



## Editorial 5.2

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**Editorial 5:2****Dated 21 October 2016**

We are delighted to present the second issue of the fifth volume of *International Journal of Emergency Services* in which we are publishing eight papers. The themes and topics covered in these papers range from leadership and leadership development; organisational culture; stress and sickness; state of emergency preparedness for pet owners; use of social media, aircraft rescue & firefighting policy and retirement issues for emergency workers. All the articles provide a rich context ranging from the ambulance, police and fire & rescue services including challenges faced by pet owners in Canada and emergency personnel and cover three continents. The articles bring empirical evidence and conceptual understandings to the issues discussed and have significant implications for policy and practice.

The first article by Kyujin Jung, Kim Kyungwoo and Kenneth Chilton investigates the effects of social media use on the resilience of organisations involved in emergency response and disaster management. Using the survey and interview data from more than seventy five organisations involved in emergency management, the authors have investigated the impact of social media use on resilience after a tragic flood incident in Seoul, South Korea in 2013. The study findings recorded a positive effect on the perceived level of organisational resilience after analysing the dissemination of disaster information on social media such as Facebook, Twitter, and YouTube including a positive correlation with community emotional responses. The article has practical implications for public and non-profit organisations which can use social media to communicate with other organizations and the public in ways that promote resilience.

Paresh Wankhade in the second article examines the challenges and differing staff perceptions of the changing scope and practice of ambulance personnel in the UK. Drawing on the evidence from an ethnographic study in a large ambulance trust in the UK National Health Service (NHS), the study analyses the changing nature and scope of the ambulance work in the UK ambulance services, the coping behaviour of the ambulance staff and the resultant consequences of such intense work patterns for the organisation, individuals and society in general. The study highlights the challenges faced by ambulance services in coping with the increased demand and the emerging specialist paramedic roles and a university led education model. Study evidence also point to lack of uniformity about these new roles and their appropriate dispatch to the right patients. The article draws attention to the inconclusive evidence about the safety of patents that have not been conveyed to the emergency departments (ED) and the complexity of the decision-making process to

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3 minimise potential risks to patients. Health impact of high sickness absence levels in the  
4 ambulance workers is further highlighted in the study.

