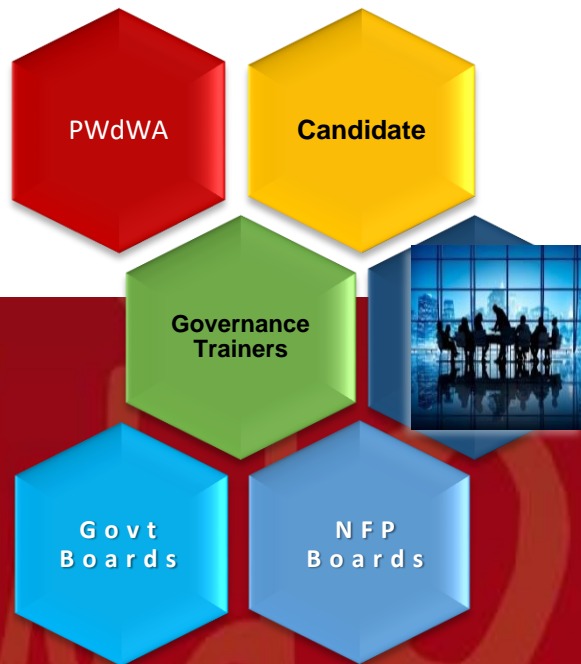


Board Disability Diversity and Inclusion

On Board with Me Project Report Presentation

July 2019



Government of Western Australia
Department of Communities



people with
disabilities
western
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IMAGE: On Board with Me Project Graphic of Hexagons Representing each Stakeholder

Board Disability and Inclusion Report

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On Board with Me Project

Project Scope

- Project Management
 - NDIS Information, Linkages and Capacity Building (ILC) funded
 - Western Australia Department of Communities managed
 - People With disability WA (PWdWA) delivered
- Objective
 - Improve representation rates of People with disability in Board roles
 - Develop and training People of disability in Board governance competencies
 - Undertake a survey of the WA Disability Services Sector
 - Understand Board membership profiles
 - Barriers and Opportunities to improving representation rates



On Board with Me Project

Project Deliverables

1. Identify a group of People with disability Candidates
 - Develop a register
 - Provide training and coaching development for Board roles
2. Undertake the Board Disability Diversity Survey
 - Survey Board Directors, C-Suite and People with disability
 - Identify barriers and opportunities for improvement
3. Report Findings and Recommend Strategies for Improvement
 - [Board Disability Diversity and Inclusion Report](#)
 - [Diversity and Inclusion Policy template](#)
 - [Professional Resume template and guide](#)
 - Board Candidate Guide for successful inclusion

On Board with Me Project Framework

Stakeholder Groups and Engagement Strategies



IMAGE: On Board with Me Project Graphic of Hexagons Representing each Stakeholder



people with disabilities
western australia

Board Disability Diversity Survey Candidate Workshop 25.03.2019

Team and Group Activity*

Candidate Development/ Training Needs

- Mentoring/ buddy system
- Pre-reading/ note taking ability
- Self confidence – Feeling included
- More encouragement to apply
- Motivating
- LinkedIn Profile
- Target younger people/ Education system
- Training – flexibility in types and delivery and assessment

Culture Issues

- Need to understand support needs
- Others judgement of PwD/ Type of disability
- Boards have lack of understanding of disability
- Some people concerned that they are too sensitive

* Issues raised by Participants. Grouping completed in analysis of results by Project Officer

Board Accessibility

- Format of information and time
- Being able to get to meetings
- Physical access to places
- Need time to place and know access issues

Funding Issues

- Increase access to course and funding
- Non-payment of Board attendance
- Increased funding

Board Recruitment and Transparency

- Quotas – Put Disability into Diversity Policy
- Recruitment Process not very transparent
- More time to apply
- OnBoardWA register marketed
- Where do you find out how to get on Boards
- Getting on Facebook groups, Focus groups etc to lead to good contacts and opportunities
- “Its people you know” – referral based employment



Board Disability Diversity Survey 2019

SURVEY RESULTS



Board Disability Diversity Survey

Response

PWdWA has conducted the **Board Disability Diversity** survey across the WA Disability Services Sector

- Survey ran from Jan – March 2019
- Target audience was WA Disability Services Sector

Responses

- 88 organisations directly engaged
- Further promoted to Government organisations
- 48% response rate
- 75% of respondents were either Board directors, CEO or C-Suite employees

Board Disability Diversity Survey

Survey Findings

PWdWA Board Disability Diversity Survey

Summary of Key findings

Board Membership and Training

- 88% are family or a carer of a person with a disability
- 44% are People with disability
- 12% of organisations require Board Directors to attend disability awareness training

Exec or Senior Management Appointments

- 75% employ family or carer of a person with a disability
- 23% employ People with disability

Targets

- 47% of Boards have Diversity recruitment targets
- 73% support setting Disability Board appointment targets
- 46% believe a quota system is needed

Board Appointment Processes

- 59% agree that physical and/or cultural barriers exist to appointing a person with a disability to a Board
- 49% do not agree that recruitment processes are appropriately transparent

Recruitment Policy

- 80% of organisations have a Recruitment Policy. While 45% of these policies apply to Board recruitment
- 39% have a Board Diversity Policy. While 38% of these Policies specifically refer to disability diversity

