Board Disability Diversity and Inclusion

2019

PWd WA

people with disabilities western australia

Government of **Western Australia**
Department of **Communities**

People With disabilities Western Australia

PWdWA provides non-legal advocacy to people with disabilities. Advocacy is the process of standing alongside individuals to ensure that people are able to speak out, to express their views and uphold their rights.

Our advocacy services are available to any person with a disability. You do not have to be a member to access advocacy. All of the advocacy work that PWdWA does follows the principals of the National Disability Strategy.

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BOARD DISABILITY DIVERSITY AND INCLUSION
ON BOARD WITH ME PROJECT REPORT

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BOARD DISABILITY DIVERSITY AND INCLUSION

REPORT

People With disabilities Western Australia

July 2019

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EXECUTIVE SUMMARY

Through a National Disability Insurance Scheme (NDIS) funded Information, Linkages and Capacity building (ILC) grant, in mid-2018 People With disabilities WA (PWdWA) commenced the "On Board with Me" Project (OBM Project) with the aim of improving the representation of people with disabilities on boards in the Western Australian (WA) community services sector.

The Project framework focused on developing a skill pool of Board-ready candidates from the WA people with disability community, undertaking a survey of the community services sector. The survey aimed to determine the Board membership diversity profiles and opportunities and barriers to improving the rates of representation for people with disabilities on Boards.

The On Board with Me Candidate development program built a register of 28 candidates who participated in a range of development training programs and workshops that focused on core Board competencies, professional profile development and professional networking.

The Board Disability Diversity Survey was sent to WA Community Services sector Board Directors and CEOs, with a 48% response rate. Significantly, the survey results reveal only 44% of Boards have members who are people with disabilities, while senior management employment rates were far lower.

There is significant support for establishing targets to improve representation rates, to have a more transparent Board recruitment process and improve understanding of accessible barriers and solutions for Board participation.

There was also a strong alignment between what were successful strategies for appointing and retaining people with disabilities on Board to the identified barriers. This indicates the underlaying culture and behaviour issues at the Board level or in the recruitment process remain a significant barrier.

As an outcome of the Project, a Disability Services Sector Board Chair Roundtable discussion was held in July 2019 noting the Report findings and committing to drive change of this and other initiatives for the Sector.

The Project also developed tools to support change, including a template Diversity and Inclusion Policy, template Resume for candidates, guides for Board recruitment and for candidate development and selection.

1.0   INTRODUCTION

People with a lived experience can bring clarity and profound, personal understanding to the broader discussion, and when placed in leadership roles can have a direct impact on framing social policy, system management, planning, education, program development, and evaluation.

While it is commonly held that there is inherent value in diversity, the empirically benefits can be complex and have been difficult to ascertain.

Inclusive policies and practices have seen varying degrees of progress and maturity. Engaging individuals directly in personal health management and at a higher level in individual and systematic advocacy is now common place, but the level of people with a lived experience[1] occupying Board and senior leadership roles remains the least advanced[2]. Board membership and recruitment is the remit of the Board itself, and its leadership will be required to deliver change.

The Board Disability Diversity study has considered current research and examined trends in the Western Australian Community Services Sector in formulating strategies to improve the representation of people with disabilities on Boards. The results of the Board Disability Diversity Survey (the Survey) discussed in this report aligns with previous studies, finding an unacceptably low level of representation of people with disabilities occupying senior management and Board roles.

Respondents to the Survey have reported how people with lived experience are can be engaged in decision making through advisory committees or through other consultative processes. There remains a risk of 'tokenism'[3] in the process, and the individuals' contributions do not come from an equal level of authority as it would if they were appointed to the Board. We present research that demonstrates that these mechanisms are not effective.

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[1] "lived experience" in this report means "people living with a disability"
[2] Byrne L, Stratford A (2018) *The Global Need for Lived Experience Leadership*. Psychiatric Rehabilitation Journal Vol 41, No. 1, 76 – 79
[3] Boyle, D Harris, M (2009) *The Challenge of Co-Production: How equal partnerships between professionals and the public are crucial to improving public services.* London, UK: NESTA

In 2014, a study[4] of 1,456 not for profit organisations found that two mechanisms most likely enable diverse Board members to effectively undertake their role was the adoption of specific diversity policies and practices at the Board level, and the behaviours facilitating inclusion among Board members themselves. These findings resonate with outcomes in this Survey. Results highlight a strong alignment between the current practices some Boards have in place to support appointing and retaining people with disabilities on their Board to that identified by others as the barriers to appointment. Setting targets is a mechanism to drive change, and it received significant support amongst survey respondents.

On the other side of the equation, the lack of training and development opportunities can create great disparity in the preparedness of people with lived experience, and can add to their lack of credibility in the eyes of some professionals.

The training and development pathways followed by people with disabilities are also discussed.   By examining the individuals' and the organisations' perspectives, this study attempts to provide insight into the barriers faced to both, and how changes to recruitment practices, inclusion policy and behaviours, and candidate development could significantly increase the representation of people with disabilities on Boards and in senior management roles.

Lived experience

It is also important to clarify up front how the study has used terminology related to "lived experience". In the disability community, "lived experience" is a term commonly used for a person who is living with a disability. However, it is clear that the term is also used across the Sector to also include this and "families and/ or carers of a person with a disability".

While both count as diversity groups and contribute to associated diversity measures or targets, the representation difference is important and should be transparent.

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[4] Buse, K; Bernstein RS; Bilimoria, D., (2014) *The Influence of Board Diversity, Board Diversity Policies and Practices, and Board Inclusion Behaviors on Nonprofit Governance Practices. SIAS Facility Publications, 644.* https://digitalcommons.tacoma.uw.edu/ias_pub/644

To ensure representation rates are valid, the Survey sought to separate the two cohorts are using the terms "people with disabilities" and "family / carers of people with disabilities". The difference in representation levels at Board and in senior management employment of the two groups is a significant finding of the study.

1.1   On Board with Me Project

In August 2018, People With disabilities WA (PWdWA) commenced the "On Board with Me" Project (OBM Project) with the aim of improving the representation of people with disabilities on boards in the Western Australian (WA) community services sector.

The project has been funded through the WA Department of Communities and a National Disability Insurance Scheme (NDIS) funded Information, Linkages and Capacity building (ILC) grant.

The report addresses the approach taken by PWdWA to address the issues and barriers to board room disability diversity, the activities and programs implemented over the course of the project, the results and findings of a Sector-wide survey and recommendations for improvement. The Project deliverable scope and deliverables as defined in the granted project submission are outlined below.

Project Scope

Grant Outcomes	• Boards commit to include disability in their diversity plans and targets • Organisations gaining greater understanding of disability • People with disabilities with capacity to be on boards
Target Audience	• People with disabilities interested in working on Boards • Community and Disability Sector Boards
Project completion date	• August 2019

Deliverables

1. Leadership group formed to reach people with disabilities interested in being involved on boards and connect to Diverse Leaders Incorporated to continue after project

2. Resources developed for people with disabilities and organisations to increase Board participation

3. 'On Board' guide developed and marketed to Leadership groups, AICD and others

4. Board candidate resume template developed

5. Board recruitment policy template developed

6. Register of board candidates is developed. 75% of registered candidates receive training to develop their skills in securing a board role

7. Survey of the Sector undertaken to identify participation rate and potential barriers to improving the number of board placements for people with disabilities

8. Register of disability support organisations is developed. 75% of registered organisations involved in development of board placement strategies for the Sector

The Diverse Leaders Incorporated, as reference in deliverable No. 1, was disbanded in early 2019. Diverse Leaders were engaged in the project in its early stages, and two of its leadership group are members of the OBM Project Reference Group. To ensure a long-term improvement remained as core to the Project's direction, PWdWA has since focused on a collaborative and Sector-wide solution to sustainable change.

