



TO: Potential Candidate

VFBV 2014 Volunteer Leadership Program Information Pack and Application Process

Dear fellow volunteer,

Please find attached the VFBV Volunteer Leadership Information and Application Pack consisting of two sections to assist you in preparing your application for a funded scholarship place in 2014 courses.

Included in this pack are a number of important documents:

1. This letter (Page 1)
2. A detailed briefing of the 2014 Courses (Pages 2 to 8)
3. The Application Proforma (pages 9 to 12)

This course is a distance education program based on an adult learning model that requires self-motivation, a high level of personal organisational skills and a preparedness to readily engage with others to enhance your learning and leadership skills. Every effort has been made to minimise the face to face contact time and thereby reduce travel and time away from home. Attendance at each face to face session is critical. In addition a concerted and consistent commitment to the completion of written assignments between sessions is required if the course is to be successfully completed. Our 2013 course participants indicated that approximately 3.5 hours per week or more were required to keep up to date.

Applicants who have not completed a high level of formal education but wish to apply should not be deterred if they possess the qualities noted above and are prepared to seek support and persist. There is a wide range of personal and on-line support readily available to enhance your successful completion of the course.

After considering all this information, if you wish to make application, please complete the Application Proforma and return to the VFBV Office **no later than Friday 24th January 2014**

Should you have any questions regarding completing the application, please initially contact myself on 0409 109 447 or by email: leadership2014@vfbv.com.au

I wish you well with your deliberations and we look forward to you joining a growing band of volunteers who have taken positive steps to enhance and develop themselves as scholars on this unique VFBV Volunteer Leadership Program.

Good luck with your application.

Yours faithfully,

SUE BULL

PO Box 453 Mt Waverley 3149 .

A handwritten signature in black ink, appearing to read 'Sue Bull', is written over a light blue background.

leadership2014@vfbv.com.au

Volunteer Leadership Scholarship Program Coordinator



INFORMATION PACK

VFBV VOLUNTEER LEADERSHIP SCHOLARSHIP PROGRAM – 2014 THREE (3) Regional Courses commencing in March 2014

The information contained in this document is provided to inform individuals who may wish to make application for consideration for a scholarship place in the VFBV Volunteer Leadership Scholarship Program during 2014.

Should you have any questions please do not hesitate to call Sue Bull VFBV Field Officer, our Scholarship Coordinator direct on 0409 109 447 or via email s.bull@vfbv.com.au

About the beginnings of the Leadership Program

International racehorse breeding and racing organisation Darley has in conjunction with Volunteer Fire Brigades Victoria pioneered a unique volunteer leadership development program borne of the tragic circumstances of the 2009 Victorian Bushfires. HH Sheik Mohammed, head of Darley International, in conjunction with the Victorian Racing Club proactively sought to contribute to the rebuilding of shattered lives and communities. Generous financial opportunities were made available to Volunteer Fire Brigades Victoria, who established a Volunteer Promotion and Development fund in 2009. This fund has provided the financial base to build this program.

Darley has strongly supported the development of its own people and fostered leadership development as a core part of their international business success. It was with the Shiek's support that VFBV developed a volunteer leadership program in the form of a scholarship program encouraging the acquisition of leadership skills that are equally relevant in the volunteers private and emergency services careers.

Since then this Volunteer Leadership Development Course has been piloted (in 2010) and refined in subsequent years. In 2013 The Victorian Government, through the Department of Justice, provided extensive additional funding to allow this Scholarship Program to be significantly expanded to enable volunteers from a wider range of Emergency Service organisations to be involved in developing their leadership skills.

The 2014 program will again offer scholarships to volunteers from Country Fire Authority (CFA), Victorian State Emergency Service (VICSES) and Australian Volunteer Coast Guard (AVCG), Life Saving Victoria (LSV), Ambulance Victoria (AV) and St.John Ambulance volunteers willing to take up the challenge.

Overview of the VFBV Scholarship Program

Volunteer Fire Brigades Victoria has announced that multiple regionally based courses known as the *VFBV Volunteer Leadership Scholarship Program* will be available in 2014.