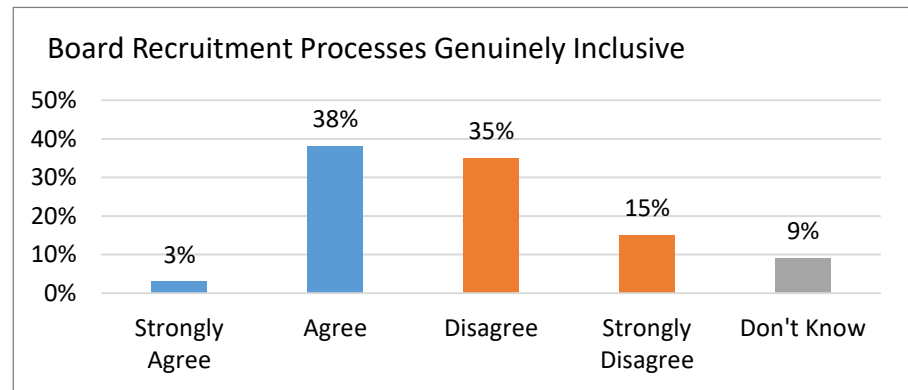
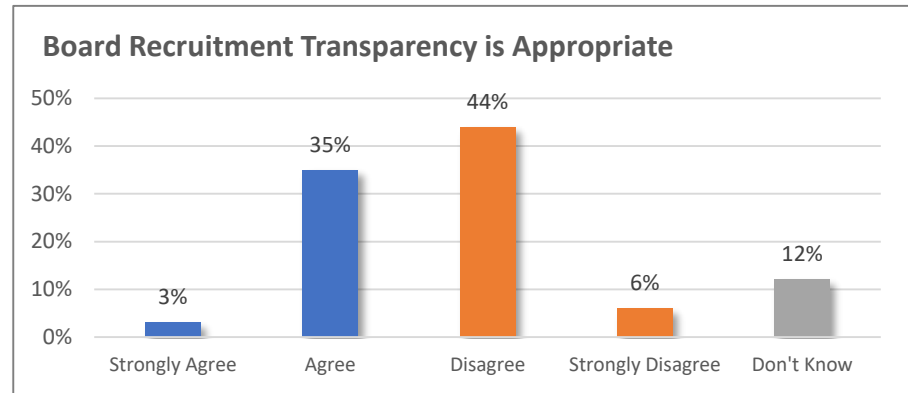
Top Issues that Impact Increasing PWd Board Membership

1. Right skills and competencies of candidates
2. Limited number of candidates nominating
3. Board recruitment processes
4. Accessibility issues (physical design, technology and information)

Board Recruitment Transparency

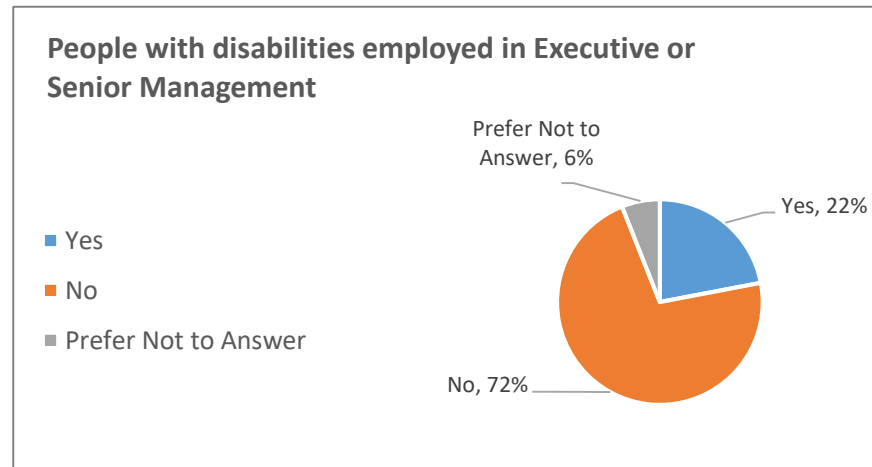
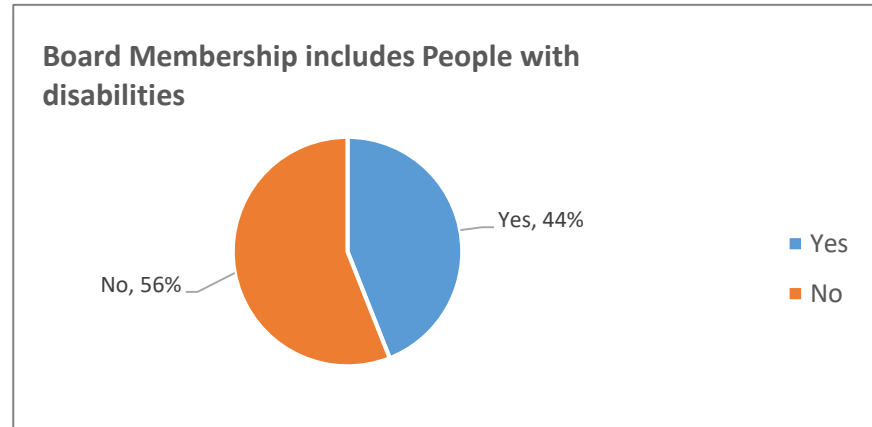
- Is Board recruitment process “transparency is appropriate”?
- Are Board appointment processes are “genuinely inclusive”?

50% of respondents either ‘disagreed’ and ‘strongly disagreed’ with both statements



Board Representation Rates of People with disabilities

- 44% of respondents to the survey reported having People with disabilities appointed to the Board
- Only 22% have employed People with disabilities in senior or executive management positions



Development Pathways for People with disability

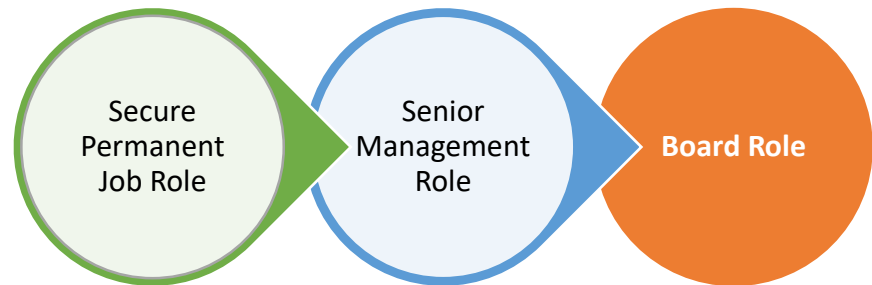
Feedback from Candidates

- Often seeking Board roles to improve their employment and development prospects
- Feel they need to demonstrate their competencies to overcome recruitment bias