The outcomes of the Project are detailed throughout this Report, and summarised in Section 5.0 *Project Outcomes and Recommendations.*

2.0 PROJECT FRAMEWORK AND APPROACH

Stakeholder Engagement

To initiate the process a stakeholder analysis was undertaken and a stakeholder management plan developed. This also led to the development of database registers for:

- **On Board with Me (OBM) Candidates**
    - Expressions of interest sent to PWdWA members and promoted through social media and industry contacts
    - Individuals required to self-nominate and invited to participate in project activities, training and communications

- **Participating Organisations**
    - Expressions of interest sent to WA disability services organisations to participate in the project

- **WA Disability Services Board Chairs, Directors and Chief Executive Officers (CEO)**
    - Contact database for communication and consultation throughout the project life

The MS Access™ databases will remain an asset for PWdWA for future projects, and for ongoing communication and development opportunities for OBM Candidates.

A series of consultation meetings commenced with stakeholders from the disability community, government, disability services CEOs and training and governance organisations discussing the project framework and scope and to test project assumptions. The feedback, which was subsequently confirmed in the OBM survey, showed there was a consistent assumption – real or perceived – that there was a lack of board-ready candidates from the disability community available to fill board roles.

It was strong support for the project deliverables to include criteria that identified a candidate talent pool who were trained and developed in competencies relevant to board membership. This led to an approved amendment of the initial project deliverables, which had focused on engaging disability community leaders and appointing five (5) people with disabilities to board roles.

To achieve sustainable change, it was determined that a "Sector-wide" solution was warranted, and the OBM project Framework (Figure 1) set the approach for the project process.

For this Project, "Sector-wide" was defined as a collaborative approach with people from the disability community, Board directors, disability services organisations, and disability support organisations. Bringing all parts of the Sector together remained out of the scope of this Project, however all stakeholders were engaged or invited to participate in building strategies for improvement.

2.1 On Board with Me Framework

The OBM Project Framework (Figure 1) helped to illustrate the Project Approach by detailing the relationships between the key stakeholders, their participation and roles in delivering change. The Framework was used in stakeholder engagement discussions, and through the course of the Project to reinforce to collaborative need for achieving change.

Figure 1: On Board with Me Project Framework

Stakeholder Groups and Engagement Strategies

Project management, delivery
Stakeholder management
Board and Candidate Register
Candidate Development Program
Board appointment tools and guidelines

PWdWA

Candidates

Candidates self-nominate and market professional profile
OBM Project Reference Group
Governance training and development
Co-design survey tool and solutions

Candidate development advisors
Competency framework
Training options

Training and Governance Organisations

Government Board and Committee Diversity
OnBoardWA register interface

Government

Disability Services Boards and Organisations

Board Disability Diversity Survey
Policy change, diversity targets
Candidate training sponsorship, support
Board pipeline registration
Board placement

Priority Activities

The two driving priority activities throughout the course of the OBM Project have been:

- Board Disability Diversity Survey, Analysis and Strategy Development; and
- OBM Candidates Development Program.

3.0 BOARD DISABILITY DIVERSITY SURVEY RESULTS & DISCUSSION

The Board Disability Diversity Survey (the survey) was developed by PWdWA in consultation with the OBM Reference Group and released in February 2019. The online survey tool was sent to 88 community service organisations, with a 48% response rate. 75% of respondents were either Board directors, CEOs or C-Suite employees.

The questions were divided into three sections: Board Recruitment; Processes; and Opportunities and Barriers to Improvement. Respondents were also provided with an opportunity to provide comment.

The results of the survey are discussed in this section in the context of current research, and project activities and findings. A copy of the raw survey data is also provided in Appendix 1: *Board Disability Diversity Survey Results* of this Report.

3.1 Board Recruitment

In the Governance Training for OBM Candidates session held in May 2019, Project partner *NFP Success*™ reported that 71% of Board directors said that the trigger for them to join the Board was because someone on the Board, or from the organisation, had asked them to apply.

In a separate OBM Candidate Workshop held in May, Candidates also reported that finding out when Board roles were coming up for selection was a significant barrier to their Board search. Board roles are not often advertised, and are often referred to a select few recruitment consultants. It is also not uncommon for consultants to charge both the organisation to view the candidates, and the candidates to access vacancy information. These selection processes can prove cost prohibitive to people with disabilities who are not all in full-time paid, or well-paid employment. It is also exclusive to those in the "right" networks.

The lack of transparency in the selection process is impacting the visibility of Candidates, and the talent choices presented to Boards for selection. And yet, over 40% of survey respondents believed that the number of Candidates nominating for Board roles has a "significant" impact on increasing Board diversity (Refer Figure 12).

When asked to comment on whether the Board recruitment process "transparency is appropriate", and if Board appointment processes are "genuinely inclusive", 50% of respondents either 'disagreed' and 'strongly disagreed' with both statements (Figure 2).

Figure 2: Board Recruitment Transparency

Board Recruitment Transparency is Appropriate

Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
3%	35%	44%	6%	12%

Board Recruitment Processes Genuinely Inclusive

Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
3%	38%	35%	15%	9%
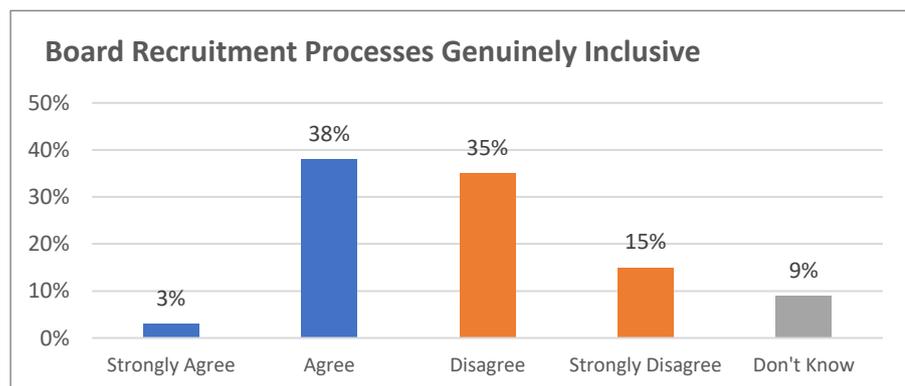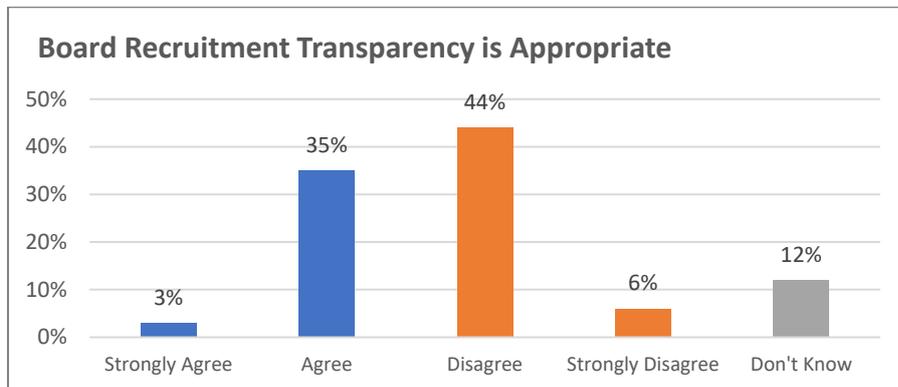
In a disability community briefing in the early stages of the project, the feedback on the Project objectives were varied. There was a strong view that the efforts to improve the representation of people with disabilities on Boards had been tried many times before but without any real, sustainable success. While there were some good examples of representation change, this was considered ad-hoc and often was a result of appointing the same people to numerous Board

roles – providing a level of bias to the actual representation rates, and to the diversity levels within that representation.

Limitations of Merit-based Selection

There is an inherent bias in approaching people who are either known to the recruiter or through internal referral. This is now gaining attention as an underlying barrier to achieving diversity objectives. While the referral system may pass the merit-based selection test, it retains a bias of what has become known as the "merit-trap".

> *"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

Ryan, 2019, discusses the weakness of a merit-based system when striving for inclusion and how research[5] demonstrates that recruitment systems based on merit has one outcome - "more people who look like you". If diversity and inclusion is the desired outcome, then a merit-based system is unlikely to achieve this. The merit-trap further strengthens the challenges faced by new candidates and people with disabilities who may not have had the same professional or social network exposure.

