactive communications policy for information sharing, the building of trust and the creation of partnerships between PES, especially police, should be achieved primarily through better diversity of ethnic representation.

Lawrenson, R., Leydon, G., Freeman, G., Fuller, J., Ballard, J., & Ineichen, B. (1998). Are we providing for ethnic diversity in accident & emergency (A&E) departments? *Ethnicity and Health, 3*, 117-123.

Keywords: International; general; UK; ethnic; diversity; minority; recruitment; medical; emergency; staff

Background: The aim of the study was to find what data on ethnicity are collected in North Thames Accident & Emergency (A&E) departments. Also to investigate how the data are used, what staff recruitment and training policies were in place, and to discover whether written material in different languages and interpreters were available. **Summary:** This was a qualitative study using semi-structured questionnaires. A range of staff working in A&E departments in North Thames (that had a primary care initiative in place) were interviewed. **Findings:** Ethnic origin was recorded in all units but not on every patient. Only one unit had actively recruited staff from an ethnic minority. None of the units had formal training in place for staff to gain an appreciation of issues facing patients from ethnic minorities. Interpreters and written material in appropriate languages were available in all units. **Implications:** Whilst the needs of patients from ethnic minorities were recognised in all of the units there appeared to be scope for further research and development. There is a need for providers to undertake comprehensive studies on the utilisation and health needs of ethnic minorities attending both primary care and A&E services. Only with this information can more appropriate services be provided

Lilly, J. (2005, March). *FireWorks: For equality in the fire service.* Paper presented at the Diversity Happens! Board, London, UK. http://www.anglia.ac.uk/ruskin/en/home/projects/fireworks/about_us/news/2005.Maincontent.0008.file.tmp//Users/ann/Documents/ANN%20WEB%20WIP/Fireworks/untitled%20folder/FW%20Diversity%20Happens.pdf

Keywords: International; fire; UK; diversity; equality; retention; recruitment; career; employment; women; minority; ethnic; initiative

Background: FireWorks is a collaborative project jointly funded through the European Social Fund and Anglia Ruskin University. The project aims to bring greater equality to the Fire and Rescue Service through identifying and addressing the barriers to the employment, retention and promotion of ethnic minorities and women. **Summary:** This presentation summarised the findings of research investigating diversity and equality within the fire services. **Findings:** In relation to recruitment, there were found to be a lack of clear objectives in diversity and equality action plans, and a subsequent lack of systematic evaluation of diversity and equality initiatives. In addition, there were few retention and promotion initiatives and a lack of understanding of local minority ethnic communities. **Implications:** Research currently being conducted included the completion of literature reviews on: (a) The aspirations of W/ME to work in the fire and rescue service and other uniformed organisations; (b) Factors affecting the retention and promotion of W/ME in the fire and rescue service and other uniformed organisations; (c) Techniques for the evaluation of diversity initiatives within the FRS and their local communities; and (d) The design, implementation and evaluation of diversity training in uniformed environments.

Lilly, J., Hashem, F., & Hughes, A. (2005, July). The fire and rescue service: Working with local communities. *Fire Prevention & Fire Engineers Journal, 394*, 30-32. Retrieved January 15, 2007, from http://www.anglia.ac.uk/ruskin/en/home/projects/fireworks/about_us/news/2005.Maincontent.0010.file.tmp/The_Fire_and_Rescue_Service_Working_with_Local_Communities.pdf

Keywords: International; fire; UK; equality; representation; communities; safety; recruitment;

Background: This article presents observations from recent work evaluating aspects of the context of equality work in the fire and rescue service. **Summary:** All the fire and rescue services reviewed were undertaking work with their communities and many involved representatives from a range of levels and roles within the service. **Findings:** It appears that work in the community was undertaken to meet three broad aims: (a) to facilitate good relationships with the community, (b) to deliver community fire safety advice, and (c) to facilitate recruitment. However there was a lack of consistency in how such work was described and an absence of detailed objectives for initiatives which could have supported the development of a means of systematic evaluation. **Implications:** It was recommended that fire and rescue services adopt a consistent terminology for their community work. It appears that 'Community Outreach' would serve as an acceptable umbrella term for all initiatives involving the local community. However community outreach activities should then be further categorised to enable the development of action plans.

NZ Fire Service. (2006). *Diversity and fairness plan 2006-2011*. Wellington, New Zealand: Author. Retrieved January 18, 2007, from http://www.neon.org.nz/documents/NZ%20Fire%20Service%2009Mar06_Diversity%20%20Fairness%20Plan%202006-2010.pdf

Keywords: International; fire; New Zealand; diversity; employee; social marketing; strategy; fairness; ethnic; minorities; women; female; Maori

Background: In recent years, the New Zealand Fire Service has taken its responsibly as a good employer very seriously. The organisation has undertaken considerable work to ensure its good employer obligations have been met, particularly with regard to the employment of Maori, ethnic minorities and women. The New Zealand Fire Service is committed to incorporating diversity and fairness (formally EEO) within its good employer context. This means that the key principles of equity, respect, diversity and fairness are fully imbedded within all our business policy, processes and procedures and becomes an integrated part of the function of all our personnel and all our managers. **Summary:** The Fire Service has developed a framework for a diversity and fairness strategy based on Andreasen's model of social marketing, which is used for the national fire safety promotions. **Findings:** The key components of the diversity and fairness framework are: (a) raising diversity and fairness awareness; (b) changing views of diversity and fairness; (c) changing behaviour and business processes to support diversity and fairness; and (d) maintaining change and monitoring results. **Implications:** (a) Communication of diversity and fairness to the wider organisation may require a sustained range of communication mechanisms over an extended period; (b) Changing people's views on what diversity and fairness is and how it can positively influence the organisation will involve informing the wider Fire Service on the purpose of diversity and fairness and how diversity and fairness can help to achieve our national goals and improve business results and (c) In support of the desired behaviours the Fire Service must make sure that its business processes reinforce and support diversity and fairness. This may involve changes to existing policies, processes or infrastructure; and (d) In order to track performance in relation to diversity, the Commission has adopted a diversity index (Simpson's Index of Diversity) which provides a measure of overall ethnic diversity.

Omeri, A., & Ahern, M. (1999). Utilising culturally congruent strategies to enhance recruitment and retention of Australian indigenous nursing students. *Journal of Transcultural Nursing, 1*, 150-155.

Keywords: Australia; general; nursing; recruitment; retention; minority; ethnic; Aboriginal; Torres Strait Islander; indigenous

Background: Recruitment and retention of Aboriginal and Torres Strait Islander (ATSI) nursing students has been the concern of many faculties of nursing across Australia for some time. Multiple factors and issues have been raised to address recruitment, and most important retention, of ATSI students in undergraduate nursing programs. **Summary:** This article, through a review of the literature, explores and describes discoveries and discusses the importance of culturally meaningful strategies and knowledge as significant in addressing this core issue. **Findings:** There is a lack of educators equipped to teach transcultural nursing studies. The current curricula does not accommodate the cultural, educational, and environmental needs of ATSI people. Family and kinship play a significant role in the life of ATSI students. **Implications:** The preparation of faculty in transcultural nursing studies, with specific focus on ATSI cultures, is of paramount importance. Changes in curricula to accommodate the cultural, educational, and environmental needs of ATSI people and prospective students are also needed. To maintain kinship ties, consideration needs to be given to the possibility of a flexible delivery of curriculum content. This could include teaching some portions of the curriculum by means of distance learning techniques.

Shea, J. (2005, October). *Factors affecting the retention and promotion of female and minority ethnic operational members of the English fire and rescue service*. Paper presented at the Conference Name|. Retrieved Access Date|. from URL|.

Keywords: International; fire; UK; police; law enforcement; representation; female; minority; ethnic; F/ME; recruitment; retention

Background: This presentation provides a brief overview of research being conducted in the English fire and rescue service. **Summary:** Using an example from the police, it was found that representation of female/minority ethnic (F/ME) staff increased with recruitment efforts, however these individuals now resign at disproportionate rates to their white British, male colleagues. **Findings:** Retention and promotion issues are often an afterthought to the recruitment of under-represented groups to the FRS. The experiences of F/ME members already employed by FRS were overshadowed by drive to meet recruitment targets, and issues affecting F/ME members are often lumped together. **Implications:** At a regional level, there is a need for FRSs to conduct exit interviews and to provide a designated forum for discussion of female or minority ethnic employee concerns. At a national level, a central database containing data on comparative retention and promotion rates of F/ME FRS staff would be useful. In addition, a system which could shed light on differences in motivations for leaving, applications for promotion would be valuable.

The Corporate Communications Company. (1999). *Report of research for West Midlands fire service concerning the 1999 recruitment strategy* (Fire Research and Development Group Research Report 4/99). London, UK: Home Office. Retrieved January 18, 2007, from http://www.nationalarchives.gov.uk/ERO/records/ho415/1/fepd/frdgrep/rr499.pdf

Keywords: International; fire; UK; recruitment; ethnic; minority; equal opportunity; strategy; advertising; Black; women; firefighter

Background: In May 1999, West Midlands Fire Service approached the Home Office for support for a study to investigate ethnic minority views on the fire service as an employer, with the aim of implementing a recruitment advertising strategy that would improve its record on ethnic minority recruitment. **Summary:** The research consisted primarily of seven focus group meetings. There were two internal focus groups, one with firefighters and one with senior officers. Each external focus group was drawn from a separate ethnic or minority community in the region. A total of 59 individuals participated in the focus groups. **Findings:** (a) The legacy of discriminatory attitudes encountered elsewhere in society (school/work/leisure, etc.) is a factor creating scepticism. Many individuals from ethnic minority backgrounds have encountered rejection, or had aspirations dashed which they attribute to prejudice. This instils a reluctance to pursue opportunities without additional encouragement; (b) The perception of a white/male dominated organisation is very much seen as a barrier; (c) The uniform evokes negative military/police type associations for some people; (d) The application process is not seen as a relevant and impartial way of selecting candidates. It is seen as an obstacle course to 'weed out' people - with lots of opportunity for discrimination to creep in. More transparency throughout the recruitment process (e.g. clear pre-recruitment information about all the assessment tests (including secondary stages) and the use of independent panel members) would help; and (e)Posters depicting all black/all female firefighters were received with cynicism, and were seen as false, unrealistic and depicting an attitude of 'tokenism'. **Implications:** (a) Pre-recruitment course in conjunction with an employment resource or action centre may be of benefit; (b) 'Headline' messages and images should emphasise: the full range of work, helping the community, professionalism, technical skills, and equal opportunities; (c) 'Headline' messages and images should not emphasise: 'firefighting', too many black/ethnic minority/women in photographs, and uniforms; and (d) Translations into Asian languages are unlikely to add to response rate.

Usher, K., Miller, M., Turale, S., & Goold, S. (2005). Meeting the challenges of recruitment and retention of Indigenous people into nursing: Outcomes of the Indigenous Nurse Education Working Group. *Collegian, 12*(3), 27-31.

Keywords: Australia; general; nursing; Indigenous; recruitment; retention

Background: It has been recognised internationally that increasing the number of Indigenous people working as health professionals is linked to the improved health status of Indigenous people. When comparing Australian Indigenous and non-Indigenous populations, Indigenous people continue to have poorer health standards and are much less likely to be involved in employment in health professions than other Australians. In 2000, the Indigenous Nurse Education Working Group (INEWG) was formed by government with the mandate to work collaboratively with universities and important professional nursing bodies across the nation in an attempt to increase the number of Indigenous registered nurses and to prepare nursing graduates with better understanding of, and skills to assist with, Indigenous health issues. **Summary/Findings/Implications:** This paper describes the work of the INEWG from 2000 to mid-2003; firstly in developing and implementing strategies aimed at increasing the recruitment and retention of Indigenous people into undergraduate nursing programs; and secondly by helping university schools of nursing increase faculty and student understanding of Indigenous culture, history and health issues through educational processes. Lastly, it summarises the INEWG's 2002 recommendations to achieve a higher rate of Indigenous participation in nursing. The results of research into the success of these recommendations will be the subject of a later paper.

D. NESB and CALD minorities in defence and policing

American Police Command Officers Association. (1994). *Improving the recruitment of Hispanics into law enforcement careers*. Rockville, MD: National Institute of Justice.

Keywords: USA; police; recruitment; Hispanic; Latino; law enforcement

Background: This workshop provided guidelines for Hispanic-American police officers in the Chicago metropolitan area in recruiting Hispanic-Americans for police work. **Summary:** A survey was administered to 20 Hispanic police officers during the workshop. **Findings:** Eleven of the respondents indicated their departments had not identified the shortage of Hispanic police officers as one of its major concerns. Eighteen responded that their associations had not made recruitment a priority. None of the respondents indicated they were "recruited" into law enforcement. **Implications:** The workshop produced 17 suggestions for ways Hispanic police organizations can help in the recruitment of Hispanic-Americans for police work, including public relations, setting policy, educating the Hispanic community, cultivating interest in Hispanic youth, and encouraging and helping candidates to apply.

APMAB. (1990). *Recruitment from ethnic communities: National statement of principle*. Melbourne, Australia: Australasian Police Multicultural Advisory Bureau. Retrieved 9 January, 2007, from http://www.apmab.gov.au/guide/RecruitmentPrinciples.pdf

Keywords: Australia; general; police; recruitment; ethnic; CALD; communities

Background: This document was prepared for the Conference of Commissioners of Police of Australasia and the South West Pacific Region by the National Police Ethnic Advisory Bureau in co-operation with members of the Bureau’s Advisory Panel. This document is within the spirit of recommendations pertaining to “Recruitment from Ethnic Communities”; made at the first National Conference on “Police Services in a Multicultural Australia”, Melbourne 28 - 31 August, 1990. **Summary:** This National Statement of Principles provides police jurisdictions in Australia with a philosophical framework for the development of policies and programs in the area of recruitment from ethnic communities. **Findings:** The following issues need to be acknowledged: (a) That people from different ethnic backgrounds are generally not recruited to police their individual ethnic communities but rather to provide police services to a total population; (b) The knowledge of cultures and linguistic skills in community languages other than English are recognised as a distinct asset particularly in interactions with non - English speaking background people; (c) That irrespective of b. above and the national principle, applicants from ethnic communities must be able to satisfy the entry criteria including any entry examinations as applied by any police jurisdictions; and (d) That police jurisdictions reject the system of rigid recruitment quotas for achieving recruitment goals, and that they adopt flexible targets as a recruitment strategy. Eight strategies for increasing recruitment from ethnic communities are presented. **Implications:** The adoption of the National Statement of Principles by police jurisdictions in Australia demonstrates their clear commitment to a culturally diverse Australia.