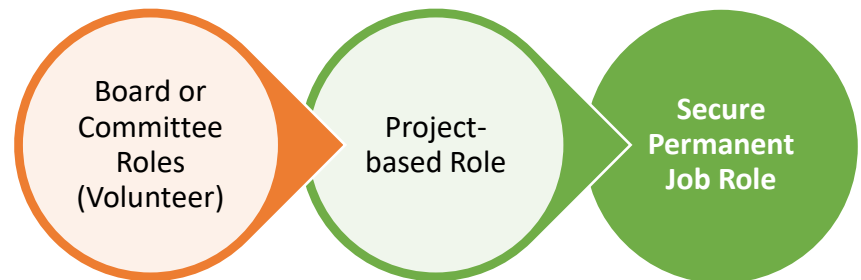
“Most people get a job, get a promotion and then go on to get a Board role - While people with disabilities are getting onto Boards and Committees in order to get a job”

Lisa Burnette,
PWdWA President

Expected Merit-based Pathway



Common Pathway for People with disabilities



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Reported Board Member Composition

Types of disabilities of appointed Board members

- Multiple sclerosis (mobility)
- Cerebral palsy, Parkinson's disease
- Physical; sensory (blind); autism; mild intellectual; neurological
- Visually impaired, neuromuscular/ neurological conditions
- In electric chair and a person using walking aids
- Autism, Deaf blind, Intellectual disability
- Wheelchair user
- Physical disabilities
- Confidential to Board members

Family and Carers of people with disabilities

- Parents of people with disabilities
- Aunts/Uncles of people with disabilities
- Siblings of people with disabilities
- Children of parents with disabilities
- Children of elderly parents with disability
- Family of people with mental health issues

Australian Research Findings

Merit Based Recruitment is Failing Diversity and Inclusion

- Joint Research* undertaken by Australian leaders “Male Champions” & “Chief Executive Women”
- Challenge the belief in merit selection.
- Rather than supporting diversity they are preventing more diverse outcomes, merit-based systems can
 - Hide biases,
 - Protect the status quo
 - Enable the assumption that systems and processes are objective.
- Merit Trap effectively locks people from diverse experiences out of positions, particularly executive and Board positions

“Merit is a trap - it is the ultimate card to play in preventing change. It is endemic across all organisations.”

Jayne Hrdlicka,
CEO Jetstar.

* Male Champions of Change & Chief Executive Women [“In the Eye of the Beholder: Avoiding the Merit Trap”](#)

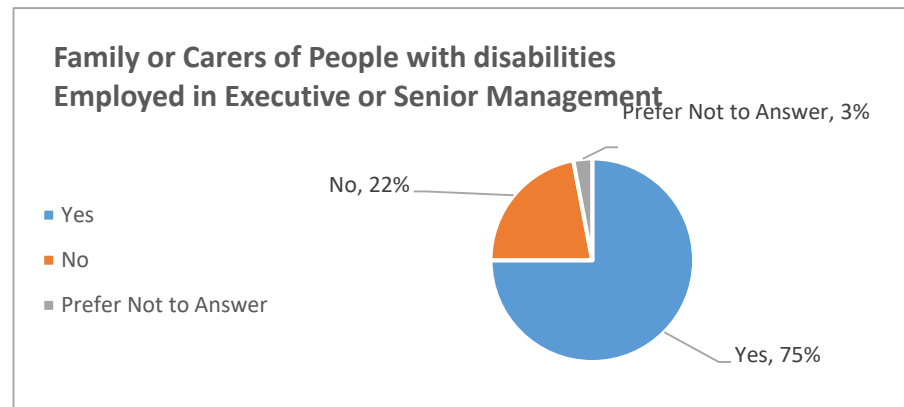
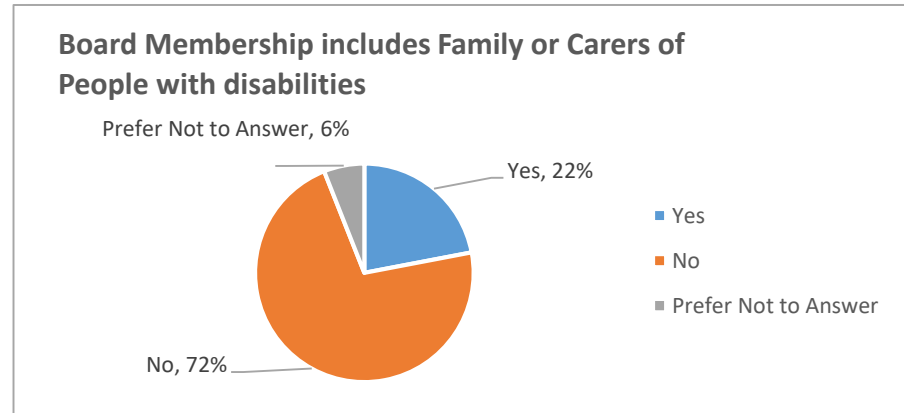


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Senior Management Employment Rates

Development Opportunities are not realised

- Employment rates in Senior Management and Executive Roles
- 75% of respondents employ Family or Carers in senior roles
- Only 22% employ People with disabilities at these levels



Improving Development Pathway Options

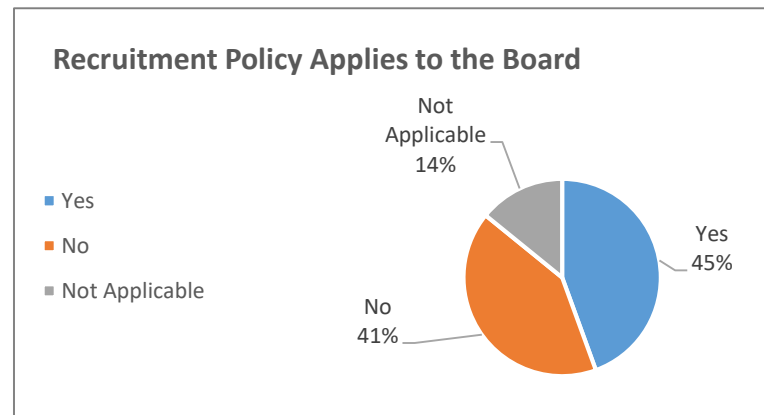
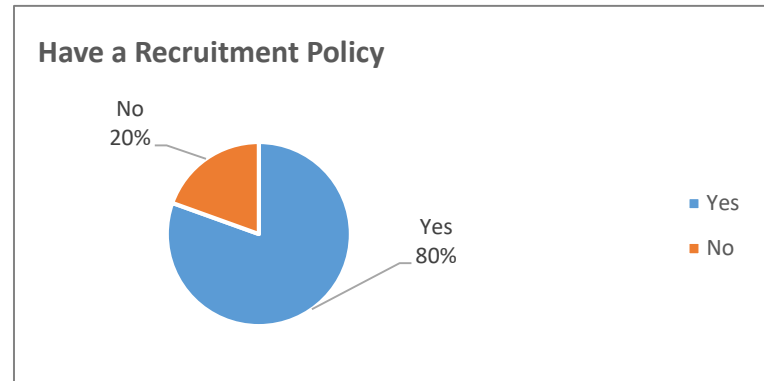
Strategies to change