The program offers volunteers the chance to achieve a nationally recognised qualification in leadership and management.

VFBV Chief Executive Officer Andrew Ford said “The program is designed around practical leadership skills that will develop the volunteers as leaders in their own brigades/units and contributors to their local communities for many years to come. The *VFBV Volunteer Leadership Program* is a productive, long term investment in the future of volunteering and local communities.” He continued, “The study and practical projects have been designed to suit volunteers, by fitting in around the needs of their work and personal lives.”

The program gives successful participants a nationally recognised qualification that will be useful in their own careers as well as in their role as emergency service volunteers, and prepares them with skills that they can take back to their brigades and units.

The scholarship course covers skills suited to volunteer, career and community situations and includes units on;

- Leadership
- Decision making
- Planning
- Safety and risk management
- Team effectiveness
- Making presentations
- Managing projects
- Implementing Customer Service Strategies

The *VFBV Volunteer Leadership Program* was designed on underlying themes identified at VFBV's *Open Space Summit* late in 2009, and the first two days of the course focus on leadership, team effectiveness and communication, the skills at the heart of the scholarships' aims.

The course is adding to the participants' capabilities in public speaking and planning. It comprises a mixture of lecture style teaching and interactive activities designed to suit the needs of adult students. Recognising that participants may be returning to study for the first time in years, the organisers provide them with return-to-study and study skills material to help them get started.

1. Certificate IV in Frontline Management BSB40807

There are ten units in the qualification and four of those must be core units. The units selected below match the qualification requirements and the key issues recognized by the program sponsors as highly desirable for emergency service volunteers.

We have sourced suitable resources for all of these units which will mean both the requirements of the qualification and your expectations as parties to the Scholarship are met.

The Units are:

BSBPMG510A	Manage projects
BSBCMM401A	Make a presentation
BSBMGT401A	Show leadership in the workplace (core)
BSBMGT402A	Implement operational plan (core)
BSBWOR404B	Develop Work Priorities
BSBADM502B	Manage Meetings
BSBWOR402A	Promote team effectiveness (core)
BSBRSK401A	Identify risk and apply risk management processes
BSBWHS401A	Implement and monitor WHS policies, procedures and programs to meet legislative requirements (core)
BSBCUS401AB	Coordinate implementation of customer service strategies

We will deliver the program over seven (7) formal face to face sessions with details contained in the table following.

This table shows the 7 classroom sessions and the unit/competency that will be presented in each session. The topics that align with each unit/competency are listed in the adjacent column. You will see that the first two days cover leadership and team effectiveness which, with effective communication, are at the heart of the Scholarship aims, and will establish themes to be revisited and reinforced throughout the full program.

<i>Session</i>	<i>Unit/Competency</i>	<i>Topic</i>
1	Manage projects	<i>Develop a project plan</i> <i>Covey Time & Priorities</i> <i>Steps and techniques (incl. role play)</i> <i>Recording, reporting and evaluating</i>
1	Make a presentation	<i>Presentation strategies, format & delivery methods.</i> <i>Presentation delivery</i> <i>Techniques to review the effectiveness</i>
2	Show leadership in the workplace (core)	<i>Establishing core principles/Leading Workplace culture</i> <i>Volunteer leadership</i> <i>Hershey and Blanchard’s Situational Leadership model (and others)</i> <i>Decision-making – OODA loop</i> <i>Communication</i> <i>Delegation</i>
3	Implement operational plan (core)	<i>Assessing and utilising SWOT (model to link to implementation)</i> <i>Goal setting and prioritizing</i> <i>KPI’s</i> <i>Linking Strategy and tactics (implementation model)</i>
4	Develop Work Priorities	<i>Plan & complete own work schedule</i> <i>Monitor work performance</i> <i>Communication</i> <i>Reporting and evaluation</i> <i>Covey Time & Priorities</i>