APMAB. (2005). *Gap analysis of recruitment and retention of CALD background officers*. Melbourne, Australia: Author.

Keywords: Australia; police; law enforcement; CALD; NESB; recruitment; retention

Unable to locate a copy/summary of this report

Bland, N., Mundy, G., Russell, J., & Tuffin, R. (1999). *Career progression of ethnic minority police officers* (Police Research Series Paper 107). London: UK: Home Office. Retrieved January 10, 2007 from http://www.homeoffice.gov.uk/rds/prgpdfs/fprs107.pdf

Keywords: International; police; UK; Home Office; white; ethnic; minority; recruitment; retention

Background: The research on which this report is based aimed to examine the career profiles of white and ethnic minority officers in the British police and to establish the extent of any differences. **Summary:** The study looks at the representation of ethnic minority officers in both promoted ranks and specialist departments. It also seeks to identify the factors which influence, both directly and indirectly, the careers of ethnic minority officers. **Findings:** In relation to recruitment and retention, the study found that the number of ethnic minority applicants to join the police service is consistently lower than might be expected from their representation in the economically active population. Ethnic minority applicants are also less likely than white applicants to be offered an interview; receive a formal offer of employment and be appointed on probation. Additionally, retention figures (excluding retirements and transfers) for ethnic minority officers have deteriorated over the past four years. In contrast, those for white officers have improved slightly. It was also found that ethnic minority officers are twice as likely as white officers to resign from the police service. The rate of dismissal (including the requirement to resign) for ethnic minority officers is two to three times higher than that for white officers. In contrast, white officers are two to three times more likely to leave the service through medical retirement. **Implications:** Research should be conducted to identify ways to increase the potential benefit of recruitment activities aimed at increasing the number of suitably qualified ethnic minority applicants to join the police service. In particular, this research should examine the attributes sought by potential recruits in prospective employers. The Police Leadership Working Group under Home Office chairmanship is to conduct a thorough review of the APSG recruitment effort. This review should specifically examine reasons for the continuing lack of ethnic minority candidates appointed to the APSG. The experiences of ethnic minority women in the police service should be examined as a separate issue. Research should be conducted to identify and examine the reasons why ethnic minority officers are more likely than white officers to leave the service as a result of dismissal and resignation.

British Military Studies Group. (1999). *Ethnic minority representation in the British armed forces*. London, UK: Author.

Keywords: International; general; UK; British; ethnic; minority; representation; army; armed forces; military; defence

Background: A report on the proceedings of the British Military Studies Group seminar held at Kings College London on 16 March 1999. **Unable to locate a copy/summary of this report.**

Canadian Association of Chiefs of Police. (1993). *Police race relations: The recruitment, selection and retention of visible minorities*. Ottawa, Canada: Author.

Keywords: International; general; Canada; police; minority; recruitment; retention

Unable to locate a copy/summary of this report

Cashmore, E. (2001). The experiences of ethnic minority police officers in Britain: Under-recruitment and racial profiling in a performance culture. *Ethnic and Racial Studies, 24*, 642-659.

Keywords: International; general; UK; black officers; Lawrence; Macpherson; police; racial profiling; recruitment

Background: The findings draw on independent research conducted in the aftermath of the Macpherson Report of 1999 and are based on in-depth interviews with African Caribbean and South Asian officers in five British police services. **Summary:** Serving officers offer their frequently contrasting views on the underrecruitment of ethnic minority officers and their experiences in the police force and beyond. **Findings:** While many question whether increasing the recruitment of ethnic minority officers would make the widely-assumed positive impact in reducing racism, others maintain that it would; but they believe persistent habitual racist practices by white officers serves as the most formidable impediment to recruitment. Reasons are offered for this persistent racism. It is proposed that the trend towards assessing occupational performance in the police has had the unintended consequence of promoting racial profiling, or selecting ethnic minority groups for unfair treatment. **Implications:** Ethnic minority police officers are subject to racist abuse as a way of 'testing' them. They believe that, if they protest against either their own treatment or that of ethnic minority civilians, they may damage their careers. This perception acts as a deterrent to challenging racism in police work and contributes towards its continuation.

Central Volunteer Bureau of Ottawa-Carleton. (1990). *Stronger together: Recruiting and working with ethnocultural volunteers*. Ottawa, Canada: Author. Retrieved January 12, 2007, from http://www.nald.ca/fulltext/heritage/ComPartnE/pdfdocs/Strongr.PDF

Keywords: International; general; volunteering; volunteer; Canada; ethnic; minorities; volunteers; cultural; linguistic; religious; diversity; communities; organisations

Background: This manual has been written in response to requests from voluntary organizations for information about how to make their programs attractive and accessible to ethnic minority volunteers. Many organizations were already aware of the wealth of skills and experience that minority volunteers possess, but wanted suggestions on how to incorporate new methods into their existing programs. **Summary:** The content was developed through a series of workshops with managers of volunteers from both mainstream and ethnic organizations. Advice was sought from organisations that were successful in recruiting and maintaining ethnic minority volunteers, as well as those who had experienced difficulties keeping new volunteers. **Findings:** The manual contains a list of tips covering the following areas: (a) Preparing your organisation; (b) Recruiting ethnocultural volunteers; (c) Interviewing the new recruit; (d) Orientation; (e) Training; (f) Support for minority volunteers; (g) Supervision; (h) Evaluation; and (i) Recognition. **Implications:** Outreach is an integral part of the process of making a program attractive and accessible to ethnic minority volunteers. Making calls, visiting groups, tapping into networks are all necessary in order to establish an organisation's credibility and interest in becoming part of the multicultural reality which is today's Canadian society.

Chand, R. (2005, March). *Outline of conference programme: Recruiting and retaining ethnic minorities in the police*. London, UK. Retrieved January 10, 2007, from http://www.bmecrackingcrime.org.uk/docs/library/257.pdf

Keywords: International; general; UK; police; law enforcement; recruitment; retention; ethnic; minority; minorities; diversity; affirmative action

Background: This is the programme for a British conference focusing on the recruitment and retention of ethnic minorities in the police. The programme lists the speakers and sessions that took place. **Summary:** The conference highlighted the following key issues affecting the recruitment and retention of ethnic minorities into the police: (a) The national picture for ethnic minorities in the police; (b) Whether the latest initiatives and inquiries are leading to change; (c) If recruitment targets are achievable and how close are constabularies to hitting them?; (d) The critical arguments for and against affirmative action; (e) Which diversity training methodologies have been particularly successful and why?; and (f) Recommendations for future action. **Findings/Implications:** Although no reports or presentations from this conference could be located, the programme refers to a presentation entitled 'Best Practice in Recruitment and Retention', which covered: (a) Identifying inappropriate behaviours and attitudes through the National Recruitment Assessment Centre; (b) Race and diversity training - probationers onwards; (c) The Secret Policeman CRE investigation; and (d) Centrex's Race and Diversity Action Plan.

Collins, J. M. (2001). *The chief's guide to recruitment and hiring*. Boston, MA: Municipal Police Institute. Retrieved January 10, 2007, from http://www.masschiefs.org/MPI/Manuals/Recruitment%20and%20Hiring%202001.pdf

Keywords: USA; general; police; law enforcement; recruitment; minority; black; Hispanic

Background: Assistance with understanding the rules affecting the recruitment and hiring practice was listed as a priority on a survey of training needs of municipal police chiefs. **Summary:** This manual has two chapters of interest. Chapter 3 deals with the recruitment of minority candidates (mainly Black and Hispanic) and contains recruitment recommendations. Chapter 4 addresses the recruitment of officers from newly arrived ethnic groups, and covers trust building, community service officers, impediments to hiring, and family and community pressures. **Findings/Implications:** Departments that are interested in recruiting Black or Hispanic officers should take a long-term approach. A series of actions over a several year period are often required. Short-term promotions that target certain minority groups, if successful at all, are likely to produce limited results. Rather, by focusing on attraction as well as promotion, a department is more likely to see better long-term results. The public perception of a police department by members of a minority community is crucial in any recruitment program. More than any other variable, the presence of a Black or Hispanic chief is likely to result in enhanced minority recruitment. Similar results are obtained if there is a significant number of minority officers on the department. Also, the presence of a minority mayor has been shown to play a role in attracting minority applicants. Trust must be developed with members of the newcomer community. This is a long-term investment and may not lead to a large number of recruits in the short-term. A department must be willing to implement an aggressive recruitment program and to identify those particular issues which challenge recruitment of minority newcomers in their community. On a statewide level, it may be necessary to review the academy, training, and new officer probation process to insure that they meet the needs of the agency as well as do not unnecessarily screen out otherwise competent new officers. It may also be worthwhile remembering that those individuals who seem to do well in an academy setting may not do so well once they are placed with a department. They may require special assistance to help them adjust to the operation of a municipal police department and to avoid cultural misunderstanding and anxiety that accompany their role as a police officer. They may need extra help in honing their communications and writing skills for a long period of time.

Commissioner of Police. (2006). *NSW Police priorities for working in a culturally, linguistically and religiously diverse society*. Sydney, Australia: NSW Police. Retrieved January 24, 2007, from http://www.police.nsw.gov.au/__data/assets/pdf_file/73156/final_EAPS_FP_pdf_March_2006.pdf

Keywords: Australia; general; police; law enforcement; cultural; ethnic; diversity; recruitment; retention; CALD

Background: NSW Police has not previously had a policy to inform the delivery of culturally competent policing services. This document is the first of its kind in trying to create a relevant policy environment within which to locate the Ethnic Affairs Priorities Statement (EAPS) process. The Cultural Diversity Team has attempted to write this document so that it resonates with our diverse audiences – police, police managers, police educators, police executive, local communities, and other government and non-government agencies. It has been framed in a spirit of ‘community’, with the essence of diversity woven throughout, making its genre rather unconventional as a government policy. **Summary:** Priority 5 (page 105) is 'Workplace Diversity', and this address the recruitment and retention of CALD police officers. It provides a history of the recruitment and retention of CALD officers in NSW Police, and describes how the aims regarding this priority are supported by the Ethnic Affairs Priority Statement. **Findings/Implications:** Recommendations and actions flowing from NSW Police, NSW Government (OEED as well as a number of parliamentary reports in the preceding 12 years), national and international focus on the issue of recruitment and retention of police from culturally diverse backgrounds include a focus on the following aspects: (a) Marketing a career in policing through generic and targeted strategies; (b) Effective and appropriate recruitment information; (c) Selection procedures that reflect the hallmarks of culturally capable policing, including industry standards for assessing English language proficiency; (d) Appropriate selection feedback techniques to successful and unsuccessful applicants; (e) Police recruit and continuing education – relevance to the reality of police practice by integrating a diversity-based approach throughout course design and implementation; (f) Assessment mechanisms which reflect the hallmarks of culturally competent policing and police management; (g) Cultural competence of police educators; (i) Management training and leadership development; (j) Promotion, placement, deployment, reward and recognition; (k) Complaints management; (l) Support networks including mentoring and peer support; (m) Comprehensive policies and procedures to support an organisational environment reflective of the principles of cultural diversity; (n) Appropriate facilities in venues used for police training and education; and (o) Effective data collection and collation from recruitment through to retirement.

COP. (2006). *The recruitment of black and minority ethnic groups to the MPS* (Report 8, September 2006, Co-ordination and Policing Committee). Metropolitan Police Authority: London, UK. Retrieved January 9, 2007, from http://www.mpa.gov.uk/committees/cop/2006/060901/08.htm

Keywords: International; general; police; law enforcement; recruitment; BME; Black; ethnic; minority

Background: Performance against 2005/06 Metropolitan Police Service (MPS) diversity recruitment targets needs to be considered in the wider context of recent years' achievements on improving the diversity of the MPS workforce. The recruitment of individuals from under-represented groups, particularly women and those from black and minority ethnic communities, has been a notable success. During the last six years, the MPS has developed and implemented a wide range of innovative recruitment initiatives, which have resulted in sustained recruitment of both BME and female police officers. Six years ago, slightly less than 7% of new police recruits came from black and minority ethnic groups. Over the last few years, this has increased to the current 16%. **Summary:** This paper outlines the current picture concerning the recruitment of Black and Minority Ethnic individuals in to the MPS. **Findings:** Of the 1,050 new police recruits joining the MPS in 2005/6, 166 (16%) were from black and minority ethnic communities. At the end of the financial year, 7.4% of all MPS police officers were from black and minority ethnic communities. Of the 599 Police Community Support Officers (PCSOs) joining the MPS during 2005/6, 152 (25%) were from black and minority ethnic communities. At the end of March 2006, 35% of the MPS' PCSOs were from black and minority ethnic communities. **Implications:** Intensive, focused support to police officer candidates, and a newly launched support package for PCSO candidates will continue to combat the high BME fail rate associated with the national recruitment standards process. Based on current process yields and pass rates, however, there are sufficient numbers in the existing police officer application pool to enable delivery against both the total new police recruit target, and the 20% black and minority ethnic recruitment target for 2006/7. This is a strong position to be in, as having a known and secured application pool enables us to plan our police officer application processing capacity carefully, achieving an appropriate balance between the police officer and PCSO requirements.