- Appointments based solely on merit-based pathways should be challenged for cultural fit and diversity objectives
- Board diversity strategies could consider improving membership that reflects the organisation's client profile
- Lived experience is included in the Board's skills matrix
- Not-for-profit Board and committees are recognised as a resource pool for people with and are targeted in management recruitment

Recruitment Policy

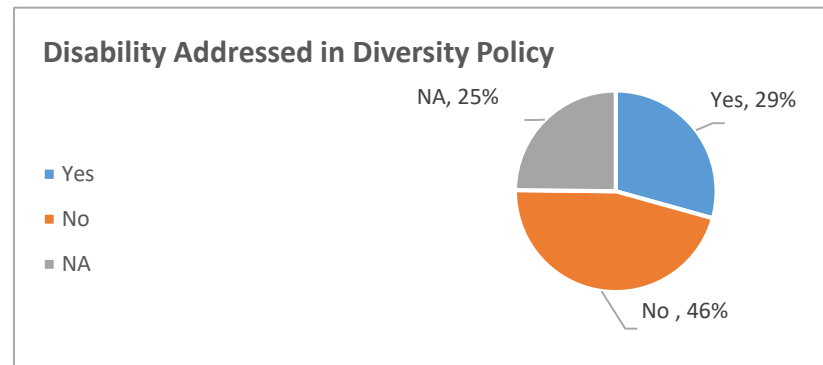
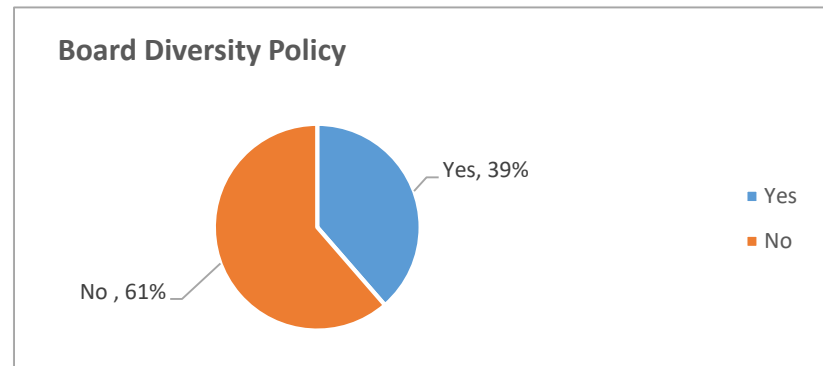
Focus on Disability Diversity at the Board

- 80% of respondents reported having a organisational recruitment policy
- Only 45% of these policies apply to Board level recruitment



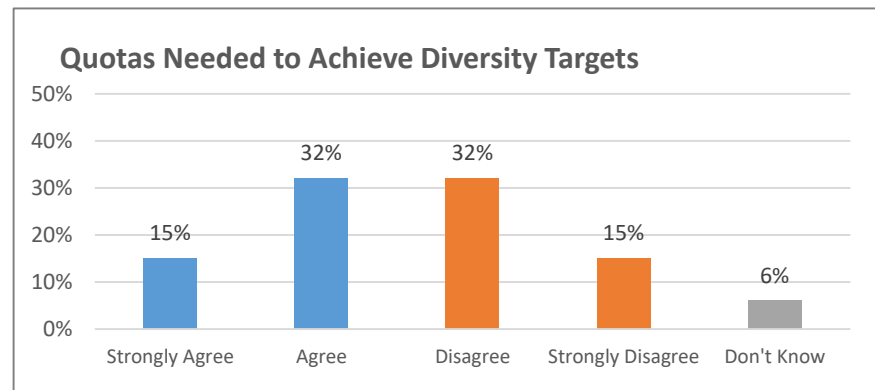
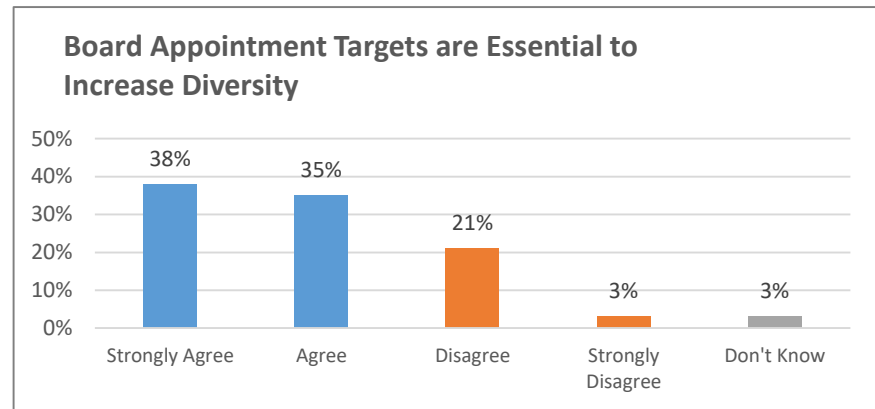
Disability Diversity Policy Diversity to Specify “Disability”

- The survey found that while 39% of Boards has a Diversity Policy
- Only 29% specifically have “disability” included in the Policy
- PWdWA has published a [Diversity and Inclusion Policy Template](#) for Boards



Recruitment Targets and Quotas get a strong endorsement

- 73% of respondents agreed that setting targets as “essential to increase Board diversity”
- 47% supported quotas to achieve these targets