Merit-based systems also rely on a familiar and known pathway to promotion and appointment. These pathways can follow a narrow range of industry experience, qualifications and previously held roles.

As described by Lisa Burnette, PWdWA President, the difference is that "most people get a job, get a promotion and then go on to get a Board role - While people with disabilities are getting on to Boards and Committees in order to get a job" (Figure 3). This is particularly relevant for people with a visible disability, e.g. Wheelchair user, vision impaired or cerebral palsy, who are using this pathway to prove their governance and decision making capacity in order gain meaningful employment.

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[5] Male Champions of Change & Chief Executive Women "In the Eye of the Beholder: Avoiding the Merit Trap" https://malechampionsofchange.com/wp-content/uploads/2016/08/MCC-CEW-Merit-Paper-FINAL.pdf

Figure 3: Development Pathways

Expected Merit-based Pathway

Secure Permanent Job Role → Senior Management Role → **Board Role**

Common Pathway for People with disabilities

Board or Committee Roles (Volunteer) → Project-based Role → **Secure Permanent Job Role**
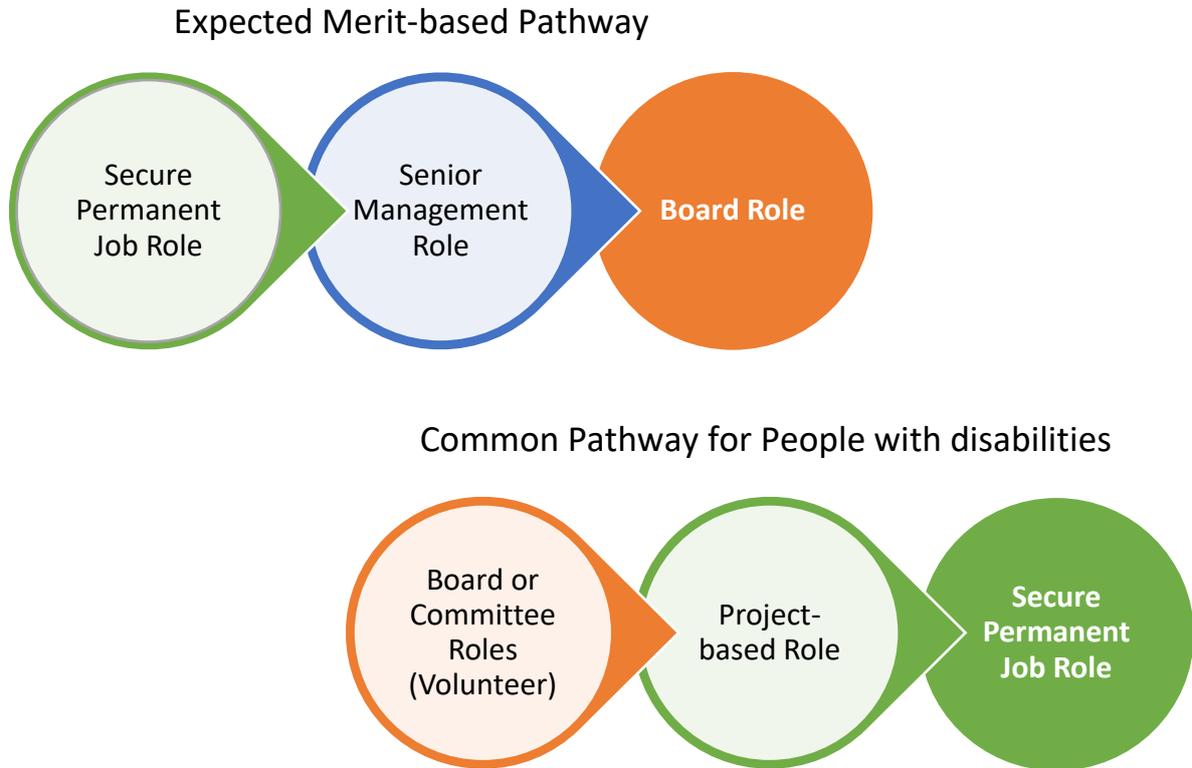
This may provide some insight into the findings of very low-level senior management appointment rates for people with disabilities. While 44% of respondents to the survey reported having people with disabilities appointed to the Board, only 22% have employed people with disabilities in senior or executive management positions (Figure 4).

Figure 4: Representation Rates of People with disabilities

Board Membership includes People with disabilities

Yes, 44%
No, 56%

- Yes
- No

People with disabilities employed in Executive or Senior Management

Prefer Not to Answer, 6%

Yes, 22%

- Yes
- No
- Prefer Not to Answer

No, 72%
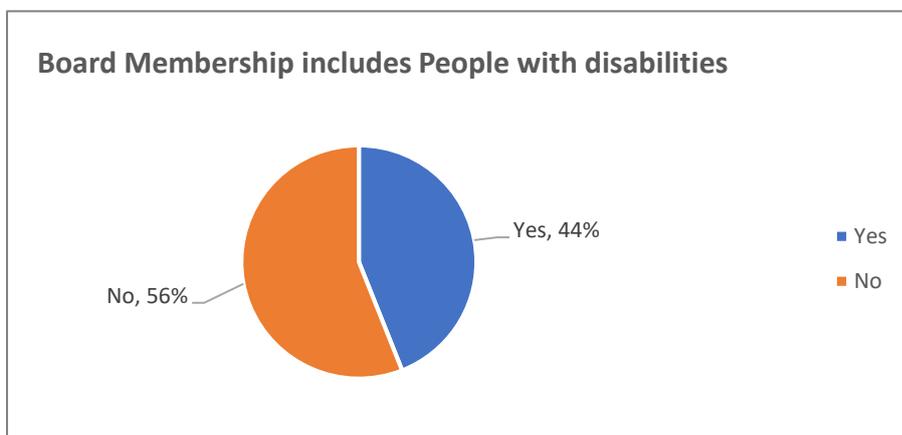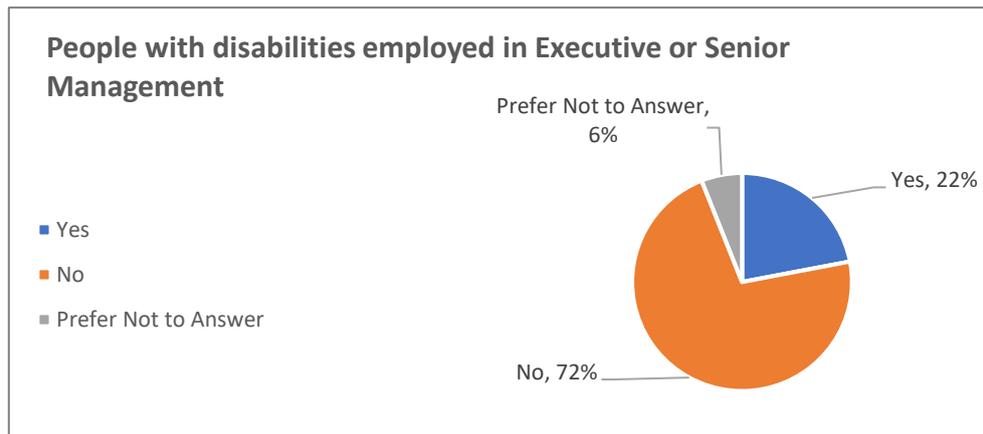
Respondents identified the following types of disabilities of appointed Board members:

- 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

On Family and Carers of people with disabilities, the range reported included:

- 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

Regarding established targets for Board recruitment, the following practices were shared:

- Two board members represent families and carers as required by the Constitution
- 25% of Board have an immediate family member with a disability

- Of children with disability our constitution requires at least two board members to have a lived experience of disability either directly or as natural supports for people with disabilities

Confronting the Merit Trap

Male Champions[6] encourages employers to challenge the belief in merit selection. It states that merit-based systems can hide biases, protect the status quo, and enable the assumption that systems and processes are objective. Rather than supporting diversity they are preventing more diverse outcomes.