<i>Session</i>	<i>Unit/Competency</i>	<i>Topic</i>
4	Manage Meetings	<i>Effective Meetings (inc. role play & discussion)</i> <i>Committee & defined roles</i> <i>Legal & ethical requirements</i> <i>Key committee documents</i>
5	Promote team effectiveness (core)	<i>Building effective teams</i> <i>Stages of team development</i> <i>Succession planning</i> <i>Effectively Dealing with conflict</i>
6	Identify risk and apply risk management processes	<i>Risk Management</i> <i>Develop and implement a risk plan</i> <i>Risk assessment Tool</i>
6	Implement and monitor WHS policies, procedures and programs to meet legislative requirements (core)	<i>Develop, implement and review policies and procedures</i> <i>Communication</i> <i>Reporting and evaluation</i>
7	Coordinate Implementation of Customer Service Strategies	<i>Advise on customer service needs</i> <i>Implementation of customer service strategies</i> <i>Handling customer complaints</i>
7	Make a presentation	<i>Present Team Projects.</i>
7	Program Wrap up	<i>Tie up all loose ends, set final assessments</i>

The focus will be on applying all of the content to meet each participant's voluntary, employment and community roles. This is primarily achieved by the application of principles and tools or models into the different contexts.

A couple of obvious examples are in applying the basics of effective presentation skills and risk management in their voluntary and employed roles. In the voluntary presentation and risk management context he/she may be coming from a leadership position in Victorian Emergency Services such as CFA, VICSES or AVCG, whilst as an employee the presentation may be internal or external sales, and risk may be from a much narrower perspective.

The principles are the same but the application may change in a different context. This flexibility is a skill in itself.

Other relevant macro-issues we will be touched on and reinforced throughout.

2. Delivery

In 2014 we are delivering the program hosted in three regional locations.

There will be three (3) separate courses conducted one in the south west of the State at Colac, another in the North East at Mooroopna and one at Inverloch in South Gippsland.

Each course will commence staggered to the previous one thus offering opportunities for participants to attend face to face sessions they may have missed on their own course due to illness or other impact.

As noted previously, each course has seven (7) face to face sessions that run staggered over approximately a six month period. Each session, as detailed above in the program table, follows a set course delivery strategy, thus the advantage of three (3) courses running concurrently but slightly staggered in schedule provides some options for participants to catch up where they may have missed a session for whatever reason at their course location.

The first session and the last session (1 and 5) are full weekend sessions comprising Saturday and Sunday with three (3) single day sessions (Saturdays only) in between.

Each day will commence at 0900hrs and conclude at approximately 1600 hrs. Morning Tea and lunch will be provided on each day.

NOTE: Transport to and from all the venues and accommodation remains your responsibility. Where possible you should seek to access brigade/unit/group or agency transport vehicles.

2.1 Venues and dates for the 2014 Program

<p>COURSE 1</p> <p>Saturday & Sunday</p> <p>Saturday</p> <p>Saturday</p> <p>Saturday</p> <p>Saturday & Sunday</p>	<p>Location: COLAC FIRE STATION</p> <p>1st & 2nd March 2014 - 0900 Hrs start</p> <p>29th March 2014 - 0900 Hrs start</p> <p>3rd May 2014 - 0900 Hrs start</p> <p>31st May 2014 - 0900 Hrs start</p> <p>5th & 6th July 2014 (last face to face sessions) - 0900 Hrs start</p>
<p>COURSE 2</p> <p>Saturday & Sunday</p> <p>Saturday</p> <p>Saturday</p> <p>Saturday</p> <p>Saturday & Sunday</p>	<p>Location: INVERLOCH FIRE STATION</p> <p>5th & 6th April 2014 - 0900 Hrs start</p> <p>17th May 2014 - 0900 Hrs start</p> <p>28th June 2014 - 0900 Hrs start</p> <p>9th August 2014 - 0900 Hrs start</p> <p>20th & 21st September 2014 (last face to face session) - 0900 Hrs start</p>
<p>COURSE 3</p> <p>Saturday & Sunday</p> <p>Saturday</p> <p>Saturday</p> <p>Saturday</p> <p>Saturday & Sunday</p>	<p>Location: MOOROOPNA FIRE STATION</p> <p>21st & 22nd June 2014 - 0900 Hrs start</p> <p>2nd August 2014 - 0900 Hrs start</p> <p>30th August 2014 - 0900 Hrs start</p> <p>27th September 2014 - 0900 Hrs start</p> <p>25th & 26th October 2014 (last face to face session) - 0900 Hrs start</p>

The face to face sessions are very important to the program as they provide the opportunity for participants to collaborate on the assessment and project work that is heavily influenced by the emergency services themes the leadership scholarship is founded upon.