Inclusion Policy

Culture Change driven by the Board

- Successful organisations are those where the internal culture reflects that of its customer base.
- Internal culture is not driven by strategies or initiatives alone, but on having an inclusive “critical mass of the population group” within the organisation.
- Successful organisations achieve this by:
 - Strong representation of the consumer demographic in the Board room
 - Significant buy in from the CEO and executive; and
 - High proportion of employees with consumer or target market experience
- To achieve a sustainable culture shift, diversity must start with the Board and the executive. This needs to be supported by a strong *Inclusion Policy* that is endorsed and monitored by the Board



Diversity and Inclusion

Making it count

*“Diversity is when
you count people,
Inclusion is when
people count.”*

Anon

Diversity

- The presence of people who, as a group, have a wide range of characteristics, seen and unseen, with which they were born or they have acquired.
- These characteristics may include their gender identity, race or ethnicity, military or veteran status, LGBTQ+ status, disability status, and more

Inclusion

- The practice of making all members of an organisation feel welcome and giving them equal opportunity to connect, belong and grow.
- To allow them to contribute to the organisation, advance their skill sets and careers, and feel comfortable and confident being their authentic selves



Governing for Inclusion

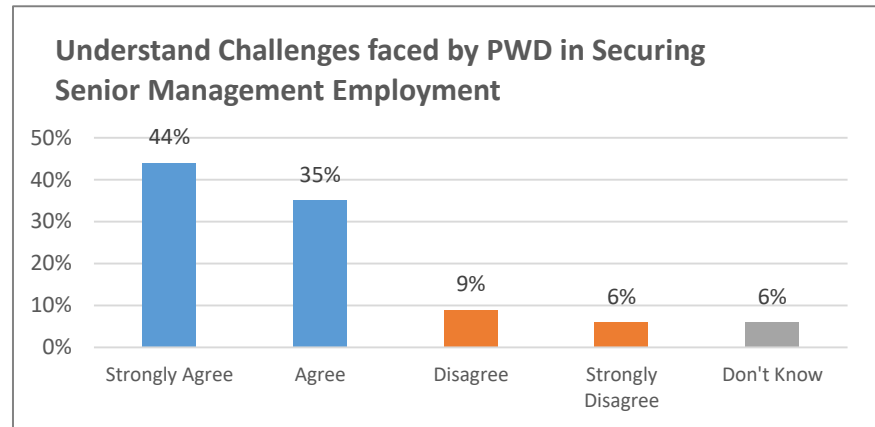
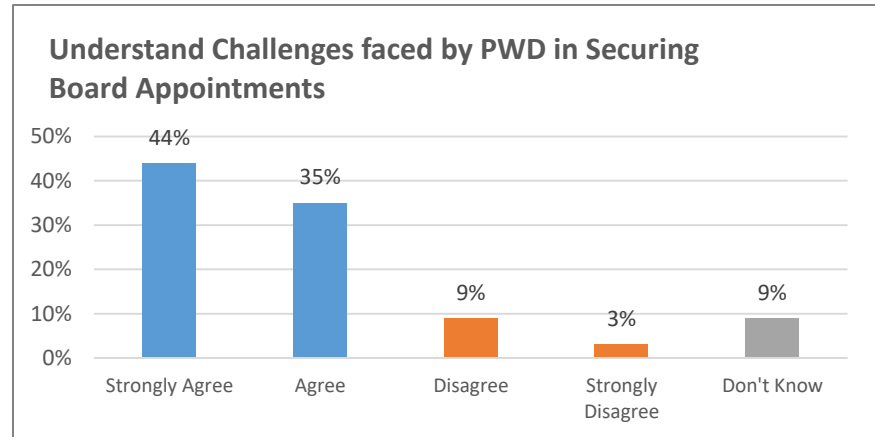
How can the Board drive culture change

BOARD ROLE	OBJECTIVE
Strategy	Understand the organisation's current diversity and inclusion environment
Talent	Directors and the Board combined educate themselves on inclusion and inclusive governance
Governance	Begin embedding inclusion into all board processes
Integrity	With management, clearly define what inclusion means and what behaviours support it
Performance	Prioritising inclusion as a strategic imperative on the Board's agenda, and monitor relevant metrics

Understanding the Challenges

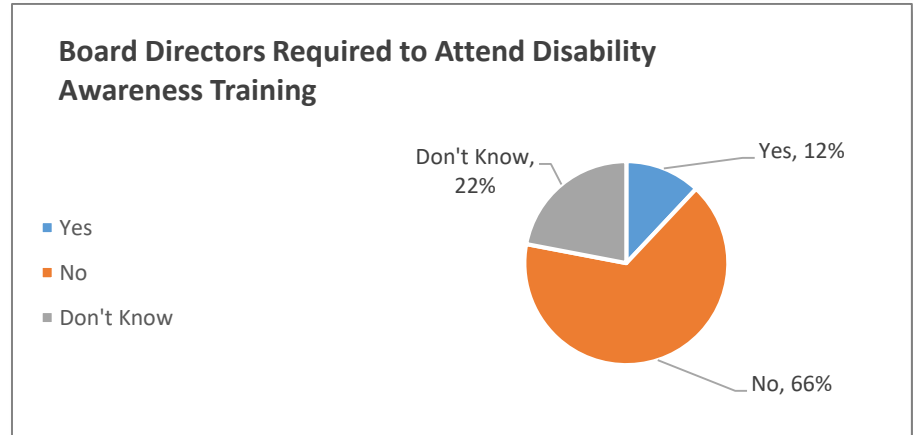
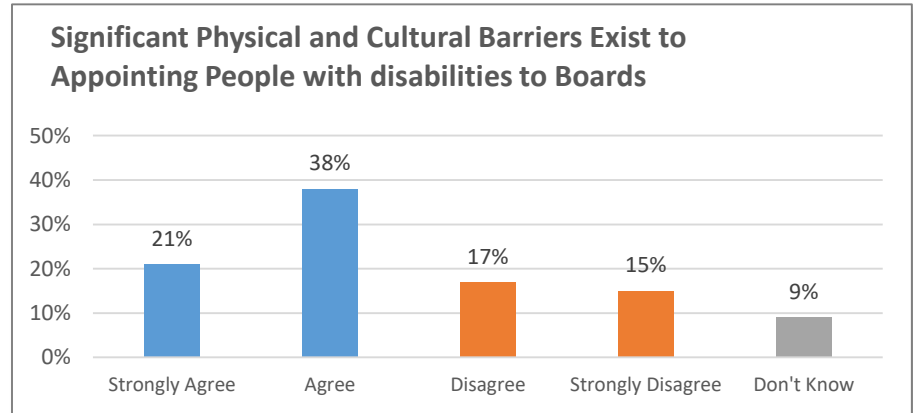
Real or Perceived