Cunningham, S., & Wagstaff, M. (2006). *Diversity of police community support officer recruits compared to police officer recruits in the Metropolitan Police Service (Summary report)*. London, UK: Metropolitan Police Authority. Retrieved February 9, 2007, from http://www.mpa.gov.uk/downloads/reports/pcso-diversity-summary.pdf

Keywords: International; general; UK; police; recruitment; ethnic; diversity; minority; law enforcement; retention

Background: Police Community Support Officers (PCSOs) were first introduced in England and Wales under the Police Reform Act (2002). A number of studies have highlighted the dual function of the PCSO role in both improving public reassurance and 'diversifying' the police service, however, few studies have fully considered reasons why the PCSO role has been more successful in attracting underrepresented groups than the police officer role. **Summary:** This research sought to understand why there was a difference between the proportion of PCSO and police officer recruits who were women, ethnic minorities and from a wider range of ages. A multi-method approach was used to address the research questions including analysis of quantitative data, semi-structured interviews with PCSOs and key stakeholders, and a postal survey of the MPA Safer London Panel. **Findings:** This study identified three overarching reasons for more diversity amongst PCSO compared to police officer recruits: the community focused nature of the role; the opportunity the role offers to increase understanding of working for the MPS; and the alternative option that the role provides for unsuccessful police officer applicants. **Implications:** Efforts to increase diversity in the Metropolitan Police Service, should focus on retaining current PCSOs and diversifying police officer recruits. Retention of PCSOs could be improved by addressing the career structure within the PSCO role and by better utilising the skills of PSCOs. Interviews with PCSOs highlighted how it was often the police officer role, rather than the MPS as a whole, that was viewed in negative terms. Therefore, it may be useful to consider further ways to positively promote and portray the police officer role. In addition, consideration could be given to providing more assistance to those PCSOs who want to go on to become police officers.

Dandeker, C., & Mason, D. (1999, April). *Diversity in the British armed forces: The debate over ethnic minority representation.* Paper presented at the Redefining Society-Military Relations: From Vancouver to Vladivostok conference, University of Birmingham, UK. Retrieved January 12, 2007, from http://www.crees.bham.ac.uk/research/dandeker.pdf

Keywords: International; general; UK; army; armed forces; defence; ethnic; minority; representation; underrepresentation; minorities; policy; equal opportunity; gender; recruitment; retention

Background: In the Policy for People Chapter of the recently published Strategic Defence Review considerable emphasis has been placed on the need for the Services to represent society. One aspect of this question which has attracted particular attention in recent years in Britain has been the apparent under-representation of Britain's citizens of minority ethnic descent when compared with their presence in the population as a whole. **Summary:** This paper analyses the issue of ethnic minority representation in the British armed forces. It focuses on how and why the under-representation of ethnic minorities in the British military has become a high-profile question of public policy in recent years, the ways in which the armed services have sought to increase ethnic minority representation and the likelihood of the success of current policies. The paper also addresses key conceptual issues including the idea of equal opportunities policy and the concept of representation. In the discussion, the authors draw comparisons between ethnic minority representation and that of gender. **Findings:** A key aspect of the significance of the services' public image is the way in which it impacts directly on recruitment and retention. From a demand side perspective, the Strategic Defence Review identifies both improved recruitment and, in some ways more significant, enhanced retention as key parts of a solution to current problems of undermanning and overstretch in the Services. **Implications:** The implication of this is that a key research agenda of both academic and policy interest focuses not simply on how to recruit members of ethnic minorities to the Services but critically on how, once recruited, their retention might be assured. Given that recruitment levels are currently low, it is as yet uncertain to what extent retention is also a problem. It is likely, however, that were recruitment to be raised in the manner envisaged by the Strategic Defence Review, retention might well begin to arise as an issue in the way that it already does for other groups.

Dandeker, C., & Mason, D. (2001). The British armed services and the participation of minority ethnic communities: From equal opportunities to diversity? *Sociological Review, 49*, 219-235.

Keywords: International; general; UK; British; armed forces; defence; ethnic; diversity; recruitment; military

Background: This paper examines the commitments enshrined in the Strategic Defence Review White Paper to make the armed forces more genuinely representative of the British population, notably with respect to ethnicity. **Summary:** It identifies some conceptual problems associated with the way in which those commitments are presented and with the arguments usually deployed in support of their pursuit. It suggests that a fundamental reassessment is required of the concept of representativeness, which is at the heart of current policy commitments, if their planned practical outcomes are to be achieved. The paper asks whether a shift in focus from equal opportunities to diversity offers the prospect of resolving some of the dilemmas and obstacles identified. **Findings:** The concept of diversity is itself not unproblematic – particularly in a military context – and it could offer a solution only if it were embraced hand in hand with a much more explicit acceptance of the diversity of the political community. **Implications:** This would mean nothing less than a reassessment of what it means to be British in the twenty first century and a more sophisticated grasp of what would be entailed in being representative of such a nation.

Dandeker, C., & Mason, D. (2003). Diversifying the uniform? The participation of minority ethnic personnel in the British armed services. *Armed Forces and Society, 29,* 481-508.

Keywords: International; general; UK; British; armed forces; defence; ethnic; diversity; recruitment; military

Background: This article considers the pressures on the British armed services to increase the participation of minority ethnic groups and assesses recent government policy on this issue. **Summary:** Limited progress has been made toward the realization of current goals, which are framed largely in terms of the concept of "equal opportunities." **Findings:** The authors argue that while the concept of diversity appears to provide a more sociologically well-founded basis for future government strategy on this aspect of service personnel policy, there remain significant obstacles to effective implementation of practical measures. These concerns in particular affect the ways in which the armed services relate to wider questions of British identity. **Implications:** Successfully increasing the participation of minority ethnic communities in the British armed services, we contend, entails developing a new framework for British identity and citizenship that cannot be accomplished by the armed services alone. It is, rather, a responsibility of both government and wider society as a whole.

Day, A., Giles, G., Marshall, B., & Sanderson, V. (2004). The recruitment and retention of indigenous criminal justice agency staff in an Australian state. *International Journal of Offender Therapy and Comparative Criminology, 48*, 347-359.

Keywords: Australia; general; indigenous; Aboriginal; recruitment; retention; staff; criminal justice

Background: In Australia, as in other countries that have experienced colonisation, indigenous people are massively overrepresented in all stages of the criminal justice system. If criminal justice agencies are to provide culturally responsive and effective services to this group, it is important that they employ significant numbers of indigenous staff across all levels of their organisations. **Summary:** Despite the positive intentions of many justice agencies to increase the proportion of indigenous staff members they employ, the numbers remain low. **Findings:** This article reports the results of focus groups conducted with existing indigenous justice agency employees. The employees raised a number of issues relevant to recruitment and retention. **Implications:** Issues related to recruitment and retention are discussed in terms of their potential value in improving justice agency indigenous recruitment and retention strategies.

Desai, P. (2000). *Ethnic minority recruitment: Marketing services in support of the army*. Trowbridge, UK: Focus Consultancy.

Keywords: International; general; UK; army; armed forces; ethnic; minority; recruitment; military; defence

Unable to locate a copy/summary of this report

Fielding, N. (1999). Policing’s dark secret: The career paths of ethnic minority officers. *Sociological Research Online, 4*(1), u38-u48.

Keywords: International; general; UK; police; law enforcement; recruitment; ethnic; minority; policy; culture; female

Background: The article responds to the Macpherson Inquiry into the police investigation of the murder of the black teenager Stephen Lawrence by assessing the prospects for the recruitment and advancement of ethnic minority officers in

British police forces. **Summary:** It notes the central importance under the common law of a police force which reflects the norms and standards of the community, and traces the relative impact on police/public relations of attempts to change police practice by policy and by statute. **Findings:** The article highlights aspects of police culture which have obstructed the career advancement of both female and ethnic minority officers and compares the British experience with that in the U.S.A. A parallel is drawn between the 'threshold' analyses of the recruitment and advancement of female officers as a means to change the police organisation and the conditions under which ethnic minority officers could challenge racialism within the police. **Implications:** The article closes by considering the importance of career progression of those ethnic minority officers who have been recruited, and notes a puzzling lack of research into their career pathways.

Geneva Centre for the Democratic Control of Armed Forces. (2006, March). *Backgrounder: Multiethnic armed forces*. Geneva, Switzerland: Author. Retrieved January 12, 2007, from http://www.dcaf.ch/_docs/bg_multi-ethnic-forces.pdf

Keywords: International; general; armed forces; army; defence; Switzerland; ethnic; diversity; race; racial; linguistic; minorities; recruitment; policy; policies

Background: For most countries, managing national and ethnic diversity in their military structures presents major challenges. In a multiethnic state, the armed forces need to reflect adequately the composition of society if the population is to have confidence in the armed forces, and if the armed forces are to be able to fulfil their mission. At the same time, armed forces need to have a common vision that transcends the different identities of its members in order for them to perform cohesively and effectively in the field. Diversity management in the military is part of the process of diversity management within society as a whole that is crucial for political stability and growth, especially in societies whose make-up is subject to significant, ongoing change. **Summary:** This paper focuses on the issue of multiethnicity in the armed forces of countries in the Euro-Atlantic area. **Findings:** Methods proposed to ensure balanced representation of ethnic groups in the armed forces fell into the following categories: institutional/normative mechanisms, oversight mechanisms, training and special personnel policies. **Implications:** It was suggested that: (a) Forces have multiple military structures to ensure balanced minority representation, as the creation of culturally distinct units tends to rectify previous imbalances in military participation; (b) Governments establish norms covering the implementation of equal opportunity in the armed forces; (c) Quotas be placed on minority participation specifying, for example, the desired levels of minority participation in certain army ranks and structures, and policies designed to meet those quotas; (d) Forces adopt of a Code of Conduct for the armed forces with a focus on ethnic tolerance – as was done by the South African National Defence Forces in the early 1990s; (e) Forces establish Military Ombudsman or Inspector General institutions that address complaints of unfair treatment and abuse, including issues related to ethnicity; (f) Oversight committees and working groups monitor progress on ethnic relations in the armed services and report on a regular basis to military or civilian authorities; (g) Special training courses be conducted to raise awareness of ethnicity issues; (h) A transparent recruitment process be established, with a hiring code based on principles that include fair and equitable representation of all ethnic groups; and (i) Equal treatment of minorities serve as a precondition for career advancement.

Ho, T. (2005). Do racial minority applicants have a better chance to be recruited in predominately white neighborhoods? An empirical study. *Police Quarterly, 8*, 454-475.

Keywords: USA; general; police; recruitment; minority; racial; psychological testing;

Background: For decades, police departments across the nation have made notable progress in aggressively recruiting racial minority officers and female officers. The main controversy is primarily cantered on the adverse impact of recruit-related testing, such as psychological tests, on racial minority applicants. **Summary:** This study examines racial disparity in the police selection process by analysing the effect of race on police department recruitment decisions. **Findings:** Results show that the applicant's race is not correlated with the department recruitment decision. This study also finds that racial minority applicants are less likely to be recommended by psychologists on the basis of psychological testing and assessment. Interestingly, a psychologist's recommendation does not have any significant impact on police recruitment decisions among the non-White group. **Implications:** Racial minority applicants in the police selection process appear to have no apparent preferential privilege in a predominately White community.

Hochstedler, E., & Conley, J. (1986). Explaining underrepresentation of Black officers in city/police agencies. *Journal of Criminal Justice, 14,* 319-328.

Keywords: USA; general; police; blacks; recruitment; representation;

Background: This study assessed empirically several common explanations offered for why blacks are underrepresented in public police agencies in the United States. **Findings:** The findings suggest a pervasive, rather than agency-specific explanation. Furthermore, after eliminating several competing explanations, the explanation that blacks choose not to pursue a police career remains the most plausible.

Holdaway, S. (1991). Race relations and police recruitment. *British Journal of Criminology, 31,* 365-382.

Keywords: International; general; UK; police; recruitment; ethnic; minority; positive action; race relations;

Background: In this paper data from a research project about policy and practice for recruitment from ethnic minorities into the police are analysed. **Summary:** It is argued that a significant factor affecting recruitment from ethnic minorities and the work of black and Asian officers is race relations within the police. **Findings:** Many police forces have taken special initiatives to recruit black and Asian people into their ranks. Few forces, however, have taken steps, for example, to monitor their recruitment procedures for any racially discriminatory features; chief officers underestimate the extent and effects of racialist language on serving black and Asian officers. Race relations is not perceived as a key feature of recruitment. By not responding to Home Office and other advice, chief constables have sustained the long-standing employment patterns of black and Asian people. **Implications:** A policy of positive action will maximize opportunities to recruit people from these groups into the police.

Holdaway, S. (1997). Constructing and sustaining 'race' within the police workforce. *British Journal of Sociology, 48,* 19-34.

Keywords: International; general; UK; British; police; race; black; Asian; race relations; equal opportunity; racialisation

Background: Despite its commonplace acceptance by sociologists, the constructionalist notion of 'race' has not been the subject of adequate empirical research. **Summary:** In this article, evidence from two studies that included interviews with serving and erstwhile black and Asian police officers from five English constabularies are used to analyse how, within the context of the police rank-and-file occupational culture, 'race' is constructed and sustained. It is necessary to focus an analysis of 'race' upon the mundane work, organisational and cultural contexts in which it is manifested. **Findings:** The concept of 'racialisation', which is central to the analysis undertake, enables us to chart the ways in which mundane features of the police rank-and-file occupational culture denote and connote relationships and other phenomena with the meaning of 'race'. 'Race', however, is not normalized by this analysis. The particular and the routine, culturally normative features of the police rank and file occupational culture that racialise phenomena become clear. **Implications:** The notion of being a member of a police team is central to the occupational culture and its exclusionary character sustains racialised relations between officers. Minority officers struggle to gain the acceptance and trust of their fellow officers, and are frequently exposed to racially slanted jokes and banter.