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6 In our third article, Rene Herron, Todd Smith, Todd, Douglas Mikutel and MK Gorman  
7 examine the development process of the issue of Aircraft Rescue Fire Fighting (ARFF)  
8 standards by the National Fire Protection Association (NFPA) in the Unites States. The study  
9 identified processes and procedures that were supported by NFPA, ARFF technical  
10 committee members and identifies the weaknesses, strengths, and opportunities of the  
11 decision of the decision making process and the outcomes. This study is one of the few ones  
12 that directly address the ARFF area of firefighting and provides guidance with ways to  
13 enhance the overall standards development process for NFPA ARFF-related consensus  
14 standards. Calls for further research to assess the generalizability of the findings and its  
15 application to a broader host of NFPA standards outside of aircraft rescue and firefighting  
16 follow from this article.  
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23 The fourth article by Mairéad Bracken-Scally and Sinéad McGilloway explores the timely and  
24 topical issue of the increasing recognition of the post work life of emergency service  
25 personnel and the potential impact of trauma exposure on their overall quality of life (QoL)  
26 and well-being in the fourth article. Using a purposive sampling technique as recommended  
27 in IPA (Interpretative Phenomenological Analysis), the researchers recruited a closely  
28 defined group for which the research questions were considered important and meaningful.  
29 Several recurring and overlapping themes were identified which relate to both retirement as  
30 a major life event, and the need to improve the transition to retirement, as well as the  
31 unique nature of the emergency service role, and the importance of appropriate support  
32 and guidance for retirees. The study also highlighted the prominence of a 'crisis' period in  
33 the initial stage of retirement as a result of the major life change with potential contributors  
34 to this 'crisis' period further discussed across a number of other themes. The implications of  
35 health in the transition to retirement are seen to be important underling the importance of  
36 quality of life (QoL) in retirement. The study findings have clear implications for emergency  
37 workers working across different services and settings.  
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46 The issue of 'lean' management techniques in policing in the time of austerity is examined  
47 by Richard Smith. This article adopts lean as the management theory in which change and  
48 transformation opportunities are situated and uses a case study of the financial pressures  
49 before the Metropolitan Police in London to argue its case. The premise for this article is  
50 that policing should accept the challenge to make the service 'lean' while acknowledging  
51 that this is only one of many options available for developing the strategic thinking of the  
52 police services to improve efficiencies and enhance criminal justice outcomes. This article  
53 recommends that innovative and ambitious dialogue be encouraged between interested  
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3 parties in policing, government and private sector organisations to further understand how  
4 the transformation agenda in policing could evolve.  
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9 Our sixth article by Peter Murphy and Damien West explores the managerial and leadership  
10 challenges faced when managing personnel in the retained duty system (RDS) within  
11 English Fire and Rescue Services. It examines the key areas of motivation, commitment,  
12 culture, relationships, and practical management arrangements. Using primary (interview  
13 and survey data) and secondary sources and document analysis, the study identified issues  
14 of agreement between management and managers as well as areas of disparity and conflict.  
15 It also highlighted matters that appear to be pivotal to the successful management of a  
16 retained duty system, and in particular the importance of how roles are deployed, and  
17 managed by senior management, as well as how employees perceive them. The article has  
18 highlighted clear policy and practice implications for 'shire' and 'combined' fire and rescue  
19 services in England if they wish to improve the effectiveness of the retained duty system  
20 (RDS). The study findings add to the body of knowledge and makes contribution to the  
21 management literature.  
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29 In our penultimate article, Shannon Wagner, Alex Fraess-Phillips and Kelly Mikkelson  
30 investigate the predispositional hypothesis related to the "rescue personality" and mental  
31 health of new firefighter recruits. This study compared responses to a written set of  
32 personality and mental health measures between the new firefighter recruits and non-  
33 rescue comparison participants—individually matched based on age, gender, ethnicity, and  
34 marital status. Data analysis involved statistical one-way between subjects analyses of  
35 variance complemented with epidemiological paired odds ratio calculations. The study  
36 findings highlighted that firefighter recruits self-reported as being less open to experience  
37 and as less likely to report somatization, hostility and post-traumatic stress symptomatology  
38 than comparison participants. Recruits were higher in extraversion and conscientiousness,  
39 but indicated no differences in perceptions of risk or sensation seeking behaviour. The  
40 article contributes to the literature on firefighter recruits and provides some initial data  
41 regarding personality of those attracted to the fire services, as well as information about the  
42 mental health of firefighters prior to joining the service. The study findings also suggests  
43 that intervention efforts for firefighter mental health may be effective if specifically  
44 designed with the intent of protecting initial levels of good mental health found in recruits,  
45 and has significant policy and organisational implications.  
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55 Our last article by Mary Onukem reviews the vulnerability and challenges faced by Canadian  
56 pet owners in times of disaster and evaluate the emergency preparedness measures put in  
57 place to address the identified issues. The authors identify emergency preparedness  
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3 strategies from different countries in relation to Canada's state of preparedness. Pet and  
4 animal owners without emergency plans for their animals are more vulnerable than non-pet  
5 owners when they need to flee from disaster. The emotional, financial, ecological, social  
6 cost/impact of unsustainable emergency preparedness of pet owners and the resultant  
7 vulnerability shows the need for cooperation and commitment from all the stakeholders.  
8 Based upon a need analysis, the study argues for a system of a national mandatory strategy  
9 that engages pet owners in preparing for emergency should be considered in addressing  
10 emergency preparedness of pet owners to keep individuals and their communities safe. The  
11 study has implications for further practice in a wider variety of settings.  
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18 As we approach the sixth year of publication of IJES, we are overwhelmed by the response  
19 received from the readers, the rising coverage of the journal and in particular the growing  
20 inter-disciplinary nature of the journal. We are also delighted to announce that the journal  
21 is now included in the latest Journal Quality List released in September 2016 by the  
22 Australian Business Deans Council (ABDC) evidencing the quality and reach of the journal.  
23 With Professor DeMond Miller's appointment as the Associate Editor and his background in  
24 disaster and emergency management studies, the journal's mission to foster interaction  
25 between the practitioner and academic communities is further advanced. We reiterate our  
26 commitment to publish high quality research relevant to the emergency community and its  
27 relevance to a wider audience.  
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34 We are also continuing with our efforts to expand the influence, visibility and reach of the  
35 journal for an international audience ranging from practitioners, policy makers,  
36 professionals, academics and general public. In 2017, we will continue to expand our  
37 presence at international conferences by sponsoring/hosting specialist panels on emergency  
38 services management. In April 2017, IJES sponsored panel (led by Professor Wankhade and  
39 supported by Peter Murphy, former IJES editor) has been selected at the International  
40 Research Society for Public Management (IRSPM) annual conference organised by Corvinus  
41 University of Budapest, Hungary. Also for the fifth consecutive year, Professor Wankhade  
42 will be leading a specialist panel on emergency services at the European Academy of  
43 Management (EURAM) Annual Conference 2017 hosted by University of Strathclyde,  
44 Glasgow, Scotland from June 21-24, 2017 in Glasgow. Professor DeMond Miller will co-chair  
45 a mini-conference that will focus on Borders, Citizenship and Emergency Preparedness at  
46 the 2017 Annual Meeting of the Eastern Sociological Society in Philadelphia, Pennsylvania.  
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54 As always, we are grateful to our authors, reviewers and readers in supporting IJES and  
55 helping us to publish high quality research. We value your comments and feedback including  
56 suggestions for future themes, topics and expressions of interest for special issues. We  
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again renew our call for publishing with us or joining IJES as potential reviewers and/or on the editorial board.

**Professor Paresh Wankhade, Editor-In-Chief**  
*Edge Hill University, Ormskirk, UK*

**Professor DeMond Miller, Associate Editor**  
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