- 79% of respondents the perceived their level of understanding of challenges faces by People with disability



Barriers to Appointing People with disabilities to Boards

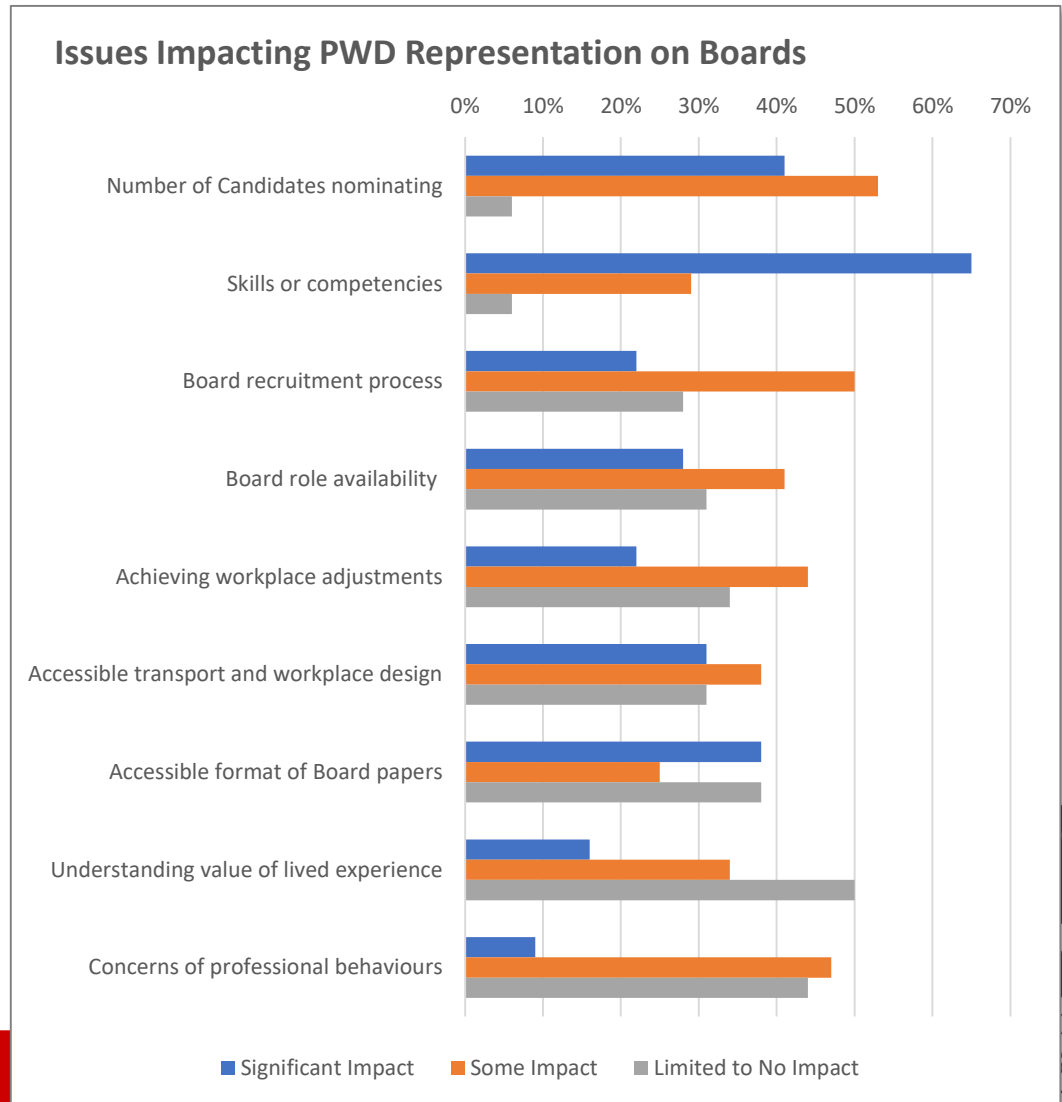
- 59% of all respondents still felt that there remained significant “physical or cultural barriers” to appointing people with disabilities to Board roles
- 12% of Boards are requiring appointed Directors to complete disability awareness training.



Issues that Impact Board Representation Rates

Issues that rated highest with a “significant impact” :

- Skills and competency of candidates
- Number of candidates nominating
- Accessible format of Board papers; and
- Accessible transport and workplace design



Accessibility

Majority are tackling “significant barrier”

- “Accessibility” issues were raised as being a significant barrier to appointment,
- 61% of respondents reported that significant workplace adjustments had been made to ensure Board meetings were accessible

TYPE	ADJUSTMENTS REPORTED TO SUPPORT BOARD MEMBERS
Accessible Meetings	<ul style="list-style-type: none"> • Accessible venues, Wheelchair access • Accessible location for meetings with accessible bathrooms • Provide transport options, Transport support if needed • Provision of transport or taxis
Accessible Information	<ul style="list-style-type: none"> • Accessible board paper formats, Ensure board papers to suit vision impaired board members • Alternative documents and formats • Printing off materials if required • Plain English used • Large print • Auslan interpreter

TYPE	ADJUSTMENTS REPORTED TO SUPPORT BOARD MEMBERS
Organisational Support	<ul style="list-style-type: none"> • Communication supports • Secretariat support independent of executive to ensure information is provided and understood • Administrative assistance • Extra support for participation • Board papers are circulated earlier • Flexibility to attend board meetings remotely • Provide details of adjustments made • Able to bring support person and support animals, if required • Pre-meeting support if required • One-one mentoring outside of board meetings • Time to discuss issues or opportunities
Skills and Capability Development	<ul style="list-style-type: none"> • Funding for additional training related to skills and knowledge • Provided board members training in vision impairment and in mental health first aid • Mentoring program for new board members