This research has found that confronting the merit trap helps Boards and organisations to access the full talent pool, identify the best candidate for a particular role, and expand business opportunities by taking advantage of diverse thinking, perspectives and experiences.

Ryan (2019) states that the merit trap effectively locks people from diverse experiences out of positions, particularly executive and Board positions, because the people who have taken the same merit-based path are the ones who have the same advantages, backgrounds, education and privilege.

> *"Merit is a trap - it is the ultimate card to play in preventing change. It is endemic across all organisations."*
>
> Jayne Hrdlicka, CEO Jetstar.

When we compare the representation rates of people with disabilities in Figure 4 to that of Family or Carers of people with disabilities (Figure 5), the development pathway bias could be playing a significant effect on senior management and executive appointments.

Family or Carers of People with disabilities have a lower representation level than people with disabilities at the Board level (22% and 44% respectively), while this is effectively reversed for employment in senior and executive management.

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[6] Male Champions of Change & Chief Executive Women "In the Eye of the Beholder: Avoiding the Merit Trap" https://malechampionsofchange.com/wp-content/uploads/2016/08/MCC-CEW-Merit-Paper-FINAL.pdf

Figure 5: Representation Rates - Families or Carers of People with disabilities

Board Membership includes Family or Carers of People with disabilities

Prefer Not to Answer, 6%

Yes, 22%

No, 72%

- Yes
- No
- Prefer Not to Answer

Family or Carers of People with disabilies Employed in Executive or Senior Management

Prefer Not to Answer, 3%

No, 22%

- Yes
- No
- Prefer Not to Answer

Yes, 75%
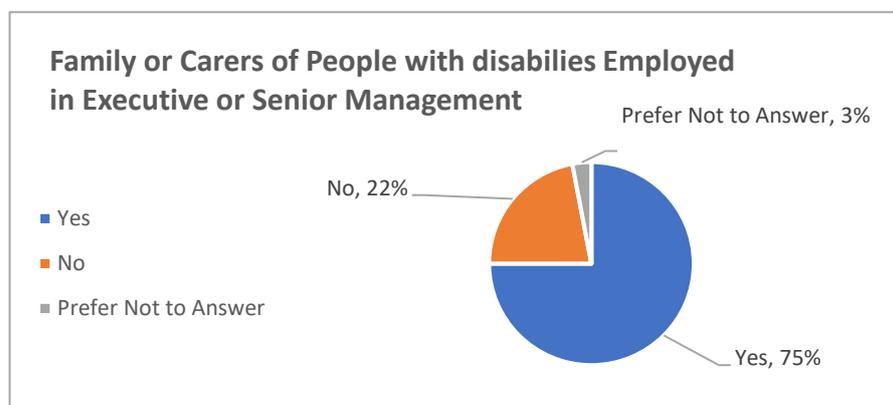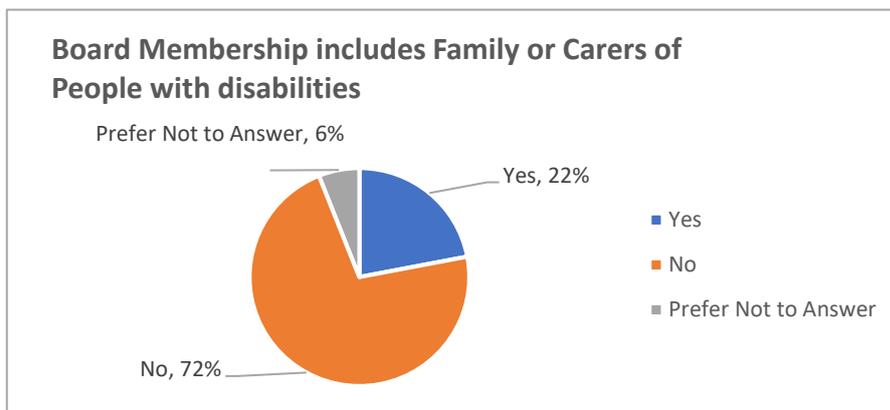
In these important Board development pathway roles, 75% of respondents confirmed they employ Family or Carers at this level, but this reduces to only 22% employing people with disabilities.

If we assume the pathway for development for people with disabilities illustrated in Figure 3 *Development Pathways* to be valid, then opportunities to improve Board level and senior management disability diversity could consider:

- 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 and Targets

While 80% of respondents reported having a recruitment policy for their organisation, only 45% of these policies apply to Board level recruitment. In other terms, one in five organisations have no policy to define recruitment objectives (Figure 6).

Figure 6: Recruitment Policy
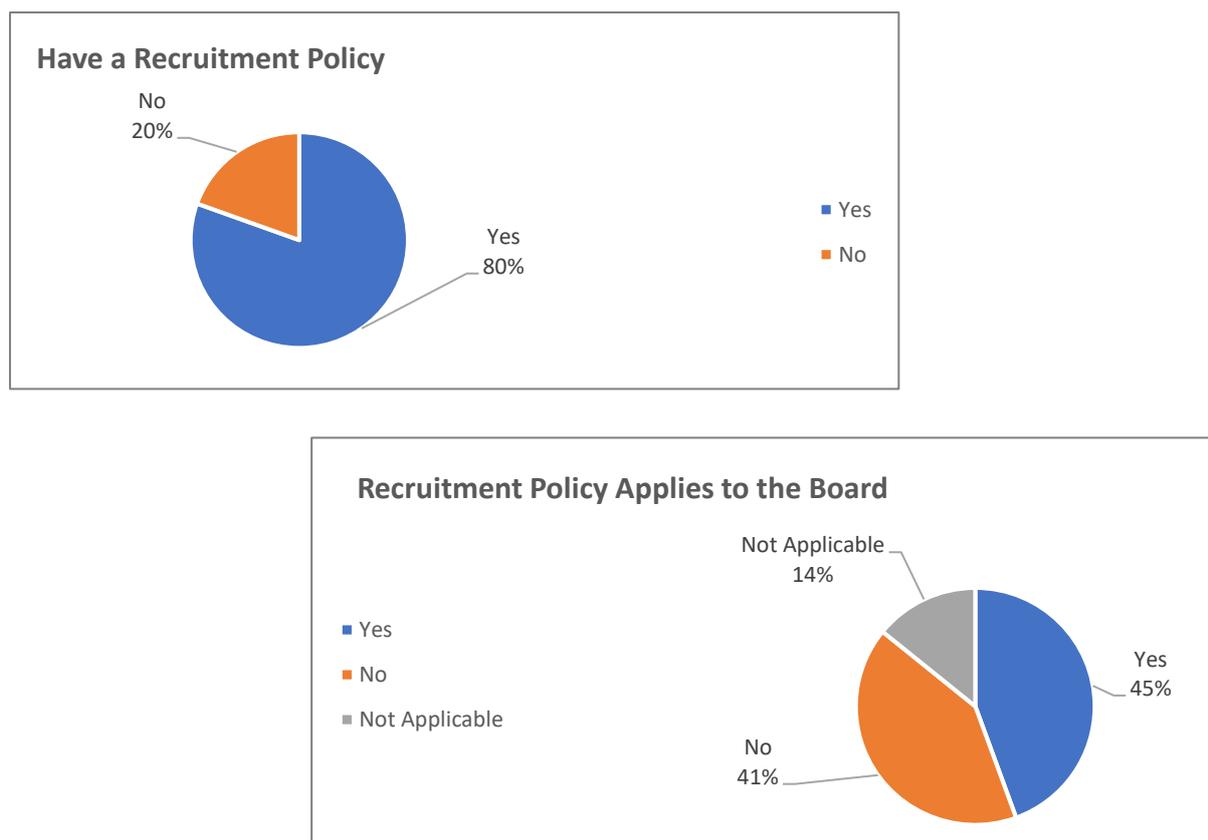
With the roll out of the National Disability Insurance Scheme (NDIS), WA has seen a significant growth in smaller and peer-support disability support organisations. Largely, the governance of these organisations operates under the Incorporated Association rules, and the WA State Government provides support for organisations by offering Model Rules[7] and guidelines. Not surprisingly, given the limiting scope of government regulatory advice, there is no reference to membership diversity or inclusion provided.

