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VOLUNTEER FIRE  
BRIGADES VICTORIA

## **VFBV Volunteer Leadership Program 2016**

**Information & Application Pack**



**This is the CFA Member Pack.  
Other Agencies should use the MultiAgency Pack available on the website.**



VFBV | VOLUNTEER FIRE  
BRIGADES VICTORIA

## VFBV 2016 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 VFBV funded scholarship place in 2016 courses.

The commitment and investment by VFBV is offered gladly, recognising that CFA and other emergency services sector volunteers give significant contributions of their own time and effort to the benefit of all Victorians and in the hope that our investment in volunteer leadership will directly and indirectly contribute to encouraging, maintaining and strengthening Victoria's emergency sector volunteer capacity for years to come. VFBV is also glad to contribute our time and resources on the understanding that individuals applying for and being offered scholarships are prepared to respect and embrace the opportunity offered by the scholarships' learning, person development and networking experience.

Included in this pack are a number of important documents:

1. This letter (Page 1)
2. A detailed briefing of the 2016 Courses (Pages 2 to 8)
3. The Application Proforma (pages 9 to 12)
4. Contact Details (page 13)

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. Previous 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 Sunday 21<sup>st</sup> February 2016**.

Should you have any questions regarding completing the application, or would like to know more about the scholarship or course, please refer to Page 13 of this pack for relevant contact information.

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,

Andrew Ford  
Chief Executive Officer



## **INFORMATION PACK**

### **VFBV VOLUNTEER LEADERSHIP SCHOLARSHIP PROGRAM – 2016 TWO (2) Courses commencing in April 2016**

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 2016.

#### **About the VFBV Leadership Scholarship Program**

Development of volunteer leaders is very important to VFBV, not just to strengthen the existing leadership network and next generation leaders within VFBV, but also to support and encourage leadership development at local community level, across CFA and across Victoria's emergency management network.

In 2010, and following generous support from a number of community donations, VFBV developed the volunteer leadership scholarship concept and implemented what has become an annual leadership scholarship program. The program is a VFBV initiative, fully managed and supported by VFBV, but now with a broadened scope offering individual leadership scholarships to volunteers across CFA, SES, St John Ambulance, Ambulance Victoria, Coast Guard and Lifesaving Victoria. The VFBV Leadership Program is a significant resource commitment for VFBV but is seen as an extremely worthwhile investment and use of our limited resources.

The commitment and investment by VFBV is offered gladly, recognising that CFA and other emergency services sector volunteers give significant contributions of their own time and effort to the benefit of all Victorians and in the hope that our investment in volunteer leadership will directly and indirectly contribute to encouraging, maintaining and strengthening Victoria's emergency sector volunteer capacity for years to come. VFBV is also glad to contribute our time and resources on the understanding that individuals applying for and being offered scholarships are prepared to respect and embrace the opportunity offered by the scholarships' learning, personal development and networking experience.

The first VFBV leadership scholarship program (VL1) was conducted in 2010 and since then there have been six VFBV leadership programs with a total of nearly 230 graduates. For the seventh program commencing early in 2016, VFBV has been successful in attracting some government funding to supplement our own investment and once again allow scholarships for emergency sector volunteers from CFA, SES, St John Ambulance, Ambulance Victoria, Coast Guard and Lifesaving Victoria.

VFBV is forever grateful to the people who enabled VFBV to put this and other programs into action with their donations. Particular supporters in the early days were International racehorse breeding and racing organisation Darley and the Victoria Racing Club, who were fundamental to us being able to commence this program in 2010 and both of these remain active and generous supporters of VFBV. VFBV also appreciates the support of the Victorian Government through its Valuing Volunteers Program, both for the recognition of the value of this VFBV initiative and for the top up funding that allows us to offer a greater number of scholarships & wider sector involvement.

## Overview of the VFBV Scholarship Program

The program offers volunteers the chance to achieve a nationally recognised qualification in leadership and management. (Certificate IV in Leadership and Management – previously known as the Certificate IV in Frontline Management)

The program is designed around practical leadership skills that will develop 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. 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, we will provide them with return-to-study and study skills material to help them get started.