Board Candidate Development Program

People with disability candidates

The Candidate development program aimed to achieve four key development areas:

1. **Attain Core Competencies** - Provide training and development centred around the Board Director core competencies
2. **Build Professional Profile** - Support Candidates to build their professional profile, resume and LinkedIn profile that would attract recruiters
3. **Active Participation** - Encourage Candidates to seek Board opportunities through organisational research, professional networking and actively pursuing opportunities
4. **Professional Network** - Foster a professional network of Candidates that will support each other beyond the Project life



Candidate Development Program

Activities and Deliverables

Development Areas	Event	Deliverables
1. Attain Core Competencies	OBM Candidate Workshop and training	<ul style="list-style-type: none"> Board role in risk management Group discussion of Board Disability Diversity survey results. Workshop barriers to Board appointments for People with disabilities Training and presentation material
	“Governance and the Role of Boards” training	<ul style="list-style-type: none"> Board director governance for NFP in the Community Services Sector by <i>NFP Success</i> Training program, manual and electronic slides
	“Governance Committee and Board” training	<ul style="list-style-type: none"> Fundamental of governance, Director roles and Board effectiveness by <i>NFP Success</i>
2. Build Professional Profile	“Positioning yourself for Success” Coaching session	<ul style="list-style-type: none"> Linkedin™ Professional Coaching session by <i>Social4Success</i> Develop Linkedin Profile Utilise platform algorithms to increase profile Professional resume template
	OBM Candidate Branding	<ul style="list-style-type: none"> Build a register of interested Candidates
		<ul style="list-style-type: none"> Recognition and promotion of all Candidates attending events
		<ul style="list-style-type: none"> Promotion of all OBM events on social media, particularly LinkedIn
		<ul style="list-style-type: none"> Candidate Graduation Ceremony and Industry Networking event with Minister and Board Directors attending

Candidate Development Program

Activities and Deliverables

Development Areas	Event	Deliverables
3. Active Participation	“Putting People on Boards” Training Forum	<ul style="list-style-type: none"> Step-by-step guide on how to achieve a Board appointment in 12-months by <i>Board Appointments</i> Copy of “The Definitive Guide to Gaining a Non-Executive Directorship”
	Promoting Board Opportunities	<ul style="list-style-type: none"> Communicating Board opportunities to all Candidates Advertising Board opportunities on LinkedIn page and to the Disability Leaders Group page
	#Putyourhandup	<ul style="list-style-type: none"> Promoting put your hand up hashtag on all communications to self-motivate Candidates
	Board Targeting	<ul style="list-style-type: none"> Assisted Candidates in researching organisations to better place themselves for selection
4. Professional Network	Network Formalised	<ul style="list-style-type: none"> “WA Disability Leaders” LinkedIn Group formed
	Board Disability Diversity Forum	<ul style="list-style-type: none"> Candidates introduced and promoted at this professional event for Board Directors and CEOs with the Disability Leadership Institute presenting research and strategies for improvement
	Candidate Networking Event	<ul style="list-style-type: none"> Networking event with Christina Ryan, CEO, Disability Leadership Institutes
	Social Media	<ul style="list-style-type: none"> LinkedIn PwDWA Page created to move professional discussions from Facebook and increase network with Board Directors and opportunities



On Board with Me

Candidate Graduation

- On Board with Me Candidates graduated July 2019
- On 24 July 2019, 16 On Board with Me Candidates Graduated from the "On Board with Me Candidate Development Program".
- Eleven of these Candidates were able to attend the Graduation Ceremony where Hon Stephen Dawson MLA presented graduates with their certificates.



IMAGE: Candidates proudly holding their Certificates, with the Minister and PwDWA Staff

On Board with Me Project

Project Deliverables and Outcomes

PROJECT DELIVERABLES	PROJECT OUCOMES
1. Leadership group formed to reach people with disabilities interested in being involved on boards and connect to Diverse Leaders group to continue after project	<ul style="list-style-type: none"> • Reference Group formed from the OBM (On Board with Me) Candidates and Stakeholders. Reference Group meet quarterly • Diverse Leaders Group engaged in project. Two of its leadership group are members of the OBM Reference Group
2. Resources developed for people with disabilities and organisations to increase Board participation	<ul style="list-style-type: none"> • OBM Candidate Development Program • Be the Best Board Candidate – a Guide for People with disabilities • OBM Candidate Certificate of Completion
3. 'On Board' guide developed and marketed to Leadership groups, AICD and others	<ul style="list-style-type: none"> • Improving Diversity and Inclusion at the Board Level – a Guide for Boards in the Community Services Sector • On Board with Me Candidate Register
4. Board candidate resume template developed	<ul style="list-style-type: none"> • Professional Application – A Resume Template
5. Board recruitment policy template developed	<ul style="list-style-type: none"> • Inclusion and Diversity Policy template



On Board with Me Project

Project Deliverables and Outcomes

PROJECT DELIVERABLES	PROJECT OUCOMES
<p>6. Register of board candidates is developed. 75% of registered candidates receive training to develop their skills in securing a board role</p>	<ul style="list-style-type: none"> • 95% of Registered Candidates received training through the OBM Candidate Development Program. Full details of the Program are covered in Section 4.2.
<p>7. Survey of the Sector undertake to identify participation rate and potential barriers to improving the number of board placements for people with disabilities</p>	<ul style="list-style-type: none"> • Board Disability Diversity Survey undertaken in Q1:2019 • Survey was sent to 88 Board Chairs and CEOs in the WA Community Services Sector • There was a 48% response rate • The outcomes of the Survey are reported and discussed in Section 3.0 of this Report