Holdaway, S. (2000). *Police race relations: A consultative paper written for the Commission on the Future of Multi-Ethnic Britain*. Retrieved January 24, 2007, from http://www.runnymedetrust.org/projects/meb/bgPoliceRaceRelations.html

Keywords: International; general; police; law enforcement; race; relations; recruitment; retention; ethnic; minority; representation; underrepresentation; Black; Asian; association

Background: Any consideration of contemporary police race relations has to take into account The Stephen Lawrence Inquiry Report. There can be no doubt that public knowledge about the ways in which Stephen Lawrence's murder was investigated has tested levels of public trust in the police. Trust and confidence amongst members of ethnic minorities have been affected particularly. The police now have to demonstrate that they are receptive to change and able to implement reforms that benefit the ethnic minorities. The onus is on the police to reform their policies and actions not on ethnic minorities or any other section of the population to accommodate to present police policies. **Summary:** This review of police race relations will not repeat the proposals found in The Lawrence Inquiry and HMIC reports. Some key proposals, however, will be placed within a rather different context than is apparent in the reports. In particular, the organisational and cultural contexts of constabularies will be considered. **Findings:** The recruitment and retention of ethnic minority police officers is a key policy for the government. It is straightforwardly important for the British police to have representative proportions of ethnic minority officers within all ranks. At the moment there is an under-representation of such officers, however under-representation is defined. The Home Secretary has set a target figure for the recruitment of ethnic minority officers within each constabulary of England and Wales. The lesson from the USA is that black police associations can have a very considerable effect on change within constabularies. **Implications:** Black police associations act as a pressure for change within constabularies; they offer support to ethnic minority officers; and they affirm the presence of ethnic minorities within the police workforce. A National Black Police Association is presently being established. The important contribution of these associations needs to be acknowledged and encouraged. The extent to which they can speak on behalf of officers of Afro-Caribbean and of Asian origin is not yet known. There is a danger that officers occupying official posts will be rewarded by their chief officer (which may be appropriate) and a form of co-option develops. Chief officers might put too much pressure on the associations, expecting them to solve problems which are clearly within the chief's remit. Finally, the Police Federation, which speaks for the majority workforce, is yet to acknowledge the importance of these associations and, by default, fails to offer a positive note to police race relations within constabularies.

Holdaway, S., & O'Neill, M. (2006). Ethnicity and culture: Thinking about 'police ethnicity'. *British Journal of Sociology, 57*, 483-502.

Keywords: International; general; UK; police; ethnic; ethnicity; culture; black; race; ethnic boundary; new ethnicities; essentialism

Background: Research about the development of ethnic identifications within contexts of employment has been neglected, not least by proponents of 'new ethnicities'. **Summary:** Drawing on evidence from a two year study of Black Police Associations in the constabularies of England and Wales, this paper is concerned with the construction and sustaining of a particular notion of ethnicity, related to police employment. **Findings:** Black Police Association members have claimed a distinct experience of police employment related directly to their being 'black' and, therefore, an essentialism forming a boundary marking them off from white officers. 'Police ethnicity', however, is a strategic notion that is somewhat fragile and exclusive. The consequences of BPA definitions of being a black officer are explored. The paper ends with a consideration of the wider, intellectual consequences of researching ethnicity within employment.

Home Office. (1999, July). *Race equality - the Home Secretary's employment targets: Staff targets for the Home Office, the prison, the police, the fire and the probation services*. London, UK: Author. Retrieved January 10, 2007, from http://www.homeoffice.gov.uk/documents/race-employment-targets-99?view=Binary

Keywords: International; fire; police; UK; multicultural; society; ethnic; minority; communities; recruitment; retention; employment; Home Office; representation

Background: The Government is committed to making Britain a successful multicultural society. The recent Lawrence Report has highlighted the pressing need for Government action to achieve real and positive gains in meeting its commitment. Ethnic minority communities in this country make up some 7% of the total working population, and there is every indication that this figure will move upwards in the future. In some parts of the country people from ethnic minority groups represent a significant proportion of the local community. For public service providers to interact effectively with their local communities and provide a service which meets local needs and priorities it is right and proper that they reflect the ethnicity of the local community they serve and draw their resources from. **Summary:** This document describes the Government's recruitment, retention and career progression targets for ethnic minority staff in the Home Office and its service areas. **Findings/Implications:** The Home Secretary has put together an agenda for change to deliver his contribution to this commitment, and has decided, as part of his overall race equality strategy, to set recruitment, retention and career progression targets of ethnic minority staff for the Home Office and its service areas. The targets for the Home Office and its service areas are set out in full in the annexes and appendices at the end of this document, and they are discussed in subsequent sections. The aim is to use the Home Office and its service areas as beacons of good practice for other parts of the public sector.

Home Office. (2006). *Winning the Race revisited: A follow-up to the Thematic Inspection Report on police community and race relations 1998/99*. London, UK: Author. Retrieved January 10, 2007, from http://inspectorates.homeoffice.gov.uk/hmic/inspect_reports1/thematic-inspections/winning-the-race/race6.pdf?view=Binary

Keywords: International; general; UK; race; race relations; racial; ethnic; minority; communities; police; law enforcement; recruitment; retention

Background: It is crucial that the police service secures more ethnic minority officers in its ranks. There is widespread acknowledgement, throughout the Service from chief officers to constables, that policing needs to be more representative of the plural population it serves if ethnic minorities are to have confidence that they share parity in service delivery. **Summary:** The number of ethnic minority officers needs to increase irrespective of other necessary operational initiatives being undertaken to improve service delivery. The Service needs to be in a position that the sight of a black officer on the streets of our towns and cities is no more unusual than the sight of a black doctor or nurse in the local hospital. **Findings:** Some forces have, over time, invested sizeable resources to attract ethnic minority recruits into the Service and feel frustrated that there has not been a notable return on this significant investment. **Implications:** The report recommended that forces should establish achievable yet challenging targets for recruitment and retention of police officers and civilian support staff from ethnic minority communities.

Hunt, I. C., & Cohen, B. (1971). *Minority recruiting in the New York City police department*. New York:: The New York City Rand Institute.

Keywords: USA; general; police; recruitment; minority; motivation

Background: The Police Department increased the proportion of minority group recruits from 8 percent in 1957 to 18 percent in 1969. **Summary:** Nonetheless, since the city population is 31 percent black and Puerto Rican, further efforts at minority recruiting are required. **Findings:** Advertisements in the Daily News and on subway posters, use of existing organizations of minority group policemen, and greater personal contact with applicants by the Police Department appear to be the best approaches. Minority group candidates are more interested in the service aspects of police work, as opposed to pay or fringe benefits, than their white counterparts. They are also more likely to drop out of the lengthy and somewhat confusing appointment process. Among candidates who completed all the steps in the application process, the fraction accepted by the Police Department did not differ by race. **Implications:** Attrition during the appointment process seems to result from the individual's lack of motivation rather than from outright rejection.

Hussain, A. (2002). The British Armed Forces and the Hindu perspective. *Journal of Political and Military Sociology, 30*, 197-212.

Keywords: International; general; UK; British; Armed forces; army; Hindus; Indian; ethnic; racial; discrimination; recruitment; military; defence

Background: This paper examines the perceptions that British Hindus of Indian origin have of the British Armed Forces. **Summary:** It draws on a survey of 300 Hindus who reside in the Midlands and South-East of England, covering cities such as Birmingham, Wolverhampton, Derby, and London. The majority of Hindus in Britain are of Indian origin. Current estimates reveal that there are approximately half a million Hindus in Britain. However, despite making up nearly 1% of the population, latest figures show that Hindu representation in the total UK Armed Forces is only 0.05%. This is a very minute number, and the Ministry of Defence has been very active in recognizing the need to improve upon such a miserly figure. The desire to boost minority recruitment has been given further impetus by constant accusations of racial discrimination levelled at the Forces, particularly the perceived linkage that there appears to exist between racism and the desire of ethnic minorities to join the Forces. **Findings:** The survey indicates: a very low inclination on the part of Hindus to join the British Armed Forces; a lack of knowledge about Service careers; the attitude that higher education poses a bigger barrier than racism as to why minorities were not joining the Armed Forces; and a lack of awareness of advancements made by the Forces to enhance equal opportunities. **Implications:** When devising strategies for ethnic recruitment, it is important to acknowledge that ethnic communities, and particularly the Asian communities in Britain, are different both culturally and socially from the indigenous population. Asian culture and tradition pose very little threat to consideration of a career in the Forces among the Hindus in this survey, and has very little influence or impact on the decision-making of Hindus. Support for the younger age-groups was marginally better than it was for the middle and older age groups. Many of the solutions recommended by respondents that would aid the Force to attract more minorities were identical to measures that had already been implemented by the Forces. Although this illustrates that both the Hindu community and the Forces were thinking along the same lines, it also shows that Hindu awareness of attempts by the Force to enhance and promote equal opportunities was low.

Hussain, A. (2003). Careers in the British Armed Forces: A black African Caribbean viewpoint. *Journal of Black Studies, 33*, 312-334.

Keywords: International; general; UK; British; Armed forces; army; Minorities; minority; ethnic; blacks; military; defence

Background: In the past 4 years, the Ministry of Defence has embarked on a concerted effort to encourage ethnic minorities living in the United Kingdom to consider a career in the British Armed Forces. In view of the diverse nature of Britain's minorities, there has been an emphasis on targeting specific groups rather than treating ethnic minorities as one distinct group. Among those targeted have included Blacks of African and Caribbean origin. **Summary:** This article identifies the perceptions that the main Black groups in Britain have of the British Armed Forces. More significantly, the article aims to extract opinions on areas such as the extent to which respondents would consider a military career, factors that influenced the propensity to join, the extent of a family history of military service, and the degree of awareness among respondents of Ministry of Defence initiatives aimed at attracting minorities. **Findings:** Racism was the chief reason cited by respondents in preventing minorities from considering a career in the forces. There appeared to be a strong correlation between those who were willing to consider a career in the British Armed Forces and those who had a member of the family in the military in their country of ethnic origin. **Implications:** Until negative perceptions are tackled, it is unrealistic to expect a significant show of strength for the British Armed Forces or other uniformed services among Black and other minority groups. While change for the better is possible, it is likely to require several generations to complete. Although increased numbers of minorities in the forces may be politically beneficial, such a trend must be accompanied by a discrimination-free environment.

Hussain, A., & Ishaq, M. (2005). Public attitudes towards a career in the British Armed Forces. *Defense and Security Analysis, 21*, 79-95.

Keywords: International; general; UK; British; Armed forces; recruitment; retention; military; defence; discipline; training

Background: Concern has been raised in both military and political circles about the difficulties of recruitment and retention, prompting a belief that the Forces are being shunned by young people, and that a military career is no longer perceived as a popular profession. **Summary:** The authors have undertaken a survey of the "white" British public to gauge their views on issues related to careers in the Forces. **Findings:** A large majority (63 per cent) of respondents were not in favour of considering a career in the Forces, citing inevitable aspects of the profession (training and discipline), pacifism and a lack of career information as factors. **Implications:** Much effort will be required to make military service an appealing proposition for job-seekers in the labour market. Some concerns can be addressed through extensive advertising and the adoption of measures to enhance equal opportunities, while it is questionable whether concern over discipline and training can be eased. A balance needs to be struck between some of the uncompromising demands of military life and what individuals in society expect from military service.

Ishaq, M., & Hussain, A. (2001). Race and recruitment from a uniformed services' perspective: The Scottish dimension. *Policy Studies*, *22*, 217-232.

Keywords: International; Scotland; UK; police; armed forces; military; defence; ethnic; minority; representation; recruitment

Background: In recent times there has been much debate about the publicity surrounding the low level of ethnic minority representation in the uniformed services. Representatives from a number of the uniformed services in Scotland took the initiative of forming a committee to investigate the principal forces behind the current low uptake by ethnic minorities of vacancies in the Scottish uniformed sector. They decided to adopt a wide range of policy measures aimed at redressing the current imbalance in the number of minorities recruited. **Summary:** This paper analyses the progress made to date by the services comprising the committee, and their attempts to overcome obstacles. **Findings:** Working in partnership has been an effective method of enticing four Scottish uniformed services to play a leading role in attempting to overcome barriers that prevent ethnic minorities from joining the uniformed services in Scotland. The services have taken on board new ideas and methods for recruiting, which have supplemented existing ones. Liaison with ethnic minority organizations that have provided them with advice and direction, extensive advertising, interaction with the community via sports galas and recruitment fairs has been embraced by all the services. However, the continued persistence of institutional and attitudinal barriers in the services mean that there are limitations to change. These impediments to recruitment remain and may ultimately prove to be a significant challenge for the services to overcome, the most common obstacle being racism. **Implications:** While some services such as the armed forces and the police have made significant advancements in strengthening equality of opportunity in their recruitment process, it is also clear that there remain a number of key barriers, both intrinsic and extrinsic, which threaten to stifle progress on this issue.

Ishaq, M., & Hussain, A. (2002). British ethnic minority communities and the armed forces. *Personnel Review,, 31*, 722-739.

Keywords: International; general; UK; British; armed forces; military; defence; recruitment; ethnic; minority

Background: The issue of recruiting ethnic minorities into Britain's public sector institutions has become a highly political one in recent years. One of the institutions that has been at the forefront of the government's initiatives has been the armed forces. Under the direction of the Ministry of Defence, the forces have made progress in courting ethnic minorities. However, the advances have been limited. In view of this, the forces have been very anxious to gauge the views of minority groups in order to identify and address current gaps in policy. **Summary:** A survey of 1,200 people from ethnic minority groups was conducted to investigate their attitudes to issues such as: the desirability of a military career; the extent of a family tradition of military service; the degree of awareness of measures to attract minorities; and suggestions that would help to recruit more ethnic minorities. **Findings:** The main reasons given by respondents for not wanting to pursue a military career were racism (30%), lack of knowledge (20%), discipline and training. There appears to evidence for a strong correlation between those who were willing to consider a career in the military and those who had a member of the family, past or present, in the military in the country of ethnic origin. **Implications:** Adverse developments in other services (such as the police) have a direct impact on views towards the armed forces. Resources spent on marketing need to be better targeted in order to increase awareness of race equality policies.

Ishaq, M., & Hussain, A. (2004). Ethnic minority women and the British armed forces. *Policy Studies, 25*, 175-188.