### **1. Certificate IV in Leadership and Management BSB42015**

There are twelve 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 VFBV as highly desirable for emergency service volunteers.

The Units are:

BSBLDR401	Communicate Effectively as a workplace leader
BSBLDR402	Lead Effective workplace relationships
BSBMGT402	Implement Operational plan
BSBLDR403	Lead team effectiveness
BSBRSK401	Identify Risk and apply risk management processes
BSBWHS401	Implement and monitor WHS policies, procedures and programs
BSBWOR404	Develop Work Priorities
BSBCMM401	Make a presentation
BSBCUS401	Co-ordinate implementation of customer service strategies
BSBMGT401	Show leadership in the workplace
BSBPMG522	Undertake project work
BSBADM502	Manage meetings

## APPLICATION FOR SCHOLARSHIP – VFBV VOLUNTEER LEADERSHIP PROGRAM 2016

We will deliver the program over eight (8) formal face to face sessions.

The table below gives an example of some of the topics that will be covered during the face to face sessions. You will see an emphasis on 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>Theme</i>	<i>Example Topic</i>
Undertake projects	<i>Develop a project plan</i> <i>Covey Time &amp; Priorities</i> <i>Steps and techniques (incl. role play)</i> <i>Recording, reporting and evaluating</i>
Make a presentation	<i>Presentation strategies, format &amp; delivery methods.</i> <i>Presentation delivery</i> <i>Techniques to review the effectiveness</i>
Show leadership in the workplace	<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>
Implement operational plan	<i>Assessing and utilising SWOT &amp; PESTLE (model to link to implementation)</i> <i>Goal setting and prioritizing</i> <i>KPI's</i> <i>Linking Strategy and tactics (implementation model)</i>
Develop Work Priorities	<i>Plan &amp; complete own work schedule</i> <i>Monitor work performance</i> <i>Communication</i> <i>Reporting and evaluation</i> <i>Covey Time &amp; Priorities</i>

<i>Theme</i>	<i>Example Topic</i>
Manage Meetings	<i>Effective Meetings (inc. role play &amp; discussion)</i> <i>Committee &amp; defined roles</i> <i>Legal &amp; ethical requirements</i> <i>Key committee documents</i>
Promote team effectiveness	<i>Building effective teams</i> <i>Stages of team development</i> <i>Succession planning</i> <i>Effectively Dealing with conflict</i>
Identify risk and apply risk management processes	<i>Risk Management</i> <i>Develop and implement a risk plan</i> <i>Risk assessment Tool</i>
Implement and monitor WHS policies, procedures and programs to meet legislative requirements	<i>Develop, implement and review policies and procedures</i> <i>Communication</i> <i>Reporting and evaluation</i>
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>
Make a presentation	<i>Present Team Projects.</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 2016 we are delivering the program hosted in two locations, with one course being based at Gisborne, and the second course being based in the Pakenham/Dandenong area.

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 eight (8) face to face sessions that run staggered over approximately a six month period. Each session, follows a set course delivery strategy, thus the advantage of two (2) 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.

## APPLICATION FOR SCHOLARSHIP – VFBV VOLUNTEER LEADERSHIP PROGRAM 2016

The first session and the last session of the course are full weekend sessions comprising Saturday and Sunday with four (4) 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 if required remains your responsibility. Where possible you should seek to access brigade/unit/group or agency transport vehicles.