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[7] DMIRS (2016) *Model Rules (Associations)*, Western Australia
https://www.commerce.wa.gov.au/publications/model-rules-associations-2016

This provides limited direction to the administration or to recruitment consultants to ensure diversity or inclusion objectives are considered through the recruitment process.

While the constitution of these organisations will allow for policy and processes to set diversity and inclusion objectives for Board and organisational recruitment, 74% of organisations reported that its Board recruitment processes only follow the requirements of the constitution. A number of organisations also did comment that they had specific processes in place to improve diversity in recruitment (Figure 7).

Figure 7: Incorporated Associations Board Recruitment
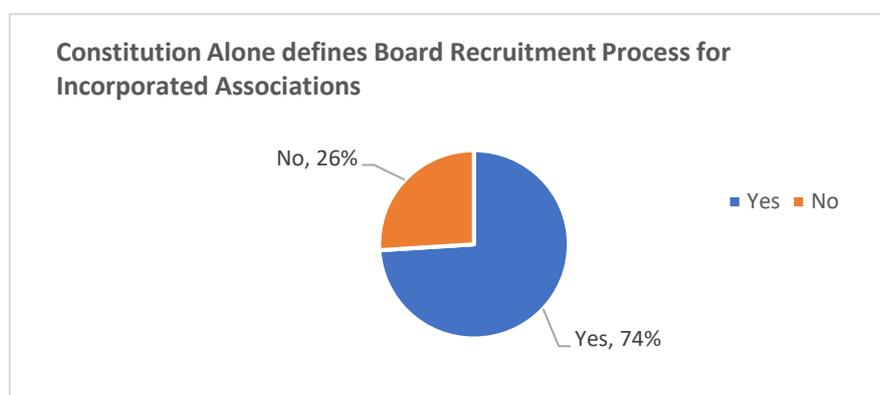
There appears to be an appetite for change and support for targets to drive improving the representation of people with disabilities to Boards. It is positive to see that improvement in representation rates is not only supported, but that it should be an outcome objective with performance targets defined.

47% of organisations reported having in place Diversity recruitment targets for the Board (albeit the detail of the diversity and whether it included disability targets is not known).

In terms of support for setting targets or quotas, 73% or respondents agreed that setting targets as "essential to increase Board diversity", and 47% stated that quotas would be needed to achieve these targets. If quotas are required, then the Board's oversight role determining targets and the strategies to deliver them may need improvement.

Figure 8: Targets and Quotas

Board Appointment Targets are Essential to Increase Diveristy

38%	35%	21%	3%	3%
Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know

Quotas Needed to Achieve Diversity Targets

15%	32%	32%	15%	6%
Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
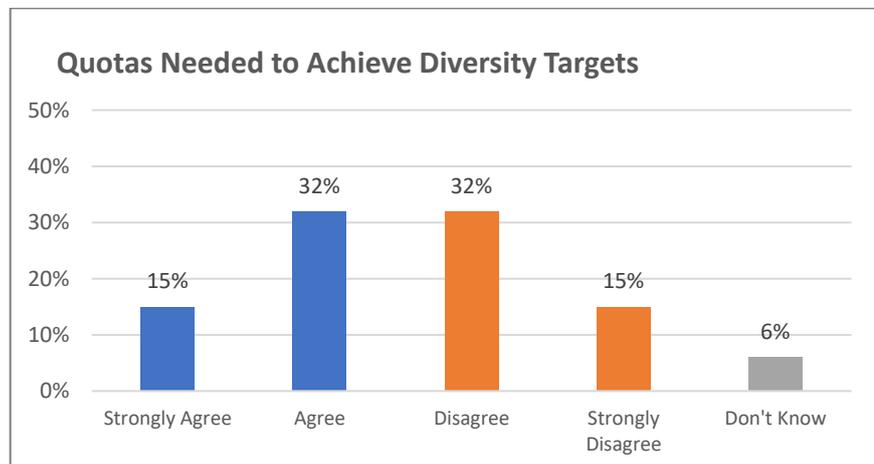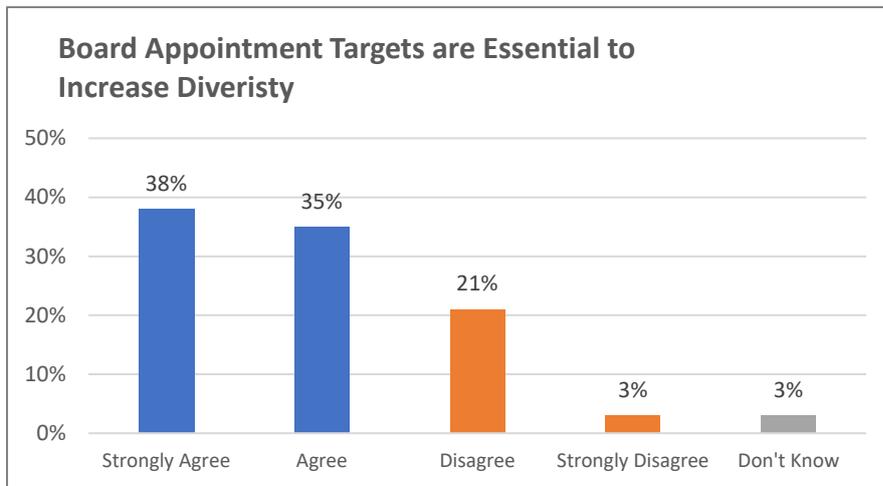
3.2   Diversity and Inclusion

In 2018, the Disability Leadership Institute (DLI) undertook a global scan[8] to understand how organisations were developing strong inclusive cultures. It found that it is a common strategy to establish advisory bodies or engage consumers groups to provide advice, feedback and input to operations and to Board level strategies.

While these consumer advisory groups were popular, DLI purports that there was very little evidence that the advice was accepted or followed. And that there was more substantial evidence on *how* the information was transferred and reported to the Board was resulting in the loss of key messages and intent. Effectively, the input from clients, such as people with disabilities, was reliant

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[8] Ryan, C. (2018) *Culture Shifting* https://disabilityleadershipinstitute.wordpress.com/2019/01/23/culture-shifting/

on being translated to the Board by administration, and then considered by a Board with members who were not "client-like".

Rather than seeking a customer voice from outside the organisation or from the client base, Ryan[9] states that successful organisations are those where the internal culture reflects that of its customer base.

This 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[10]. This needs to be supported by a strong *Inclusion Policy* that is endorsed and monitored by the Board.

The survey found that while 39% of Boards has a Diversity Policy, only 29% specifically have "disability" included in the Policy (Figure 9).

While driving diversity should continue to be an important priority for all organisations, it is becoming increasingly evident that focusing on diversity without also focusing on inclusion is not a winning strategy[11]. Inclusion will require people with disabilities to be appointed to Board and senior management decision-making roles.