Keywords: International; general; UK; British; armed forces; military; defence; women; females; racial diversity; ethnic; minorities; recruitment

Background: The issue of women serving in the British Armed Forces is both a topical and a politically sensitive subject. The issue has increased in salience in the last few years in view of the strong emphasis the Blair government has placed on diversity issues, particularly those of racial diversity. This policy shift has been reinforced by the Ministry of Defence's commitment to attract more ethnic minorities to the labour market. If strategies to attract greater numbers of ethnic minorities are to be effective, minority women need to be recruited. **Summary:** This article explores the issue of the participation/non participation of ethnic minority women in the British Armed Forces through a large-scale qualitative survey of their perceptions of the institution, and then evaluates the capacity of the Armed Forces to recruit both ethnic minority men and women into the Armed Forces. **Findings:** There is a much larger degree of support for joining the Armed

Forces amongst minority women than one might have anticipated and clear evidence of a greater desire among minority women to participate more actively in the labour market. **Implications:** There is very little evidence from the views of minority women that suggest a large-scale antipathy for the Forces. Moreover, attempts to recruit minority women are unlikely to be as endangered by cultural barriers, which in the past prevented minority women from pursuing employment in the mainstream labour market. However, despite minority women displaying a largely favourable attitude towards participation in the Forces, it is noticeable that there are still concerns about sexism and racism. This suggests that the Forces will have to raise awareness and intimate to the minority communities that a credible equal opportunities regime is indeed in place, with the necessary safeguards to deal with grievances.

Jacobs, N. R. (1998). *Supporting ethnic minorities in the UK armed forces: A soft systems approach*. Pensacola, FL: Navy Advancement Center. Retrieved January 12, 2007, from http://www.internationalmta.org/1998/9850.html

Keywords: International; general; defence; armed forces; army; UK; recruitment; ethnic; minorities; model; conceptual; Soft Systems Methodology

Background: Supporting ethnic minorities is a key issue for all three Services and in recent years has been recognised as a priority issue. In 1998, a three year research programme focusing on ethnic minorities (EMs) in the UK Armed Forces (AFs) was initiated at the Defence Evaluation Research Agency Centre for Human Sciences (DERA CHS). As a starting point to this three year work programme, DERA CHS held a workshop in May 1998 to identify the concerns and issues relating to the recruitment, selection and retention of EMs in the AFs and to identify future research initiatives. **Summary:** Soft Systems Methodology (SSM) was originally developed by Peter Checkland (Lancaster University, UK). It provides a systemic approach to problem solving and can be used to identify the human and social issues associated with a particular issue or problem in an organisation. The methodology also allows beliefs and views to be challenged and may enable organisational change. The methodology can be applied to a wide range of problems and organisations and was chosen to provide an alternative approach to the issue and for its flexibility. The participants were divided into 3 balanced syndicate groups, each of which completed a Soft Systems Analysis which included the development of conceptual models. **Findings:** The main outcomes of the models were: (a) a need to investigate the issues further; (b) gain a better understanding of the target groups; (c) set realistic targets, increase awareness of targets; (d) audit the internal and external climate; (e) communicate strategies through PR/marketing; (f) reduce barriers (perceived or real); (g) monitor actions and initiatives; and (h) assess the impact of programmes, actions and initiatives. **Implications:** As a result of the workshop, the following areas for future research are being considered: (a) A UK trial of the Military Equal Opportunities Climate

Survey (MEOCS) produced by the Defence Equal Opportunities Management Institute (DEOMI); (b) A longitudinal attitude survey of public perceptions of the AFs; (c) An in-Service study of bullying, harassment and career progression of EMs; and (d) An evaluation of the effectiveness of the AFs' equal opportunities training programmes and complaints procedures.

Jeyewardene, C. H. S., & Talbot, C. K. (1990). *Police recruitment of ethnic minorities*. Ottawa, Canada: Police College.

Keywords: International; general; Canada; police; recruitment; ethnic; minorities

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Johnston, L. (2006). Diversifying police recruitment? The deployment of police community support officers in London. *Howard Journal of Criminal Justice, 45*, 388-402.

Keywords: International; general; UK; police; recruitment; diversity; ethnic; representation

Background: As part of its drive to extend 'the police family', the Police Reform Act 2002 introduced police community support officers (PCSOs) into the service. Although the main function of PCSOs is to enhance public reassurance by providing visible uniformed patrol, it is also anticipated that PSCO recruitment – more demographically diverse than regular recruitment – will make the police more genuinely representative of the diverse communities they police. **Summary:** The article is divided into three parts. The first analyses PCSO application and recruitment data and considers the extent to which quantitative goals regarding diversity are being realised. The second examines a number of organisational issues relating to diversification. The third makes some brief comments on the limits and possibilities of representativeness. **Findings:** While the MPS is well on course to meet its quantitative targets in respect of diversity within PCSO recruitment, qualitative factors need also to be considered. These include issues related to the communication of information about the roles, responsibilities and behavioural expectations of PCSOs; those concerning entry standards and recruitment; and those relating to institutional support. **Implications:** Institutional support is crucial if the MPS is to become not only more representative of, but also more sensitive to, the needs of the communities it polices. Rigorous recruitment practices, coupled with appropriate institutional support can do much to diversify the workforce and enhance the representativeness of the organisation. However, neither representativeness nor diversity are a panacea and we should be mindful of their limits as well as their possibilities.

Kirby, S., Harrell, M. C., & Sloan, J. (2000). Why don't minorities join special operations forces? *Armed Forces and Society, 26*, 523-545.

Keywords: USA; general; army; military; defence; special operations forces; racial; race; minorities; minority; representation; underrepresentation

Background: For the past several decades, in the belief that a force drawn proportionately from society is most likely to respect and advance society's values and goals, the military has sought to achieve racial balance while still maintaining force effectiveness. Various reports show that in some instances minorities are poorly represented in particular specialties or ranks (compared with their overall representation in the military), raising questions of access or barriers to participation. Good examples of this are officer ranks and Special Operations Forces (SOF). **Summary:** This article examines the issue of underrepresentation of minorities in SOF and the possible reasons for such underrepresentation. The first section provides an overview of SOF and their missions and the second describes the data and methodology used in the study. The third section presents data on the representation of minorities in SOF and examines the question of underrepresentation. The fourth section briefly describes some of the barriers in the assessment and training process that affect minority selection rates. The fifth presents findings from our focus group discussions regarding perceptual barriers to entry, and the sixth discusses evidence that minorities may be less interested in SOF as a career. **Findings:** Minorities are underrepresented in SOF, whether the comparison is by service or source population. Structural and perceived barriers impede minority service members from joining SOF. Perceived barriers appear to be reinforced by a lack of interest in SOF arising from minority preferences for occupations with lower risk or greater civilian transferability. **Implications:** The services need to examine entry, assessment and training requirements to make sure they are relevant and support missions goals, and do not inadvertently screen out minorities due to overly stringent standards. It is important to get a few more minorities into SOF because it establishes a presence with which other minorities can identify.

Lynch, J. (2006). *Australian police workforce planning priority research directions: A scoping paper* (ACPR report series No. 148.1). Payneham, Australia: Australasian Centre for Policing Research. Retrieved January 9, 2007, from http://www.acpr.gov.au/pdf/ACPR148_1.pdf

Keywords: Australia; general; police; law enforcement; recruitment; diversity; communities; underrepresentation; cultural; barriers

Background: This paper sought to undertake consultation with police jurisdictions and the Police Federation of Australia (PFA) to further scope emerging workforce planning issues and provide a prioritised work plan of potential future research project requirements. **Summary:** In July 2006, submissions were sought from the Human Resource (HR) directors of all nine Australasian police jurisdictions to ascertain: (a) their views on emerging workforce planning issues, (b) details of current jurisdictional research on workforce planning issues, and (c) advice on key future research questions that would progress solutions to the emerging workforce planning issues. **Findings/Implications:** The report identified a possible project related to attracting and recruiting diverse communities. This project could focus on the development of practical strategies to engage under-represented communities to encourage a career in policing. The project could seek to survey members of diverse communities to ascertain (a) the perspectives of those in under-represented groups; and (b) the personal, cultural, and organisational barriers that prohibit careers in policing.

Maxwell, B. (2006). Recruiting for diversity: Best practices for obtaining diversity in law enforcement agencies. *Law Enforcement Executive Forum, 6*, 15-21.

Keywords: USA; general; police; recruitment; ethnic; diversity; gender

Background: A diverse law enforcement agency can better develop relationships with the community it serves, promote trust in the fairness of law enforcement, and facilitate effective policing by encouraging citizen support and cooperation. Law enforcement agencies should seek to hire and retain a diverse workforce that can bring an array of backgrounds and perspectives to bear on the issues the agencies confront and the choices they must make in enforcing the law. One way to improve diversification in law enforcement is through recruitment efforts. **Summary:** This article reports on research related to diversity and recruitment and offer suggestions for improving recruitment efforts for the purpose of hiring a highly qualified and diverse workforce. **Findings:** Both gender and ethnic diversity are important to law enforcement agencies for several reasons. Perhaps most important is the image a diverse agency presents to the community it serves. A law enforcement agency that consists almost entirely of white males may be perceived as incapable of relating to the problems of an ethnically diverse community. In addition to promoting a positive perception among community members, diversification of law enforcement agencies has other benefits. Specifically, a diverse department is more innovative because its members come from different backgrounds. This innovation contributes to more effective problem-solving and decreases decision-making errors such as "groupthink." **Implications:** Law enforcement agencies can improve the diversity of their workforce through recruitment efforts. When developing a recruitment initiative, it is important for agencies to consider which methods of recruitment to utilize, who to use as recruiters, the incorporation of a diversity message into their recruitment, and the inclusion of job information.

Metropolitan Police Service. (2005). *MPS race equality scheme 2005-2008*. London, UK: Metropolitan Police Service. Retrieved January 10, 2007, from http://www.met.police.uk/diversity/01_race_equality.pdf

Keywords: International; general; UK; police; law enforcement; underrepresentation; racial; volunteers; BME; black; ethnic; minority

Background: The Metropolitan Police Service (MPS) vision is for London to be the safest major city in the world, where all sections of the community have trust in, and support for, the MPS in tackling crime. The pursuit of race equality is a core value within this vision. Promoting equality and being seen to do so will greatly enhance our ability, working with the Metropolitan Police Authority (MPA), to meet the needs of all Londoners and winning their confidence in the way we operate. **Summary:** This report contains a section titled Employment Duty which covers the recruitment and retention of staff from underrepresented racial groups. The target of 7% of police officers being from BME groups by end March 2005 was achieved, with the target for end March 2006 being 7.7%. During 2004-05, 14% of new MPS police officers have been from BME groups, as were 22% of police staff. In addition, 33% of Police Community Support Officers (PCSOs) are from BME groups. The high percentage does not reflect a two-tier policing system, but a fully integrated means of employing the PCSO resource as a recruitment pool for police officer vacancies. Figures for the first quarter of 2004/05 show that 48% of police officer applicants were from BME groups, compared to 42% for PCSOs and 47% of police staff applications. **Findings/Implications:** (a) Disproportionality has been identified in that BME police officers and staff are more likely to be subject to disciplinary, inefficiency and unsatisfactory performance procedures. (b) Positive Action Central Teams (PACT) teams have proved to be valuable in BME recruitment. PACTS, which in liaison with local borough-based teams each having its own co-ordinator, have developed initiatives to encourage those from underrepresented racial groups to consider a career within the MPS. A pool of over 400 PACT network volunteers assist with all MPS recruitment. They participate in recruitment stands at community events and festivals, one-to-one mentoring or candidate support for interested individuals, assistance via local colleges in policing-related skills and a Relatives Campaign voicing support for others to join the MPS. The report lists examples of targeted approaches that have been made by PACT. (c) Specific concerns or interests of BME recruits have been tackled at the Recruit Training School, including: (i) Agreement to build a crèche facility; (ii) Individual not communal showers; (iii) Varying passing out parades to accommodate Muslim prayer times; (iv) Halal food; (v) Pre-recruitment access course being held at Tower Hamlets; (vi) Community involved in delivering lessons; and (vii) Hindus allowed to wear rakhis during Officer Safety Training.

Ministry of Defence. (2006). *Equality & diversity scheme 2006-2009: Action plan 2006-2007*. London, UK: Author. Retrieved January 12, 2007, from http://www.mod.uk/NR/rdonlyres/93F4F006-5612-49AE-9A56-E1F332579DF3/0/equality_diversity_scheme2006_2009_actionplan06_07.pdf

Keywords: International; general; military; armed forces; defence; diversity; ethnic; minority; strategy; BME; black; representation; underrepresentation

Background: This plan provides the blueprint for actions required to ‘mainstream’ diversity as an integral part of how Ministry of Defence (MoD) conducts its business. As Diversity pervades all levels of the civil service, this plan incorporates broader diversity initiatives already in train or proposed with specific actions developed in response to the cabinet office’s 10 point plan to increase diversity in the senior levels of the civil service. This is intended to ensure cohesion and provide a diversity line of sight (or golden thread) approach across the department.
Summary: The plan is built around seven themes: Targets; Governance; Recruitment/Promotion; Development; Pay and Performance; Consultation and Communication. It includes accountabilities and timeframes and requires progress on implementation to be reported quarterly to the Defence Management Board.
Findings/Implications: The report contains targets for ethnic minority representation in the civilian and service elements of MoD. The aim is to achieve 8% representation of total strength in the three Services as a whole by members of the ethnic minorities. In support of this, it is intended that minority support groups for disabled, gay and ethnic minority staff be formed. In relation to Senior Civil Service positions, MoD will continue to support Cabinet Office initiatives targeting under represented groups such as the disability summer placement scheme, ethnic minority summer development scheme and the Annual Career evening.