### 2.1 Proposed Venues and dates for the 2016 Program (Tentative & subject to change)

<b>COURSE 1</b>	Location: <b>PAKENHAM/DANDENONG</b>
Saturday & Sunday	9 <sup>th</sup> & 10 <sup>th</sup> April 2016 0900 Hrs start
Saturday	21 <sup>st</sup> May 2016 0900 Hrs start
Saturday	18 <sup>th</sup> June 2016 0900 Hrs start
Saturday	23 <sup>rd</sup> July 2016 0900 Hrs start
Saturday	20 <sup>th</sup> August 2016 0900 Hrs start
Saturday & Sunday	17 <sup>th</sup> & 18 <sup>th</sup> September 2016 0900 Hrs start (last face to face sessions)
<b>COURSE 2</b>	Location: <b>Gisborne</b>
Saturday & Sunday	16 <sup>th</sup> & 17 <sup>th</sup> April 2016 0900 Hrs start
Saturday	28 <sup>th</sup> May 2016 0900 Hrs start
Saturday	25 <sup>th</sup> June 2016 0900 Hrs start
Saturday	30 <sup>th</sup> July 2016 0900 Hrs start
Saturday	27 <sup>th</sup> August 2016 0900 Hrs start
Saturday & Sunday	24 <sup>th</sup> & 25 <sup>th</sup> September 2016 0900 Hrs start (last face to face session)

***Please Note: The above dates & locations are indicative only, and are subject to change. Whilst every effort will be made to keep to the published dates, they will not be confirmed until early 2016.***

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.

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. (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.  
  
Role plays and small group activities and discussions are utilised where possible and practical.  
  
Guest speakers will be used to demonstrate or talk about 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 previous 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.*

Assessments need to 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**

VFBV has appointed EmServ Training as our preferred supplier for our Leadership Program. EmServ is 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 brings 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.

VFBV has appointed a well-known & respected TAFE as our conferring body, providing quality assurance and certification of the Certificate IV in Leadership & Management. This ensures you will graduate with a nationally recognised certificate.

### **4. Evaluation and Reporting**

Evaluation & reporting will be done throughout the course, not only to ensure the course is meeting the participants' expectations, but to also ensure that the program is meeting all the required learning outcomes and objectives of the program, including quality assurance of delivery and assessment.

### **5. Return to Study & Study Skills**

Included in your learning materials will be some generic Return to Study and Study Skills literature that may assist participants 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 mid to late 2017 as an incentive to finish and we will do all we can to facilitate this occurring as planned.

### **8. Application Selection Criteria**

A multitude of factors is considered during the application process. Since inception, applications have exceeded the total number of places available. Priority will be given to applicants who do not currently hold a Certificate IV or higher qualification, and a member's application along with your Captain, or Line Managers endorsement and reference weighs heavily in the selection process. We will also use Brigade/Unit past history and give preference to Brigades or Units who have not had an applicant before, as well as consideration for geographic spread, and a member's current involvement with their Brigade or Unit. Whilst not all applicants will be successful in gaining a place in this year's scholarship, previously unsuccessful applicants should not hesitate in re-applying.

### **9. Concurrent Studies**

Members who may already be attending higher studies or university degrees should be realistic about the additional workload this course will add to your existing studies. We have found some previous students have underestimated the additional workload to complete this study, and some have found juggling multiple assessments and studies to be difficult. Please consider this before applying, as failure to lodge assessments on time during the course can result in your scholarship being forfeited, and is outside of VFBV's influence. Decisions by the conferring body are final, so it is important that students keep up with their studies and work to their agreed study plan. We will support you as best we can – but it ultimately comes down to you.



***“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 within the timelines expected.***

***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 2016. 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*

I verify that to the best of my knowledge on the Applicant that the above is true and fair view of the member's personal circumstances.

Signed: \_\_\_\_\_ / / 20 \_\_\_\_ Signed Captain/OIC or District Council President

Name: \_\_\_\_\_ & Daytime Contact Number: \_\_\_\_\_

***LODGING YOUR APPLICATION:***

All Applications are to be sent to:

**VFBV Volunteer Leadership Program  
PO Box 453  
MT WAVERLEY VIC 3149**

VFBV's fixed address is: 9/24 Lakeside Drive East Burwood Victoria 3151  
Telephone: 03 9886 1141 Facsimile: 03 9886 1618 Email: [leadership2016@vfbv.com.au](mailto:leadership2016@vfbv.com.au)