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[9] Ryan (2019)

[10] Deloitte (2019) *The Inclusion imperative for boards: Redefining board responsibilities to support organizational inclusion"*

[11] Sherbin, L and Kennedy, J.T. (2017) *The Case for Improving Work for People with disabilities Goes Way Beyond Compliance"* Harvard Business Review https://hbr.org/2017/12/the-case-for-improving-work-for-people-with-disabilities-goes-way-beyond-compliance

Figure 9: Disability Diversity Policy

Board Diversity Policy

Yes, 39%
No , 61%
- Yes
- No

Disability Addressed in Diversity Policy

NA, 25%
Yes, 29%
No , 46%
- Yes
- No
- NA
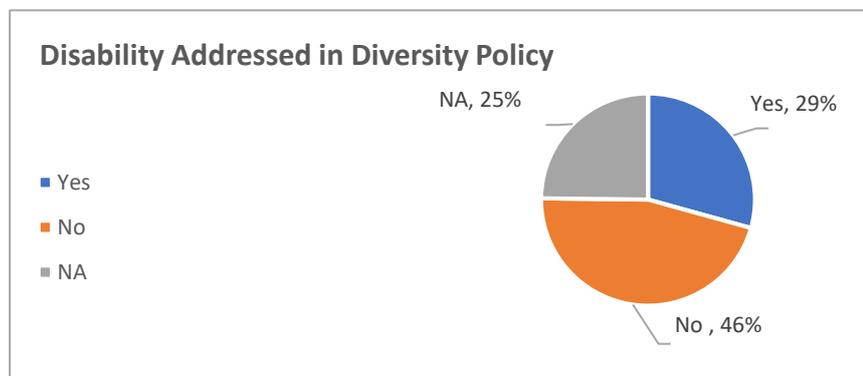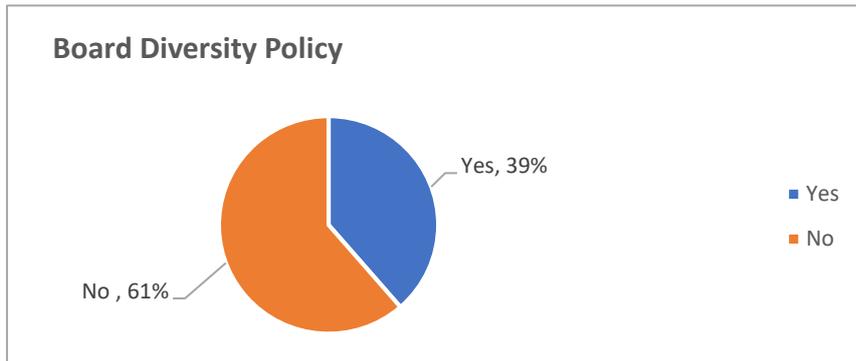
It is important then to understand the difference between diversity and inclusion and to how they relate. The main difference between the two is that diversity is a state of being and is something that can be measured, while inclusion is a set of behaviours and can be governed.

"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 contribute to the organisation, advance their skill sets and careers, and feel comfortable and confident being their authentic selves

3.3   Governing for Inclusion

Considering its governing role, the Board is in a position to drive culture change through the organisation.   Table 1 – *Governing for Inclusion* provides a framework how this could be approached.

Table 1: Governing for Inclusion[12]

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

Diversity and Inclusion Policy Template

To support the Sector to achieve change, PWdWA has developed a *Diversity and Inclusion Policy Template* (Appendix 2) for Boards to consider, and adopt as appropriate.

The policy template also recommends diversity outcome measures that can drive organisational cultural change by monitoring and reporting diversity group representation rates and inclusion activities.

3.4   Skills and Competency

Competence is about recognising the skills, expertise and abilities that the position requires, and recruiting accordingly.   The survey found 64% of respondents agreed that Candidate Skills and Competency had a "significant impact" to appointing people with disabilities to Board roles (Figure 12).

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[12] Deloitte (2019)

Governance and leadership stakeholders engaged in the Project advised that Board training needed to focus on three foundation competencies:
1. Governance;
2. Finance; and
3. Strategy and risk

Any other competencies or lived experience will then help differentiate the individual's candidacy credentials, and a lived experience with disabilities will certainly bring insight to the Board room that would not otherwise be available.

The Candidate Development Program has focused on opportunities to attain core competencies, how to access Board vacancies and to make oneself more visible and attractive to Board recruiters.

Board Recruiter Advice

Board recruitment firms were included in the stakeholder engagement phase. The feedback helped to reshape the scope of the project and build the development areas for the Candidate Development Program. The key messages included:

- Paid Board roles are highly sought after, very rare and practically non-existent in the NFP sector

- Candidates needed to be Board ready, and governance training is a critical selection criterion

- Candidates must be seeking out Board roles and not waiting for recruiters to approach them. They needed to drive the process to succeed

- Board work is not easy, and it is time consuming. Be sure to undertake your own due diligence to ensure you are getting on the right Board

Governance Training

In the early stages of the Project, the governance organisation including the Australian Institute of Company Directors (AICD), Leadership WA and the Governance Institute were engaged to investigate the feasibility of offering training and development for OBM Candidates.

The *Company Directors Course™* with the AICD is considered the flagship training course for the Board Director, but without sponsorship or scholarship its cost is prohibitive to many Candidates.

AICD recommended Candidates undertake its "Foundation of Directorship" course and offered to run a combined training course for all OBM Candidates. However, without sufficient sponsorship the option was not feasible. Scholarship opportunities were monitored and promoted to OBM Candidates throughout the project. Courses available through the Governance Institute were also reviewed and promoted.

Access to course funding was raised by Candidates as a significant barrier to improving their likelihood of being appointed to a Board. Throughout the course of the Project, all scholarship opportunities were shared with Candidates and promoted through PWdWA social media sites.

Organisational sponsorship of Candidates is likely to improve Board appointment rates. Accessing sponsorship for formal governance training programs for OBM Candidates should remain an issue to be considered by the Sector.

Training Partners

The OBM Project did partner with a number of training organisations and were able to support Candidates to attend a range of training programs, including

- NFP Success
- Social 4 Success; and
- Board Direction

The details are covered in the Candidate Development Program in Section 3.0 of this Report.

3.4   Opportunities and Barriers to Change

Understanding the Challenges

When it came to understanding the challenges faced by people with disabilities in securing Board appointments and gaining senior management employment, the confidence level reported was very high. In both instances, 79% of respondents believed they understood these challenges (Figure 10).

Conversely, only 12% of Boards are requiring appointed Directors to complete disability awareness training. Given the representation rates, particularly in

senior management appointments, the confidence assumptions warrant further investigation.

Figure 10: Understanding the Challenges Faced by People with disabilities

Understand Challenges faced by PWD in Securing Board Appointments

- Strongly Agree: 44%
- Agree: 35%
- Disagree: 9%
- Strongly Disagree: 3%
- Don't Know: 9%

Understand Challenges faced by PWD in Securing Senior Management Employment

- Strongly Agree: 44%
- Agree: 35%
- Disagree: 9%
- Strongly Disagree: 6%
- Don't Know: 6%