National Audit Office. (2006). *Recruitment and retention in the armed forces: Report by the Comptroller and Auditor General* (HC 1633-I Session 2005-2006). London, UK: The Stationary Office. Retrieved January 12, 2007, from http://www.nao.org.uk/publications/nao_reports/05-06/05061633-I.pdf

Keywords: International; general; army; defence; armed forces; UK; recruitment; ethnic; minority; communities

Background: Each year, the Ministry of Defence (the Department) must recruit, train, motivate and retain sufficient military personnel to provide the military capability needed to meet the Government's strategic objectives. As at July 2006, the trained strength of the Armed Forces stood at around 180,690 personnel, a shortfall of some 5,170 personnel (2.8 per cent) against the Department's estimated requirement.1 Overall, the Armed Forces were not in manning balance2 and the figures mask wider shortages of trained personnel within a range of specific trade groups across all three Services. **Summary:** The Department is aware that it is facing current and future challenges to its ability to recruit sufficient numbers of new entrants. These come from a range of factors including: the health of the economy; future work place demographics – for example, a decline in the numbers of young people, an increasing proportion of ethnic minorities within the target recruiting pool and an increasing number of women within the workforce; obesity among young people; changing attitudes towards having careers for life; education policies aimed at attracting more young people into higher and further education; and negative publicity affecting public perceptions of the Armed Forces. **Findings:** This report identifies that in relation to the recruitment from the ethnic minority population, there will be an increasing proportion of ethnic minorities amongst the target age group for recruits in future since the ethnic minority population continues to grow at a rate faster than the target population as a whole (four to five per cent a year compared to one per cent). **Implications:** The response to has been to develop outreach activities and diversity awareness teams to raise awareness in ethnic minority communities. The Department has a target to achieve eight per cent ethnic minority personnel within the Armed Forces by 2013. As at 1 January 2006 ethnic minorities accounted for 5.5 per cent of Regular Forces, an increase of 0.4per cent since 1 October 2004.

National Police Ethnic Advisory Bureau. (1998). *Report and recommendations of the national workshop on recruitment from ethnic communities*. Melbourne, Australia: Australasian Police Multicultural Advisory Bureau. Retrieved January 10, 2007, from http://www.apmab.gov.au/pubs/recruit/recFullReport.pdf

Keywords: Australia; general; police; law enforcement; ethnic; diversity; multicultural; CALD; ethno-cultural; recruitment

Background: The view that the composition of personnel in Australian Police Services should reflect, as fully as possible, the linguistic and cultural diversity of our nation, is shared by police administrations across the country. As a result, over the years all jurisdictions in Australia have been endeavouring, with varying degrees of success, to increase the ratio of employees from different ethno-cultural backgrounds to mirror better the society they serve. **Summary:** A workshop was held to produce a national strategy for the effective recruitment and retention of people from culturally and linguistically diverse backgrounds. Seven themes were covered: Strengths and weaknesses of past recruitment strategies; Primary target groups; Entrance testing; Preparatory courses; Marketing; Retention strategies; and Utilising cultural skills. F**indings/Implications:** The following recommendations were made: (a) The National Police Ethnic Advisory Bureau (now known as the Australasian Police Multicultural Advisory Bureau) be provided with sufficient funds and resources to establish a National Working Party to develop appropriate benchmark standards and protocols regarding the recruitment and retention of people from culturally and linguistically diverse backgrounds; (b) Policy guidelines for the recruitment of linguistically and culturally diverse background people be aimed at broadening the skill base of the workforce in order to improve service delivery as opposed to quotas or number representation in a particular jurisdiction; (c) Jurisdictions ensure that all recruiting processes are free from cultural bias; (d) Jurisdictions consult with education providers with the aim of developing and delivering preparatory courses to assist potential recruits from culturally and linguistically diverse communities to meet mainstream police entry standards; (e) Jurisdictions utilise the National Police Ethnic Advisory Bureau as the clearing house to collect, further develop, produce and disseminate national and international marketing resource materials; (f) Jurisdictions ensure mentor and support strategies are established for the professional development of culturally and linguistically diverse background people as part of their on-going career development; and (g) National protocols be developed for the purpose of ensuring the needs of individuals who possess cultural and/or linguistic skills are taken into account at all times.

Oakley, R. (2001, October). *Police training and recruitment in multi-ethnic Britain.* Paper presented at the Policing Partnerships in a Multicultural Australia: Achievements and Challenges Conference, Brisbane, Australia. Retrieved January 24, 2007, from http://www.aic.gov.au/conferences/policing/oakley2.pdf

Keywords: International; general; UK; strategy; police; law enforcement; ethnic; recruitment; minority; communities; retention

Background: The Race Relations (Amendment) Act 2000 makes it a statutory duty of all public authorities in Britain to promote racial equality. Alongside this general duty, there are also 'specific duties' which itemise the actions necessary to approach racial equality issues in a strategic manner, and to 'mainstream' them into the activities of the organisation. These include racial equality audits of their functions, ethnic monitoring of existing policy and practice, impact assessment for proposed new policies, strengthened consultation and accountability in all stages, and the production and publication of a 'Race Equality Scheme' as an integral programme. Although police have in recent years begun to undertake many of these actions (and more so than many other public institutions), this provides both a challenge and opportunity for police forces in Britain to fully take these issues on board and tackle them in a systemic and sustainable manner. **Summary:** This paper reviews some of the strategies employed in Britain for the training of police officers for work in a multi-ethnic society, and for recruitment of police officers from minority ethnic communities. **Findings:** During the 1990s, there has been much more progress on a wide variety of fronts. All police forces have written equal opportunity policies, although implementation can be very variable. A thematic inspection conducted by the Inspectorate of Constabulary in 1995 identified some of these weaknesses, and also examples of good practice to promote. Ethnic monitoring of staff is becoming more consistent, and is being extended to cover career progression and take-up of specialisms and other opportunities. The new Race Relations (Amendment) Act will now make ethnic monitoring in employment a statutory obligation on all police forces. **Implications:** As regards recruitment, it is now firmly recognised that there is a need to adopt an approach which combines the removal of internal barriers with actions to promote interest and confidence in the communities outside. Another important lesson has been the importance of focussing not just on recruitment, but also on the retention and progression of minority officers.

Ottawa Police Service. (2003). *Diversity in policing: Recruiting a police service that reflects the community*. Ottawa, Canada: Author. Retrieved February 9, 2007, from http://www.policecouncil.ca/reports/OPSdiversityforum%20esum.pdf

Keywords: International; general; Canada; police; diversity; minorities; ethnic; Aboriginal; recruitment

Background: The Ottawa Police Service hosted a community forum to seek input on improving diversity in their recruiting process. **Summary:** Participants included members from the following groups: racial minorities, Aboriginals, gays, and women. **Findings:** The forum identified barriers to selection in terms of application costs, educational requirements, and English as a second language. It also resulted in the identification of solutions through increases in diversity training for interviewers, creating and recognizing competencies related to diversity, removing barriers on application costs, supporting potential recruits with preparation material. **Implications:** Further suggestions were made to create strategies to support diversity for OPS as an organization, to raise the view of a policing career within various diverse communities, to improve and increase diversity and sensitivity training for OPS members, and to create Community Recruitment Champions who would be a respected member of a community who would work with OPS to raise awareness and interest in the community for policing through education and who would identify potential recruits.

Ottawa Police Service. (2003). *Outreach recruitment project: Project charter*. Ottawa, Canada: Author.

Keywords: International; general; Canada; police; recruitment; diversity; racial; minorities; Aboriginal

Background: The Ottawa Police Service hosted a community forum to seek input on improving diversity in their recruiting process. **Summary:** Participants included members from the following groups: racial minorities, Aboriginals, gays, and women. **Findings:** The forum identified current barriers and resulted in the creation of strategies to promote diversity within the OPS. **Implications:** The Outreach recruitment project is one strategy used to promote diversity.

Perrott, S. B. (1999). Visible minority applicant concerns and assessment of occupational role in the era of community-based policing. *Journal of Community and Applied Social Psychology, 9*, 339-353.

Keywords: International; general; Canada; police; minority; recruitment; black; race; relations; racial; prejudice; diversity; ethnic; discrimination; personnel; affirmative action; social identity; police applicants; job performance; differences; authoritarianism

Background: Attempts to recruit minority officers are an integral component of community-based policing initiatives in Western democracies. **Summary:** To better understand how to optimize these initiatives, 80 African-Canadian police applicants were surveyed for perceptions of occupational role, career aspirations and obstacles to minority recruitment. **Findings:** Although service to the Black community was a high priority, applicants reported this goal as secondary to providing service regardless of ethnicity. Further, applicants reported they would be as effective policing the White community and more effective policing the Black community than their White counterparts. Racial prejudice on the part of police officers and society were viewed as the most significant obstacles to minority recruitment. Two tests of potential perceptual distortions indicated that applicants perceived African-Canadian acquaintances to be more frequent targets of police discrimination than they were as individuals, and perceived themselves as relatively less alienated from the police than were the police from their group. **Implications:** Discussion focuses on obstacles to minority recruitment, the fit between applicants' attitudes and the demands of modern policing, and the potential impact of a more ethnically diverse force for police-minority relations. Academics, police administrators, minority communities and the public at large should remain optimistic that minority officers can contribute significantly to bridge-building between the police and the communities they serve. They cannot, however, be held responsible for curing the racial woes of Western societies. To expect them to do so is to condemn them to failure.

Reuben, A. F. (2004). *Recruiting visible minorities: A matter of survival.* Unpublished thesis, Canadian Forces College, Toronto, Canada. Retrieved January 12, 2007, from http://wps.cfc.forces.gc.ca/papers/nssc/nssc6/rueben.htm

Keywords: International; general; Canada; Canadian Forces; army; armed forces; defence; visible; minority; representation; fairness; equity; diversity; employ; multicultural

Background: The imperatives behind increasing visible minority representation in the CF can be termed as those in the interest of 'fairness and equity' and 'self-interest'. **Summary:** The CF has embraced the imperative of 'fairness and equity' in its human resource strategy and established an organization, plan and diversity budget to meet the intent of legislation supporting multiculturalism and employment equity. Despite these efforts, the CF remains well short its visible minority representation target of 9% and in fact, has made almost no progress in the last five years. **Findings:** While the entire CF focus has been on increasing visible minority representation to meet a legislated target, little thought has been given to the 'self-interest' imperative. This is the real strategic imperative due to the rapidly changing demographic in Canadian society. Visible minorities are the fastest growing segment of the Canadian population and will significantly alter the make-up of the Canadian labour force in the medium and long term planning horizons used in military human resource strategic planning. A large number of visible minorities will be higher educated than their counterparts in Canadian society and will, in many cases, have fields of study and skills that will be increasingly in demand in an environment where the ongoing rapid development in technologies and computer-based systems is the norm. The increasing gap in representation between visible minorities in the CF and that in Canadian society will progress to a point where the CF will marginalize itself, leading to a loss of public and political support. **Implications:** There are a myriad of challenges that face the CF in the recruiting of visible minorities. Some challenges are based in cultural factors as well as socio-economic and demographic variables. Other challenges are generated through existing CF policies and practices. The complex, yet often interdependent, nature of these challenges dictates a more comprehensive and focused approach. An effective and targeted recruiting strategy to increase visible minority representation in the CF needs to be set apart as a separate strategic objective in the Military HR Strategy for 2025. Key elements of the recruiting strategy should include leadership, clearly defined goals, a dedicated organization, and the resources to effectively recruit from the visible minority population.

Riley, J. (2002). Minority recruitment in criminal justice: Targeting Alaska natives. *Criminal Justice, 12,* 257-276.

Keywords: USA; general; Alaska; criminal justice; police; recruitment; minorities; Indigenous; natives; corrections; minority employment

Background: Research on the recruitment of minorities to justice system careers typically focuses on the attitudes and behaviours of discriminating majorities. The attitudes of potential minority applicants and the particular situation of indigenous people remain largely unexplored in the literature. **Summary:** The research reported here focuses on the attitudes of Alaska Natives toward criminal justice careers. This article uses focus group data to identify and describe specific preferences and perceptions that constitute barriers to greater recruitment of Alaska Natives. **Findings:** The data contribute toward a more comprehensive model of minority recruitment by allowing us to understand minority employment in terms of both majority discrimination and the preferences of minorities. **Implications:** In the case of Alaska Natives, recruitment efforts that emphasize service opportunities, that demonstrate ways in which training can prepare employees to manage conflict and stress, and that better acquaint candidates with existing policies that provide flexibility in scheduling would speak to three of the most frequently expressed concerns of those who participated in this study. Short training programs, targeting likely candidates for recruitment, and modelled on the citizen's police academies instituted in Great Britain in the late 1970s, could provide an opportunity to demonstrate both the utility of training and organizational esprit de corp. These programs could serve to boost the applicant pool, increase the confidence of potential candidates, and generate realistic appreciation for the demands and rewards associated with justice system careers. This could improve both recruitment and eventual retention of minority employees.

Shiner, D. (1996). *How can small law enforcement agencies achieve ethnic and gender diversity within their command ranks by the year 2006?* Rockville, MD: National Institute of Justice.

Keywords: USA; general; police; recruitment; affirmative action; law enforcement; ethnic; diversity; hiring; representation

Background: Municipal police hiring practices, political influences, community dynamics, and affirmative action were explored in this study of how small California law enforcement agencies can achieve ethnic and gender diversity by the year 2006. **Summary:** Interviews were conducted with experts and the literature was reviewed to examine diversity in the workplace and the need for ethnic and gender balance. **Findings:** Experts voiced concern over preferential hiring and promotional strategies. They also believed that individuals should be given equal opportunity in hiring and promotions but that employment and promotion based solely on gender or ethnicity should be avoided. An analysis of future trends and events revealed small police departments have fewer promotions, fewer promotion candidates, and greater challenges than large police departments when attempting to bring gender and ethnic diversity to their command structures. **Implications:** Small police departments need to ensure that they are staffed at all levels with personnel representative of the communities they serve. This highlights the importance of planning for and dealing with the issue of work force diversity.

Snarr, R. W., & McCauley, R. P. (1979). *Minority recruitment manual for Ohio peace officers*. London, OH: Ohio Peace Officer Training Academy.

Keywords: USA; general; police; minority; recruitment; law enforcement; discrimination;

Background: No details available. **Summary:** An overview of minority recruitment problems, laws, and experiences with American law enforcement personnel is provided in this manual. Potential areas of discrimination in the law enforcement personnel system are investigated. The mechanics of career development are addressed in order to demonstrate its importance in recruitment and especially in minority recruitment. The answers to two questions are sought: "Why should I join your department?" and "What kind of career will I have in the department?" The need for long range planning of minority recruitment programs is examined. The role of evaluation in the assessment of the success of these programs is discussed. **Findings:** The results of a survey of minority peace officers in Ohio are provided. **Implications:** No details available.