***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 2016 VFBV Volunteer Leadership Program.

Applicant Signed: \_\_\_\_\_ / / 20 \_\_\_\_

***Decision and Confirmation:***

**Applications close on Sunday 21<sup>st</sup> February, 2016.**

**Applicants may be interviewed prior to final selections being decided.**

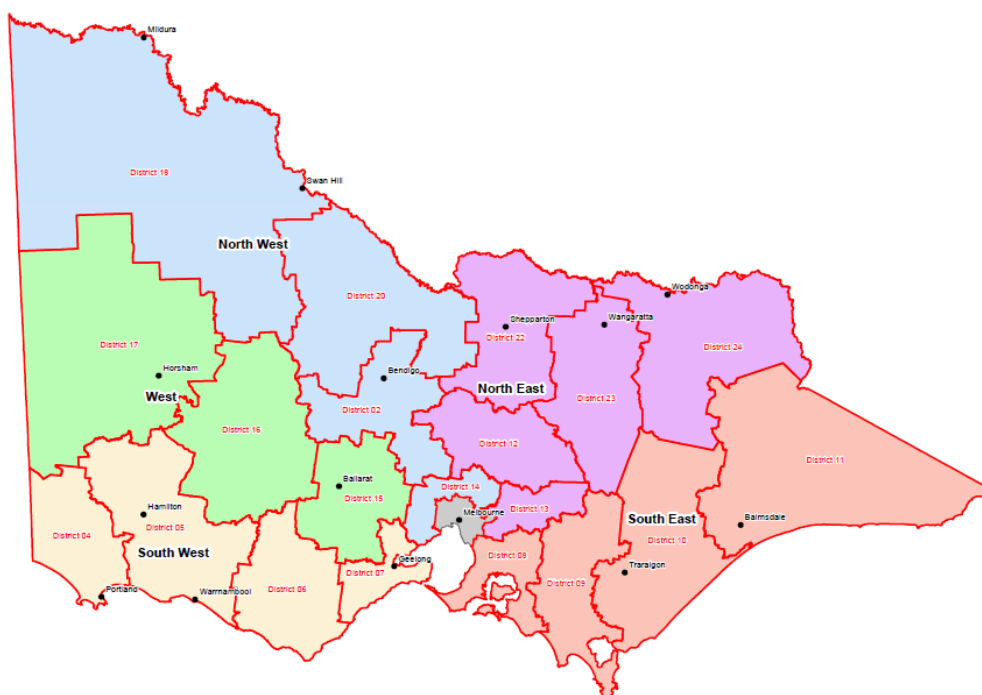
All successful applicants will be advised by email and telephone by **the 1<sup>st</sup> March 2016.**

**2016 VFBV CONTACT DETAILS**

VFBV State Councillors and our District Council Executives are a good local source of information.

Our VFBV Support Officers are also able to answer any questions, and provide further information about the VFBV Leadership Program, or help you with your application should you need it. They can be contacted on the numbers below;

<p><b>North West &amp; West</b>                  Glenn Mercer  <a href="mailto:g.mercer@vfbv.com.au">g.mercer@vfbv.com.au</a>                  Mobile: 0409–119-477  <i>(Returning from leave 4<sup>th</sup> January 2016)</i></p>	<p><b>North East</b>                  Sue Bull  <a href="mailto:s.bull@vfbv.com.au">s.bull@vfbv.com.au</a>                  Mobile: 0409-109-447  <i>(Returning from leave 11<sup>th</sup> January 2016)</i></p>
<p><b>South West</b>                  Mary Anne Egan  <a href="mailto:m.egan@vfbv.com.au">m.egan@vfbv.com.au</a>                  Mobile: 0428-937-210  <i>(Returning from leave 12<sup>th</sup> January 2016)</i></p>	<p><b>South East</b>                  Craig Lawless  <a href="mailto:c.lawless@vfbv.com.au">c.lawless@vfbv.com.au</a>                  Mobile: 0428-751-652  <i>(Returning from leave 4<sup>th</sup> January 2016)</i></p>



Processing of applications will be done through the VFBV Main Office in Burwood, and if you would like information on if your application has been received etc, you can contact the main office via;

Phone: (03) 9886 1141

Email: [vfbv@vfbv.com.au](mailto:vfbv@vfbv.com.au)

Address: 9/24 Lakeside Drive, Burwood East

For agency specific questions, please contact your agency coordinator. If you are unsure of who is coordinating your agencies applications, please contact the VFBV Main office.