Board Directors Required to Attend Disability Awareness Training

- Yes, 12%
- No, 66%
- Don't Know, 22%
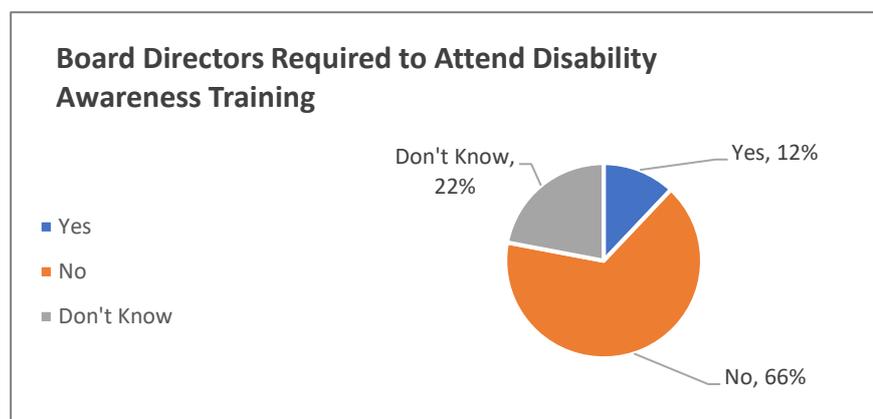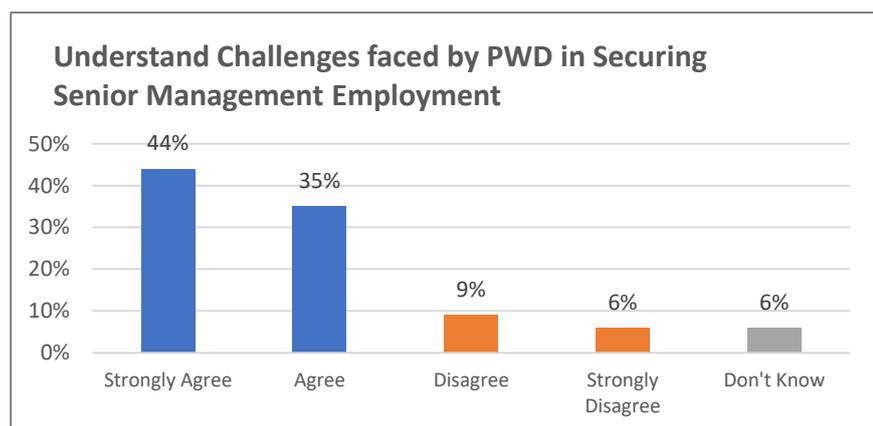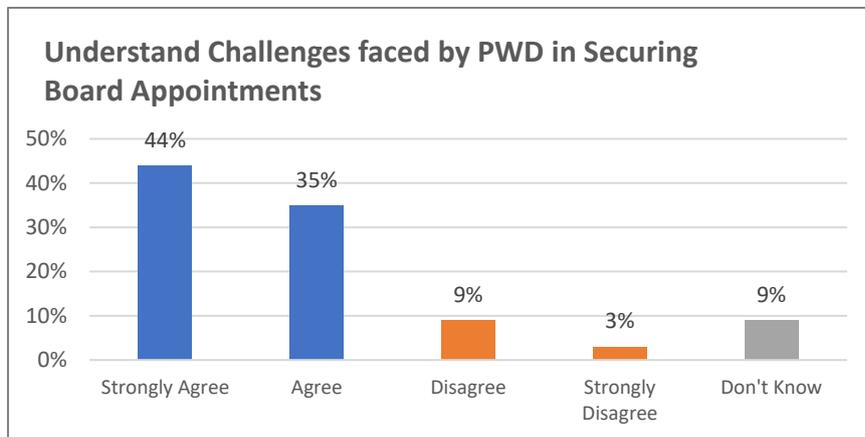
While the perceived level of understanding was high, 59% of all respondents still felt that there remained significant "physical or cultural barriers" to appointing people with disabilities to Board roles (Figure 11).

Figure 11: Barriers to Appointing People with disabilities to Boards

Significant Physical and Cultural Barriers Exist to Appointing People with disabilites to Boards

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	21%	38%	17%	15%	9%
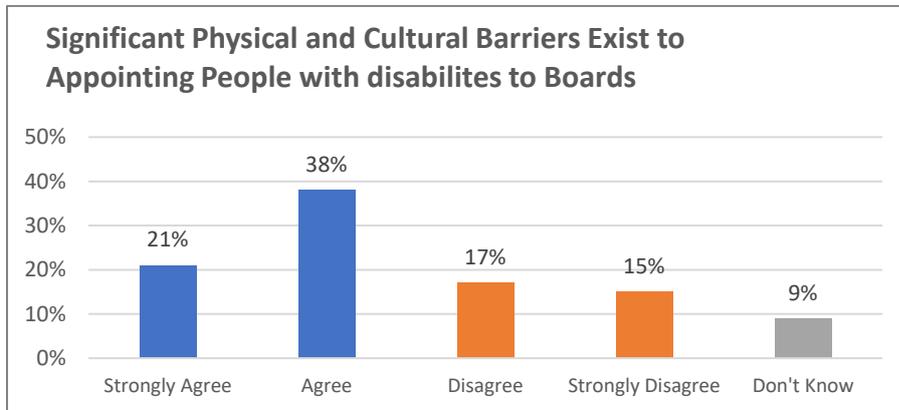
In response to this issue, survey respondents were asked to rate issues (from a defined list as outlined in Figure 12) in terms of their impact to increasing the numbers of people with disabilities being appointed to Boards.

The highest rating issues with a "significant impact" were:
- Skills and competency of candidates
- Number of candidates nominating
- Accessible format of Board papers; and
- Accessible transport and workplace design.

Respondents who agreed that "significant barriers" existed were also asked to comment and provide detail. The comments have been grouped into Cultural issues, Candidate and Competency, Process and Accessibility. The comments are provided in Table 2.

**Figure 12: Rating Issues that Impact Board Representation Rates**

Issues Impacting PWD Representation on Boards

Categories (top to bottom): Number of Candidates nominating, Skills or competencies, Board recruitment process, Board role availability, Achieving workplace adjustments, Accessible transport and workplace design, Accessible format of Board papers, Understanding value of lived experience, Concerns of professional behaviours

Legend: Significant Impact, Some Impact, Limited to No Impact

Table 2: Reported Significant Barriers to Appointing People with disabilities to Board Roles

GROUPING	SIGNIFICANT BARRIERS TO APPOINTING TO BOARDS
Cultural Issues/ Perceptions	• Incorrect perceptions. Perceptions that it is difficult to find people with disabilities to go on the boards. Some boards thinking it would be "too hard" • Cultural and accommodating specific needs • Assumptions and mindset of all – can be the person with a disability themselves as well as colleague board members • Lack of cultural and social capital, limited worldview which leads to difficulty in seeing the bigger picture and issues that transcend disability • Being too much focus by those who are ill informed on what a person can't do rather than what they can do

GROUPING	SIGNIFICANT BARRIERS TO APPOINTING TO BOARDS
	• Board directors not disability aware or confident and make assumptions about the capacity of people with disabilities, and to value of inclusion
Candidate/ Competencies	• Expectation that the person is only providing experience of disability not broader life experience • Physical access to boardrooms and meetings • Not all Boards can cope with a leave of absence for a Board member to receive medical care and have an extended rehabilitation phase • Poor educational attainment, as well as limited governance nous • Building on strengths is essential • Difficulties, particularly with mental health issues, in being able to ensure adequate attendance
Processes	• Many agencies do not have clear policies outlining recruitment and retention practices for appointments of people with disabilities • They also do not have clear guidelines on practices that ensure people with disabilities are enabled to fully participate in all aspects of decision making of the organisation • Lack of transparency in ability to nominate • Suitably qualified and experience • Directors are interviewed and selected based on their qualifications, professional experience (eg. Law, Marketing, Finance) and demonstrated experience as a Board Director (eg. previous experience as a Board Director (eg. Previous experience, Senior Management roles and / or AICD training / membership) • Being a regionally headquartered organisation, the number of people available to sit on the Board is limited and is a challenge irrespective of whether or not they have a disability • Lack of pipeline program that prepares individuals to a high enough calibre. Ideally, we want our new appointees to successfully complete the AICD Company Directors' Program within the first year of their term • Our Board has not made adaptions that would include people with intellectual disability (who represent a significant % of our customers) to join the Board.
Accessibility	• Physical barriers for people to access meeting locations • Not all venues for example are wheelchair friendly. Not all Board Schedules can cope with the ability to be present and engaged if, for example, people are struggling with depression and anxiety • Board papers and meetings or events not accessible • Physical access to boardrooms and meetings • Inaccessible documents and nomination forms

Accessibility

Although 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 (Table 3).

There is a wide-range of accessible tools and information available – and examples of how it is being successfully applied in organisations and at the Board level.

By addressing Candidate competency and Board recruitment transparency improvements should not be difficult to achieve. As outlined in the OBM Framework, identification and development of Board Candidates was a project priority.

Table 3: Types of Workplace Adjustments Reported

TYPE	ADJUSTMENTS REPORTED TO SUPPORT BOARD MEMBERS
Accessible Meetings	• 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	• 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
Organisational Support	• 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	• 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

4.0 ON BOARD WITH ME CANDIDATE DEVELOPMENT

4.1 Candidate Register

There are 28 people with disabilities included on the OBM Candidate Register. Individual attendance at training programs and events has varied based on availability and suitability.

Candidates were sourced through an expression of interest sent to all PWdWA members, Disability service organisation Board Chairs and CEOs on its register. This was further promoted through social media sites and disability community groups, including Diverse Leaders Group members and Leadership WA *LeadAbility* training participants.