*In making your application **you should assure yourself** that you can commit to attend these classroom sessions as your success in achieving your goal to complete the course and graduate will build from this solid foundation. The on-line and distance learning component will be complemented and enhanced with the face to face interactions and coaching from our course presenters at the individual sessions as programmed.*

A key feature of the program is the online support that ensures that you are connected whenever you need into that virtual classroom and the tutor / mentor is just an email away.

An initiative of the earlier programs was the development of a web based 'VFBV Leadership Home Page' where presenters and participants could post their questions and answers, commonly used reference documents could be found and downloaded and your assessments could be securely submitted when ready for marking. This web based 'course home page' will be further enhanced in 2014.

Each day will comprise:

- a. Preview and day's objectives
 - Key learning objectives
 - Course requirements – competency and element overview
 - Explanation of assessment requirements
 - Expectations of participants

The first weekend session will encompass an overview of the entire course, full details of the assessment regime and a general introduction to each other and to the course requirements. For some it may be a reintroduction to adult learning models.

- b. Slides, discussions, exercises and workgroups work through key issues for each of the topics and sub-topics of each day.

- i. Where two competencies are covered in one session the delivery will be roughly split 50/50.

- c. There is plenty of focus on discussion, idea sharing, scenario exploration and application of ideas - not just lecture or a guest telling. That is boring and people do not learn well that way.

Role plays and small group activities and discussions are utilised where possible and practical.

Guest speakers will be used to demonstrate or talk about a specific issues or experiences which will enhance learning and lead to focused discussion &/or project work.

- d. A wrap up at the end of the day to highlight key points and issues and reinforce main learnings.

Follow up homework and assessments will be issued and further follow up via email, and by phone if required, will be put in place. Participants will be buddied up as much as possible in small groups to facilitate more localised support.

NOTE: You should take into consideration that the face to face sessions outlined above are only part of the conduct of the scholarship. In contemplating your application for consideration you should consider that the qualifications you will be undertaking are significant and there will be a commitment (effort) in between formal sessions to complete coursework and assessments. Feedback from 2013 participants indicated that approximately 3.5 hours or more per week were required to complete assessments and other course work. As indicated a feature of the program will be telephone and on-line support.

Ideally assessments will be completed progressively throughout the course. At the end of the first session we divide the group into small groups to design and work on key projects.

These projects would be relevant to the volunteers and community and to the course requirements.

For example:

Consider the critical issues in designing and implementing a performance management and review system for the various levels and functions of a broadly dispersed voluntary organisation.

What would it look like?

What would it aim to achieve, what are some risks and how might they be managed?

What are critical success factors and KPIs and how would they be measured, monitored and reviewed?

Which stakeholders might you need to consult with, how and why?

We might all learn something from this as it is a challenge that has faced many volunteer managers for many years!

3. Course Presenters and Conferring Body

We are proud to be associated with EmServ Training headed by Andrew Wright and Roz Neale who have from day one been partners and enthusiastic supporters of this volunteer leadership development program. Andrew is a nationally recognized management and business coach, his presentation style and vast experience make his organization sought after by many of Australia's top businesses and companies. Roz will bring well honed mentoring and support skills to complement and guide the great support we receive from past Scholarship graduates who are now embedded into the EmServ Delivery Team.

In 2011, 2012, 2013 and again in 2014 Chisholm Institute of TAFE has been our conferring body, providing quality assurance and certification of the Certificate IV in Frontline Management under the Chisholm TAFE banner.