Soeters, J. L., & van der Meulen, J. (Eds.). (1999). *Managing diversity in the armed forces: Experiences from nine countries*. Tilburg, The Netherlands: Tilburg University Press.

Keywords: International; general; army; armed forces; defence; diversity

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Soeters, J. L., & van der Meulen, J. (Eds.). (2006). *Cultural diversity in the armed forces: An international comparison*. London, UK: Routledge.

Keywords: International; general; army; armed forces; defence; diversity

Background: This volume explores ethnicity and gender developments in relation to the military. In some countries, the armed forces have a long history in responding to ethnic diversity, while elsewhere it has come up only recently as a policy issue. An even-handed representation of ethnic minorities in the military is recognized as crucial for enhancing its social legitimacy and professional quality. The same can be said about the integration of women in the military, which during a few decades across the board has grown into more than just another issue of personnel policies. Indeed with regard to gender, the symbolism and sensitivities surrounding core identities are at stake - as with the presence of gays and lesbians in the military. **Summary:** The chapters cover fourteen countries around the world: the USA, Canada, Bolivia, Ecuador, Brazil, South-Africa, Eritrea, India, Israel, Great Britain, France, Germany, Belgium and The Netherlands. **Findings:** No details available. **Implications:** No details available.

Stokes, L. D., & Scott, J. F. (1996). Affirmative action and selected minority groups in law enforcement. *Journal of Criminal Justice, 24*, 29-38.

Keywords: USA; general; police; law enforcement; race; minority; ethnic; affirmative action; representation; recruitment

Background: No details available. **Summary:** This study examines the political controversy surrounding affirmative action and race norming, as well as the extent to which minority groups are represented in nineteen municipal police departments in the United States. Unequivocally, there have been increases of minority members among sworn officers in law enforcement agencies since the 1968 report of the National Advisory Commission on Civil Disorders. The future has been clouded, however, by the recent decision in Adarand Constructors v. Pena (115 S.Ct. 1841, 1995), the 1991 Civil Rights Act, the Republican assault upon affirmative action, and President Clinton's equivocation. In lieu of the Adarand decision, the legitimation of the police role is often contingent upon how the police are viewed relative to a community's racial, ethnic, and gender composition. **Findings:** No details available. **Implications:** No details available.

Stone, V., & Tuffin, R. (2000). *Attitudes of people from minority ethnic communities towards a career in the police service* (Police Research Series Paper 136). London, UK: Home Office. Retrieved January 10, 2007, from http://www.homeoffice.gov.uk/rds/prgpdfs/prs136.pdf

Keywords: International; general; UK; police; law enforcement; minority police recruitment; minorities; minority employment; public attitudes toward police; foreign police; minority police; police-minority relations

Background: As one of the actions arising from the Stephen Lawrence Inquiry, the police service of England and Wales was set challenging targets for recruitment from minority ethnic communities by the Home Secretary in 1999. The research presented here provides forces with an authoritative basis for deciding where to focus, and how to organise, the efforts they are making to reach those targets. **Summary:** The study, which was conducted between January and May 2000, involved 32 focus groups that consisted of 290 people aged 18-30 from various minority ethnic communities. The researchers who facilitated the focus group discussion were also from minority ethnic groups. **Findings:** The research identified a set of core themes that were common to all the minority ethnic groups involved: Bangladeshi, black African, black Caribbean, Chinese, Greek/Greek Cypriot, Pakistani, Indian, and Turkish/Turkish Cypriot. The participants had a number of reservations about the police based on personal experiences, but also held images of police presented in the media. They were concerned about racism among police and a culture that seemed to exclude them, both from the job and in the community. Respondents perceived that police had neither the knowledge, sensitivity, or desire to understand minority cultures different from the majority culture. Police culture itself was believed to be at the root of many problems. Respondents, however, did not want to generalize their negative opinions of police to all police officers, and they reported many positive experiences with police. Lack of information was identified as a major problem in considering police careers. **Implications:** The report underlines the impact which service delivery, and perceptions in relation to minority ethnic progression into the senior ranks, have on the attractiveness of a police career. Another important message is the need for national advertising to encourage potential applicants to feel that the police service is serious about wishing to recruit them. Recruitment strategies should provide face-to-face information on the following: support for recruits, how racism is addressed, length and content of police officer training, and dangers faced by officers and how they are equipped and trained to deal with these.

Streit, C. (2001). Recruiting minority officers. *Law Enforcement Technology, 2*, 70-75.

Keywords: USA; general; police; law enforcement; recruitment; diversity; minority; communities; retention

Background: No details available. **Summary:** This article stresses the importance of having a diverse police department consisting of both minority and women officers, reflective of the communities make-up. **Findings:** No details available. **Implications:** Offers suggestions on recruiting officers and programs to help retain those officers.

Sutton, M., Perry, B., John-Baptiste, C., & Williams, G. (2006). Black and asian police officers and support staff: Prejudice, identity, agency and social cohesion. *Internet Journal of Criminology*. http://www.internetjournalofcriminology.com/Sutton,%20Perry,%20John-Baptiste%20&%20Williams%20-%20Black%20&%20Asian%20Police%20Officers%20and%20Support%20Staff.pdf

Keywords: International; general; UK; police; law enforcement; racial; ethnic; racism; BME; black; minorities; communities; social cohesion; policy

Background/Summary: This primary research paper presents a review of research that finds that the British Government's new social cohesion agenda does hold promise for racial and ethnic prejudice reduction – but that social cohesion policies and practice must include at their core policies to reduce institutional racism in British police services. **Findings:** Analysis of the literature reveals that considerably more research is required to examine the precise nature and dynamics of institutional racism within the police services. **Implications:** There is a need to understand how racism against Black and minority ethnic (BME) police employees, and police racism against BME communities, influences social cohesion. That this is important, given the British government's current social cohesion policy agenda, is patently clear. Considerably more research is about to be undertaken in this area by the authors of this paper and the results will be published in the academic press, disseminated at conferences and presented in training programmes.

Trostle, L. C. (1992). Recruitment, hiring, and promotion of women and racial minorities in law enforcement. In G. T. Felkenes & P. C. Unsinger (Eds.), *Diversity, affirmative action and law enforcement* (pp. 91-114). Springfield, IL: Thomas.

Keywords: USA; general; police; law enforcement; recruitment; retention; ethnic; minorities

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Warner, R. L., Steel, B. S., & Lovrich, N. P. (1990). Economic, political, and institutional determinants of minority employment in municipal police departments. *American Journal of Police, 9*, 41-61.

Keywords: USA; general; police; minority; employment; recruitment; hiring

Background: While racial minorities have made progress in attaining employment and managerial status within some areas of government work, they have had much less success in gaining entry and attaining advanced ranks in fire and police departments. **Summary:** This paper examines a variety of economic, political and environmental factors for their impact on the employment of minorities in municipal police departments. **Findings:** Results suggest that although a variety of factors play a significant role in predicting the utilisation of minorities as municipal police officers, minority presence in the city via population and representation in public roles, and court-enforced affirmative action programs play the most crucial roles. **Implications:** The attainment of further progress toward a representative law enforcement workforce rests heavily on efficacious political organisation at the local level on the part of minorities.

Williams, F. E. (1975). *Law enforcement minority recruitment handbook.* California: Commission on Peace Officer Standards and Training.

Keywords: USA; general; police; law enforcement; recruitment; ethnic; minority

Unable to locate a copy/summary of this report

Williams, H. (1992). *Reconciling higher educational standards and minority recruitment: The New York City model* (Police Foundation Reports, September 1992). Washington, DC: Police Foundation. Retrieved February 9, 2007, from http://www.policefoundation.org/pdf/nyccadetcorps.pdf

Keywords: USA; general; police; law enforcement; representation; minority; recruitment; education

Background: The New York City Police Department's Cadet Corps is an innovative program designed to bring officers with higher levels of education into the ranks of the nation's largest police department. **Summary:** This is a report of the findings of a study of New York City's innovative Police Cadet Corps. **Findings:** The study found that police departments could improve levels of education and simultaneously increase minority representation by recruiting college students while addressing racial imbalances frequently found in the sworn ranks.. **Implications:** Given the importance of representativeness to the practice of community policing, the success of the Cadet Corps stands as a significant finding. How well the Cadet Corps program achieves its long-term goals of creating a new elite corps of leaders with a community-oriented approach to policing, only time and further investigation will tell.

Wilson, P. (2004). *The case for affirmative action*. London, UK: Metropolitan Black Police Association. Retrieved January 11, 2007, from http://www.law.berkeley.edu/faculty/sklansky/conference/themorrisinquiry.doc

Keywords: International; general; UK; police; law enforcement; BME; black; minority ; ethnic; recruitment; white; diversity; communities; Home Office

Background: The shift in policing style and emphasis on a ‘community governance’ approach, along with disproportionately high numbers of police community support officers (PCSOs) from BME communities, arguably accelerates the sense of urgency to fulfil the seemingly elusive goal where the ethnic composition of London’s policing family represents the diverse mix of communities they serve. **Summary:** This brief paper sets out to the Metropolitan Black Police Association’s (MBPA) argument for the introduction of Affirmative Action legislation in order to expedite the recruitment of black and minority ethnic (BME) police officers into the Metropolitan Police Service. **Findings:** It is argued that the necessity to adopt such measures must be considered within the context of police reform and the shift towards increased police presence in and engagement with diverse ethnic communities, the considerable growth of BME officers in the ‘extended police family’ and most importantly the current BME recruitment rate and its inability to prevent BME assimilation into the majority culture. **Implications:** The MBPA recommends that that the Home Office, within the context of police reform, introduce legislative change consistent with that introduced in Northern Ireland, thereby ensuring that BME and ‘white’ police candidates are recruited into the Metropolitan Police Service at a (50:50) rate.

Winslow, D. J., Heinecken, L., & Soeters, J. L. (2003). Diversity in the armed forces. In G. Caforio (Ed.), *Handbook of the sociology of the military* (pp. 299-310). New York: Kluwer Academic/Plenum.

Keywords: USA; general; army; armed forces; defence; diversity

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Woo, P. (1999). *The recruitment of ethnic minorities into police jurisdictions of Australia.* Unpublished master's thesis, University of Melbourne, Melbourne, Australia.

Keywords: Australia; general; ethnic; minority; recruitment; police; law enforcement; multicultural; representation; communities;

Background: This thesis is about the examination of ethnic minority recruitment programs carried out by police jurisdictions of Australia (except the Australian Federal Police). With the adoption of Multiculturalism as the state policy since 1970's, government departments have started to acknowledge the importance to induce members of ethnic minorities into their departments in order to be representative of the community they serve. For police jurisdictions of Australia, the recruitment of ATSI/ NESB people into police jurisdictions not only helps to enhance police professionalism, but also contributes to the improvement of police-ethnic minority relationships. Hence, police jurisdictions started to recruit members from ethnic communities actively in 1990's. **Summary:** This thesis examines the strength and weakness of their policies and compares the achievements among various police jurisdictions of Australia. The topics of police culture and its implication for ethnic minority recruitment programs are discussed. Overseas experience in the recruitment of black police is discussed and based on the invaluable experience from the USA, **Findings:** The majority of police jurisdictions have set up Ethnic Affairs Branches within their jurisdictions respectively to design, monitor and implement recruitment policies targeting ATSI/ NESB people. Among them, Queensland Police Service, New South Wales Police Service and Victoria Police Service seem to have better performance when compared with their counterparts. **Implications:** Recommendations are made to suggest ways for improvements to make recruitment policies in Australia more efficient in achieving their aims to attract, recruit and retain ethnic minorities within police jurisdictions.

Zhao, G., & Lovrich, N. (1998). Determinants of minority employment in American municipal police agencies: The representation of African American officers. *Journal of Criminal Justice*, *26*, 267-277.

Keywords: USA; general; police; law enforcement; minority; recruitment; employment; black; African American; representation; females; women

Background: Historically, a particularly controversial issue in police personnel administration has been the wisdom of the practice of the active recruitment and promotion of minority and female officers. **Summary:** This paper attempts to identify and empirically test the important factors broadly assumed to be associated with the noteworthy increase in African American officers in U.S. municipal police agencies. Using data collected on a representative sample of police departments serving populations of 25,000+ residents across the country (N = 281), a path analysis statistical method was employed in order to assess both the direct and indirect influences of these hypothesized explanatory variables. **Findings:** The primary finding is that the size of the African American population is the predominant contributor to a statistical model accounting for substantial variation in the representation of African American officers in U.S. cities. Other hypothesized factors are far less important than generally believed. **Implications:** Cross-jurisdictional variation in representation is primarily determined by the percentage of an African American population within a city. Rather than the presence or absence of a formal affirmative action program, the predominant factor in the representation of African American officers in U.S. cities is the percentage of a Black population.

E. People from NESB and CALD backgrounds and fire safety/fire risk

Dean, B. (2001, October). *Emergency planning for culturally and linguistically diverse (CALD) communities.* Paper presented at the Policing Partnerships in a Multicultural Australia: Achievements and Challenges Conference, Brisbane, Australia. Retrieved January 24, 2007, from http://www.aic.gov.au/conferences/policing/dean.pdf

Keywords: Australia; general; emergency; risk; management; risk management; CALD; communities; cultural; linguistic; diversity; safety

Background: Working effectively with culturally and linguistically diverse communities in the area of emergency management has become not only challenging over the years for emergency managers but also one of significant importance. The need has been widely recognized for emergency management organizations to develop polices and strategies for such communities. **Summary:** A three-day workshop was held to develop draft national guidelines for working and communicating effective emergency management arrangements with people from Non-English Speaking Background including overseas visitors. The objective of the workshop was to: (a) Identify appropriate and effective strategies and tactics for emergency management for NESB people in the local community; (b) Produce a draft set of guidelines; and (c) Put forward recommendations to the Director, AEMI, EMA, Mt Macedon, regarding the outcomes of this workshop. **Findings:** Some of the recommendations from the workshop that will be included in the guidelines as recommended practice for those involved in emergency management include: (a) That emergency management organizations (and those working in emergency management, including local government) encourage direct involvement of culturally and linguistically diverse communities in emergency management planning and management issues; (b) That evaluation processes specifically considering culturally and linguistically diverse communities should be incorporated in all emergency management planning and operational outcomes; (c) That EMA and the States/Territories adopt the principles and practices as outlined in the Charter of Public Service in a Culturally Diverse Society (DIMA 1998); (d) That EMA and the States/Territories work together to develop a framework for the recruitment and retention of emergency managers from culturally and linguistically diverse backgrounds. and (e) That organisations with an interest in this area should consider working together to support Emergency Management for culturally and linguistically diverse communities in Australia. **Implications:** Future initiatives should: (a) Consider including cultural awareness as a selection criteria for all EMA and State/Territory projects and review EMA’s and State/Territory policies in this area applying to all other activities; (b) Develop Community Training Modules, which could be used by emergency services organisations in training and speaking to community groups about emergency management issues; (c) Include cultural awareness sessions where possible in ALL Commonwealth (AEMI) and State/Territory training activities, including the Senior Executives’ Briefing, and develop these into competency based training modules; (d) Support the delivery of these sessions with cultural awareness training for Commonwealth (AEMI) and State/Territory education officers; (e) Appoint a qualified person on a part-time basis at AEMI, to assist the education staff with Cultural Awareness activities; and (f) Include research issues affecting culturally and linguistically diverse communities as part of the national research agenda in emergency management.