On Board with Me Project

Project Deliverables and Outcomes

PROJECT DELIVERABLES	PROJECT OUCOMES
<p>8. Register of disability support organisations is developed. 75% of registered organisations involved in development of board placement strategies for the Sector</p>	<ul style="list-style-type: none"> • An Access database register of Participating Organisations has been developed • Board Disability Diversity Strategy Workshop was held 12 May 2019. The outcomes of this workshop form part of the recommendations in this Report • 86% (6 of 7) of registered organisations participated in at least one of the OBM activity • 71% (5 of 7) of registered organisations participated in the strategy development workshops for the Board placement strategies covered in this report • 44 people attended the Delivering Board Disability Diversity Forum in May 2019 which included a panel discussion on strategy development. Participants comprised Board Directors and CEOs from Disability services organisations and government committees, Support organisations and Board candidates • The Board Chair Roundtable, comprising 18 Board Chairs from the Disability Services Sector has since convened (July 2019) to champion change across the Sector and improve representation rates of people with disabilities on Boards and in Senior Management roles

Board Disability Diversity Strategy Workshop

Proposed Improvement Strategies

On 12 May 2019, a workshop of Participating organisation members and OBM Reference Group analysed the Survey results and proposed strategies for improvement

CATEGORY	IMPROVEMENT STRATEGY
Culture/ Perceptions	<ul style="list-style-type: none"> • Diversity program for Boards • Organisational KPIs to be matched the by Board • “Values” Campaign • Develop a standard or tool to rate Diversity.
Candidates/ Competencies	<ul style="list-style-type: none"> • A video story/s from a “champion” about why being a board member is “good for me”. • A video story from a Board about why having a person with a disability on the Board is good for the Board and the organisation • A video documenting evidence about why this is good. Would need to be agreed by the co-design reference group



Board Disability Diversity Strategy Workshop

Proposed Improvement Strategies

CATEGORY	IMPROVEMENT STRATEGY
Process	<ul style="list-style-type: none"> Identify examples of good processes, ie. people with disabilities on Boards in place
	<ul style="list-style-type: none"> Develop a checklist and information on what good processes look like. Address information gathering, development, pilot, review, and release
	<ul style="list-style-type: none"> Identify champions
	<ul style="list-style-type: none"> Review Southcare Emerging Leaders Program learnings
	<ul style="list-style-type: none"> Develop a Register of scholarships
	<ul style="list-style-type: none"> Organisations to seek funding
	<ul style="list-style-type: none"> Register of reliable trainers and courses
	<ul style="list-style-type: none"> Establish information and strategies to enforce organisation being responsible for accessibility of training
	<ul style="list-style-type: none"> Extract information from Government OnBoardWA database and target individuals through social media and other means
	<ul style="list-style-type: none"> Ensure actions are measured
Accessibility	<ul style="list-style-type: none"> Create a funded mentor role which includes:
	<ul style="list-style-type: none"> Transport support and physical access
	<ul style="list-style-type: none"> Informative accessibility
	<ul style="list-style-type: none"> Note taking and Assistive technology

Board Disability Diversity and Inclusion Recommendations

1. Boards review the PWdWA Diversity and Inclusion Policy with the intention of adopting a fit for purpose version to govern and improve inclusion rates.
2. Boards review their recruitment processes for increased transparency.
3. Boards to set diversity and inclusion targets to improve the representation of people with disabilities on to Boards.
4. National Disability Services consider strategies to promote and connect OBM Candidates and Organisations seeking Board appointments.
5. Sponsorships for formal governance training programs to set targets for people with disabilities.
6. Identify individual and organisational champions across the sector through the Board Chair Roundtable.
7. Peak leadership organisations to consider how to continue *On Board with Me Project* initiative and implementation of improvement strategies for the Sector.
8. Funding to be sourced for a values campaign for people with disabilities in senior management and in Board roles.
9. Leadership Development and Mentoring program for people with disabilities for Board and Senior or Executive Management appointment to be developed.
10. Develop a tool to rate diversity and develop inclusion targets and KPIs for the WA disability services Sector.

Project Publications

Click on the Image to access the Documents

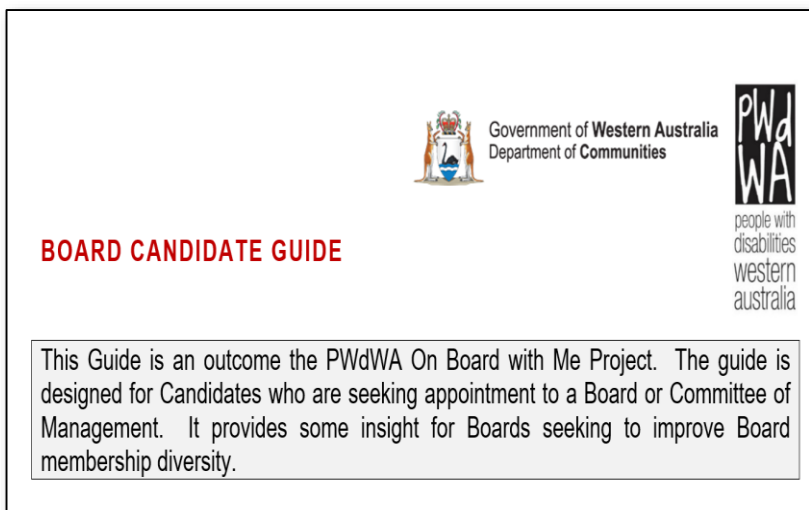


COMMITMENT TO INCLUSION AND DIVERSITY CULTURE CHANGE A Template Policy for Boards

This template Inclusion and Diversity Policy is an outcome the PWdWA On Board with Me Project. The template is designed for Boards approval, to demonstrate commitment to Inclusion and Diversity, and for defining measureable outcomes to achieve cultural change.

Inclusion and Diversity Policy

OBJECTIVES



BOARD CANDIDATE GUIDE

This Guide is an outcome the PWdWA On Board with Me Project. The guide is designed for Candidates who are seeking appointment to a Board or Committee of Management. It provides some insight for Boards seeking to improve Board membership diversity.



On Board with Me Project

PROFESSIONAL RESUME TEMPLATE

This Resume template has been designed to support the candidates applying for Board or employment roles. The format and presentation style has been reviewed by a professional recruiting agency to ensure it meets with contemporary standards.