4. Evaluation and Reporting

We will carry out pre and post course evaluations so we can all know what is expected and how we have delivered against these expectations. It would be useful to evaluate the course 3 months after the program as we are all very interested beyond the immediate impacts. Some feedback from employers would be valuable but may be more difficult to get, so we will seek your support if this is possible.

5. Return to Study & Study Skills

We will include in the pack to confirmed candidates some generic Return to Study and Study Skills literature that may assist them in 'getting back into gear', particularly if they have had a break from study.

The program delivery is predicated on individual participants keeping up a steady pace in completing course work and meeting assessment timelines. A feature of our program will be on-line and telephone support.

6. Course Materials

All course documents and handouts will be provided however we encourage participants to have normal note taking materials and equipment with them for each face to face session. Access to a computer with word processing software is just about mandatory as is an email address for the distribution of course materials in between sessions.

7. Graduation

This is always a bit tricky as not everyone will finish the program at the same time, or finish it in the ideal timeframe. However a graduation should be held in early 2015 as an incentive to finish and we will do all we can to facilitate this occurring as planned.

VFBV Volunteer Leadership Scholarship Coordinator:

Sue Bull VFBV Field Officer

M: 0409 109 447 or s.bull@vfbv.com.au or to our generic Scholarship email at:

leadership@vfbv.com.au

PO Box 453 Mt Waverley 3149 .

leadership2014@vfbv.com.au

2014 VFBV LEADERSHIP PROGRAM APPLICATION FORM

(Return pages 9 to 12 completed to lodge your application)

Personal Information:

Name: (applicant)

PLEASE PRINT

Residential Address:

Town _____ State: _____ P/C _____

Postal Address: (if different from above)

Town: _____ State: _____ P/C _____

Telephone: (B/H) _____ (A/H) _____

(MOB) _____

Email: _____

Date of Birth: / /

Brigade & Employment Details:

Brigade: _____

Employment: _____

Educational Qualifications:

Highest educational qualification held (ie. VCE, Trade Cert, Diploma etc):

2014 Course Preference:

I note that the VFBV Program in 2014 will conduct three (3) regionally based courses.

I would like to be considered for the:

_____ Course

“Tell us why you should be considered for a scholarship place”

Please specify your motivations and aspirations and why you are seeking a place in this volunteer development program. Your responses will assist the selection committee in offering scholarships to volunteers.

The Scholarship place equates to an investment in time and funding (\$4,400) per scholarship. I am prepared to accept this scholarship funded place on the understanding that I accept the commitment required and I am prepared to complete the course.

Signed: _____ Applicant

Captain's/OIC's or VFBV District Council Report:

This section is to be filled in by the Captain/OIC or your local VFBV District Council endorsing his/her/their support for the member to be considered for a Volunteer Leadership Development Scholarship in 2014. Please comment on the applicants: self- motivation, organisational skills, current leadership roles and future leadership potential.

If additional space required please attach to the back of this application

Signed: _____
Captain/OIC or
District Council President

/ / 20 ____

Signed

Captain/OIC's Daytime Contact Number: _____

PO Box 453 Mt Waverley 3149 .

LODGING YOUR APPLICATION:

All Applications are to be sent to:

**Volunteer Leadership Scholarship Co-Ordinator
Sue Bull
VFBV Volunteer Leadership Program
PO Box 453
MT WAVERLEY VIC 3149**

VFBV's fixed address is: 9/24 Lakeside Drive East Burwood Victoria 3151

Applicants Statement:

I, the applicant confirm that the information provided in &/or attached to this application to the Scholarship Co-Ordinator and the VFBV Volunteer Leadership Selection Panel to be true and correct.

In making this application, I acknowledge that the selection panel may or may not decide to make an offer of a place (scholarship) in the 2014 VFBV Volunteer Leadership Program.

Applicant Signed: _____ / / 20 ____

Decision and Confirmation:

Applications close on Thursday 12th December 2013.

Applicants may be interviewed prior to final selections being decided.

All successful applicants will be advised by email and telephone by **Friday 7th February 2014.**