Falkheimern, J., & Heidenn, M. (2006). Multicultural crisis communication: Towards a social constructionist perspective. *Journal of Contingencies and Crisis Management*, *14*, 180-189.

Keywords: International; general; risk; communication; cultural; ethnic

Background: Crisis communication is a field dominated by case studies and is lacking of systematic knowledge and theoretical framework analysis. Functionalist and objectivist perspectives have dominated the field even though there are exceptions. This may be one reason why multicultural approaches to crisis communication, increasingly relevant in contemporary society, are very few and undeveloped. **Summary:** The aim in the article is to give a critical analysis of research that has been done on crisis communication as well as intercultural public relations and develop a different theoretical framework. We propose the use of ethnicity, focusing collective cultural identity as dynamic, relational and situational in crisis theory and practice. Ethnic differences seem to escalate during crises. Media use and access are also discussed. **Findings:** A Swedish survey shows, among other things, that people with a foreign background read mainstream newspapers more seldom than average Swedes, but that the access to Internet and mobile phones is very high. **Implications:** Based on a social constructionist epistemology, the article ends with four proposals for future research and practice in multicultural crisis communication: (1) audience orientation – focusing sense-making, (2) a proactive and interactive approach – focusing dialogue, (3) a community-focused approach – focusing a long-range pre-crisis perspective and, (4) an ethnicity-approach towards intercultural communication.

Glasgow, K. (2006). *The Sudanese refugees and fire hazard study*. Brisbane, Australia: Queensland Fire and Rescue Service.

Keywords: Australia; fire; bushfire crc; research; Immigration; Sudanese; ethnic; NESB; Safety; hazard; prevention; response; refugees; QFRS; QLD RFS; CALD;

Background: One particular area of focus for QFRS is to ensure that its services are inclusive of all Queenslanders, whether they permanently reside or are visiting the State. To this end, QFRS has been working on an Ethnic Communities Project, which aims to develop strategies to ensure that all people from culturally and linguistically diverse communities (CALD), are able to access QFRS community safety information and participate in QFRS programs. This study was undertaken as part of the Ethnic Communities Project, and specifically targets the needs of African refugees, in particular Sudanese refugees. Sudanese refugees were targeted because the country of Sudan is the second largest originator of refugees in the world and increasing numbers of Sudanese people are seeking refuge in Australia. **Summary:** Toowoomba was chosen as the site for this pilot project for two main reasons – firstly, because it is currently home to a growing number of Sudanese refugees and secondly, because it is located in a bushfire-risk area. The project aimed to: (a) Determine the extent of fire safety knowledge of newly arrived Sudanese refugees when they first arrived in Australia; (b) Gain an understanding of specific fire and general safety information required by newly arrived Sudanese refugees; and (c) Identify strategies to reach newly arrived Sudanese refugees with fire and general safety messages. Four focus groups were conducted in Toowoomba with various members of the Sudanese community. The focus groups explored issues including fire and general safety knowledge, familiarity with fire safety products, and communication channels for getting messages across to the community. **Findings:** The major findings of the research project identified that: (a) In terms of fire safety, the prime focus of Sudanese refugees was on response rather than prevention; (b) Sudanese refugees are unfamiliar with a number of issues related to firein Australia; (c) In the event of a fire in their home, the primary concern for refugees was for the safety of their children and family; and (d) Refugees perceived the main difficulty encountered when calling 000 are language/communication barriers. **Implications:** QFRS should develop the following strategies and support tools to reach Sudanese refugees entering Australia: (a) Build rapport with the Sudanese community in Queensland; (b) Educate the Sudanese community on the emergency response and triple zero (000) processes; (c) Educate the Sudanese community on basic fire prevention/detection/response strategies. In particular, these messages should include information on the installation, use and maintenance of smoke alarms; (d) Ensure that fire safety information produced for the Sudanese community recognises the varied literacy and numeracy levels of Sudanese refugees entering Australia; (e) Collaborate with the Electrical Safety Office to explore strategies to reach the Sudanese community on electrical safety issues; (f) Work with various service providers to develop strategies to disseminate fire safety information to the Sudanese community; (g) Educate Emergency Service Staff on cultural issues relevant to African refugees; and (h) Work in partnership with key service providers and local community members to review recommendations and develop support tools and strategies.

Hoskins, R., Simith, L., & De Santolo, J. (2001). *Interventions in Mäori house fire mortality rates through innovations in healthy Mäori housing solutions* (New Zealand Fire Service Commission Research Report Number 14). Wellington, New Zealand: New Zealand Fire Service. Retrieved January 18, 2007, from http://www.fire.org.nz/research/reports/reports/report_14.PDF

Keywords: International; fire; New Zealand; risk; safety; Maori; intervention; awareness; death; mortality

Background: Through Article 1 of the Treaty of Waitangi, under ‘kawanatanga’, the Fire Service as a Crown agency is in a position to develop an organisational partnership with Maori through the development of a specific Fire Service Treaty policy that will assist in the identification, prioritising and delivery of effective services and fire intervention strategies to the Maori community. **Summary:** The aim of this research project is to help reduce the number of potential contributing factors relating to house fires involving Maori through the development of a ‘Maori friendly’ fire risk assessment tool and a series of policy and information based ‘interventions’. **Findings:** It is suggested that Treaty policy implementation strategies involve cost benefit analysis and regional audits of performance for each of the fire regions. This would contribute to the monitoring and ongoing evaluation of the effectiveness of specific fire intervention strategies for Maori. Following the development of a robust Fire Service Treaty Policy it is recommended that a National Maori Advisory body be created and made responsible for the development of Regional Multi Agency Maori Fire Safety Taskforces. The monitoring and review of these Taskforces can be facilitated at a national level through the National Maori Advisory Body and at local levels through regional review mechanisms. **Implications:** This report indicates that an Interagency Taskforce focusing on the development of a series of joint venture Fire Awareness campaigns (involving the Fire Service, other Government agencies and existing Maori Social Service Providers) will be effective in delivering fire awareness programmes and environmental interventions to Mäori.

McDermott Miller. (2001). *Scoping a social marketing programme for fire safety research in the community* (New Zealand Fire Service Commission Research Report Number 12). Wellington, New Zealand: New Zealand Fire Service. Retrieved January 18, 2007, from http://www.fire.org.nz/research/reports/reports/report_12.pdf

Keywords: International; fire; New Zealand; social marketing; risk; safety;

Background: Social marketing applies concepts of commercial marketing theory and techniques to the marketing undertaken by non-profit organisations. The target audiences in social marketing tend to be segmented, and messages have to be tailored to the have the most impact on the target segments. The focus of social marketing is to market socially beneficial behaviour, with the marketing of ideas to achieve attitude changes leading to behaviour changes. Research in social marketing is undertaken in order to understand what people perceive as the gain from the 'negative' behaviour they undertake as opposed to the perceived cost of adopting 'positive' behaviour. A change in behaviour is viewed as an exchange in which positive behaviour is adopted in exchange for giving up negative behaviour that has some perceived pay-off. **Summary:** The promotion activities of the New Zealand Fire Service are analysed in terms of the social marketing model. **Findings:** The strategies adopted in current fire safety, education and research activities are seen as resembling the social marketing approach in a number of respects, such as identifying 'at risk' groups and targeting specific programmes at them. However, in other respects less of a resemblance is observed. An implicit assumption is identified namely that improved awareness results in improved safety. The report cautions that this will not necessarily follow. **Implications:** The report suggests that better outcomes might be achieved if promotion focussed less on mass media advertising, which changes awareness, and more on research into messages tailored to each target audience in order to change behaviour. A 24-step plan split into 2 stages is proposed for the Fire Service to make the transition to a social marketing based promotional plan, without altering the promotional budget.

Roen, K., & Lloyd, M. (2002). *Vulnerability and the translation of safety knowledge* (New Zealand Fire Service Commission Research Report Number 25). Wellington, New Zealand: New Zealand Fire Service. Retrieved January 18, 2007, from http://www.fire.org.nz/research/reports/reports/report_25.PDF

Keywords: International; fire; New Zealand; risk; safety; education; diversity; cultural; groups; communities; firefighter; firefighters;

Background: The research reported here follows an earlier project also funded by the New Zealand Fire Service. In that research a qualitative research designed to study fire safety knowledge in action was employed. Here, the focus is broadened to consider the New Zealand Fire Service (NZFS) as an organisation that holds accumulated fire safety knowledge, and seeks to target this knowledge towards identified vulnerable groups and effectively communicate its adopted safety strategies. **Summary:** This research draws from interviews with NZFS employees to identify ways in which the NZFS could optimally reach out to at-risk groups with fire safety promotions and reduce domestic fires. The research focuses on the employment of firefighters as the interface between the NZFS and the public, and on the promotion of domestic fire safety. **Findings:** The analysis works from a translation model of fire safety knowledge. This means that promoting fire safety effectively is not simply a matter of altering the physical environment (e.g. by installing a smoke detector) or distributing "information" about fire safety (e.g. through pamphlet drops). Rather, promoting fire safety is about finding the right mixture of human and material elements, a mixture that itself needs to be flexibly applied across situations. Improving the value, in terms of safety promotion, of firefighters' interactions in the wider community could mean ensuring that those firefighters reflect the diversity of the community (in terms of cultural groups) and ensuring that they are well trained and resourced to promote fire safety in ways that are sensitive to the needs of specific at-risk groups. **Implications:** Ultimately, the specificity of doing sensitive, well-targeted community out-reach may mean that the people doing this work are not necessarily firefighters but safety promoters who work alongside firefighters.

Thomas, P., Rayner, K., & Moroney, M. (2000). *Determining effective fire safety strategies for Mäori* (New Zealand Fire Service Commission Research Report Number 2). Wellington, New Zealand: New Zealand Fire Service. Retrieved January 18, 2007, from http://www.fire.org.nz/research/reports/reports/Report_2.pdf

Keywords: International; fire; New Zealand; risk; ethnic; racial; Maori; death; safety

Background: Death by fire was more common for Mäori than for all other races in the Bay-Waikato Fire Region. **Summary:** Three hundred face to face interviews with Mäori in the region (central North Island) were conducted. The interviews were conducted to assess the level of awareness of fire safety behaviour, examine how Mäori would respond in an emergency, understand the lifestyle variables that may contribute to the higher incidence of fire death among Mäori, assess communication options and determine how to best reach at-risk Mäori. **Findings:** The quantitative findings are presented under the headings of fire safety, dealing with emergencies, safety awareness, fire safety promotion, and lifestyle variables. The findings suggest that many of the participants knew of or had themselves engaged in unsafe actions related to fire, and that many did not possess an adequate understanding of fire risk. **Implications:** This research provided valuable feedback to the Bay-Waikato Fire Region regarding its current and future direction when assessing programmes for effective fire safety strategies for Mäori in the region.

Tiatia, J., Kingi, P., Rankine, J., & Clarke, F. P. (2006). *Effective fire safety strategies for Pacific people* (New Zealand Fire Service Commission Research Report Number 60). Wellington, New Zealand: New Zealand Fire Service. Retrieved January 18, 2007, from http://www.fire.org.nz/research/reports/reports/report_60.PDF

Keywords: International; fire; New Zealand; risk; safety; awareness; ethnic; Pacific; Indigenous

Background: New Zealand fire research has consistently identified a relationship between social and economic deprivation and rates of residential fires.

Socioeconomically disadvantaged children have a higher risk of fire-related death or hospitalisation. Pacific children appear to be over-represented in fire deaths. International fire prevention research has identified that without active official intervention, the fire risks facing Pacific peoples on low incomes will continue to be high. **Summary:** The aim of this research was to identify the social trends impacting on Pacific families, households and communities and assess what knowledge about Pacific fire risk, fire awareness and fire safety behaviours exists. Additionally an assessment of what Pacific peoples preferred method of receiving promotional information is and how best to engage with at-risk Pacific population groups was investigated. This study included: (a) A survey of 190 Pacific peoples in Auckland, Wellington and Christchurch; (b) Face-to-face interviews with 15 key informants; and (c) Four focus group discussions, one each in Auckland and Wellington and two in Christchurch. **Findings:** Pacific peoples have a unique combination of fire safety risks and assets. Risks include poor housing, use of temporary accommodation, overcrowding, routines that may often be interrupted, inadequate knowledge of fire safety practices, and a lack of smoke alarms, other fire prevention equipment and telephones in some houses. Participants wanted communication about fire safety to be conducted in their languages and to use their traditional processes. Pacific communities need to be empowered to identify their own fire safety needs and to develop solutions for themselves. **Implications:** Community injury prevention programmes have been shown to be effective in reducing injury rates. This report recommends 33 initiatives in policy, creating a supportive environment, strengthening community action, developing personal skills and community networks. They included establishment of Pacific community injury prevention programmes and a multi-media Pacific fire safety promotion programme.

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