Engagement and communications throughout the Project have remained high, and Candidate confidence and enthusiasm has clearly grown. This culminated in a formal Graduation Ceremony and Industry networking event in July 2019, where industry Board directors were provided with the opportunity to meet and network with Candidates directly.

There is now considerable interest in the Project with an increasing number of Disability Services organisations approaching PWdWA to advertise to the Candidates as Board roles become available. This is expected to increase over the third quarter of 2019 as the incorporated associations conduct required annual general meetings. However, more will be needed to achieve sustained improvement.

Funding for the OBM Project will cease in August 2019, and the opportunity to access the Candidate database will remain an opportunity for the Sector to consider.

4.2   Candidate Development Program

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

- **Attain Core Competencies** - Provide training and development centred around the Board Director core competencies

- **Build Professional Profile** - Support Candidates to build their professional profile, resume and LinkedIn profile that would attract recruiters

- **Active Participation** - Encourage Candidates to seek Board opportunities through organisational research, professional networking and actively pursuing opportunities

- **Professional Network** - Foster a professional network of Candidates that will support each other beyond the Project life

The events and deliverables undertaken in each of these areas is outlined in Table 4 below.

Table 4: Candidate Development Program and Activities

Development Areas	Event	Deliverables
Attain Core Competencies	OBM Candidate Workshop and training	• 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	• Board director governance for NFP in the Community Services Sector by *NFP Success* • Training program, manual and electronic slides
	"Governance Committee and Board" training	• Fundamental of governance, Director roles and Board effectiveness by *NFP Success*
Build Professional Profile	"Positioning yourself for Success" Coaching session	• Linkedin™ Professional Coaching session by *Social4Success* • Develop Linkedin Profile

Development Areas	Event	Deliverables
		• Utilise platform algorithms to increase profile • Professional resume template
	OBM Candidate Branding	• Build a register of interested Candidates
		• Recognition and promotion of all Candidates attending events
		• Promotion of all OBM events on social media, particularly LinkedIn
		• Candidate Graduation Ceremony and Industry Networking event with Minister and Board Directors attending
Active Participation	"Putting People on Boards" Training Forum	• Step-by-step guide on how to achieve a Board appointment in 12-months by *Board Appointments* • Copy of "The Definitive Guide to Gaining a Non-Executive Directorship"
	Promoting Board Opportunities	• Communicating Board opportunities to all Candidates • Advertising Board opportunities on LinkedIn page and to the Disability Leaders Group page
	#Putyourhandup	• Promoting put your hand up hashtag on all communications to self-motivate Candidates
	Board Targeting	• Assisted Candidates in researching organisations to better place themselves for selection
Professional Network	Network Formalised	• "WA Disability Leaders" LinkedIn Group formed
	Board Disability Diversity Forum	• 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	• Networking event with Christina Ryan, CEO, Disability Leadership Institutes
	Social Media	• LinkedIn PWdWA Page created to move professional discussions from Facebook and increase network with Board Directors and opportunities

4.3   Government Board Opportunities

The WA State Government operates the *OnBoardWA* Register[13] aimed at connecting those interested in seeking a Board role with those responsible for recruitment of new members. By increasing the talent pool the initiative is seeking to also improve diversity on its Boards and Committees. It was recently reported that there are over 1,200 candidates on the *OnBoardWA* register.

It is also supporting Not-for-Profits to advertise Board or committee vacancies to those registered. However, there is limited evidence that the resource is available or being used.

OnBoardWA recognised that diversity on boards adds value. "For any board or committee, diversity of representation, skills and background is critical to ensuring effective decision-making. A range of life experiences, technical knowledge and capabilities brings broader perspectives and insights, improving the performance and leadership of an organisation.

Diversity also ensures the Western Australian community's interests are reflected, and that the public sector sets a good example for the private sector."

Given its focus on gender diversity, the State Government set a commitment to increase the representation of women on government boards to 50% by December 2019, rising from 46% at July 2018. The OnBoardWA site provides links and reference material to help achieve this target.

While "abilities and disabilities" is listed as a diversity group on the site, there are no guidance material or links provided on how to improve diversity for this, or any of the other diversity groups listed.

The OBM Project has found that there is a need to educate and provide guidance material for Boards, Organisations and Candidates on how improve the representation and inclusion of people with disabilities in decision-making roles. The OnBoardWA Register provides a good opportunity to connect, educate and target areas for change within Government Boards and Committees and published outcomes of the OBM Project will be shared to this site.

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[13] OnBoardWA Register https://onboardwa.jobs.wa.gov.au/onboardwa

5.0   PROJECT OUTCOMES

5.1   Outcome of Project Deliverables

Table 5 provides a summary of the Outcomes achieved against the approved Project Deliverables.

Table 5: Delivered Project 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	• Reference Group formed from the OBM (On Board with Me) Candidates and Stakeholders. Reference Group meet quarterly • Diverse Leaders Group[14] 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	• 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	• 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	• Professional Application – A Resume Template
5. Board recruitment policy template developed	• Inclusion and Diversity Policy template
6. Register of board candidates is developed. 75% of registered candidates receive training to develop their skills in securing a board role	• 95% of Registered Candidates received training through the OBM Candidate Development Program. Full details of the Program are covered in Section 4.2.
7. Survey of the Sector undertake to identify participation rate and	• Board Disability Diversity Survey undertaken in Q1:2019

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[14] Diverse Leaders Group Inc was disbanded in early 2019

PROJECT DELIVERABLES	PROJECT OUCOMES
potential barriers to improving the number of board placements for people with disabilities	• 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 • The raw data results of the Survey are provided in Appendix 1
8. Register of disability support organisations is developed. 75% of registered organisations involved in development of board placement strategies for the Sector	• 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

5.2 Board Disability Diversity Strategy Workshop Recommendation

On 12 May 2019, a workshop of Participating organisation members and OBM Reference Group team members attended the Board Disability Diversity Strategy Workshop. The Workshop focused on analysing the Survey results and

developing recommendations for improvement.   The Workshop recommendations are included in Table 6 below.

Table 6: Proposed Improvement Strategies

CATEGORY	IMPROVEMENT STRATEGY
Culture/ Perceptions	1. Diversity program for Boards
	2. Organisational KPIs to be matched the by Board
	3. "Values" Campaign
	4. Develop a standard or tool to rate Diversity.
Candidates/ Competencies	5. A video story/s from a "champion" about why being a board member is "good for me".
	6. 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
	7. A video documenting evidence about why this is good. Would need to be agreed by the co-design reference group
Process	8. Identify examples of good processes, ie. people with disabilities on Boards in place
	9. Develop a checklist and information on what good processes look like. Address information gathering, development, pilot, review, and release
	10. Identify champions
	11. Review Southcare Emerging Leaders Program learnings
	12. Develop a Register of scholarships
	13. Organisations to seek funding
	14. Register of reliable trainers and courses
	15. Establish information and strategies to enforce organisation being responsible for accessibility of training
	16. Extract information from Government OnBoardWA database and target individuals through social media and other means
	17. Ensure actions are measured
Accessibility	18. Create a funded mentor role which includes:
	19. Transport support and physical access
	20. Informative accessibility
	21. Note taking and Assistive technology

6.0 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.

APPENDIX 1: BOARD DISABILITY DIVERSITY SURVEY RESULTS

1.	Does your organisation have a recruitment policy?	
Yes	80.5%	
No	19.5%	

2.	Does the organisation's recruitment policy also apply to the Board recruitment process?	
Yes	44%	
No	42%	
Not Applicable	14%	

3.	Does your organisation have a specific Board Diversity Policy?	
Yes	39%	
No	61%	

4.	Does the Board Diversity Policy specifically address attraction and recruitment of people with disabilities?	
Yes	39%	
No	28%	
Not Applicable	33%	

5.	If you are in an Incorporated Association, do the Board recruitment processes only follow the requirements of the constitution?	
Yes	74%	
No	26%	

6.	Does your organisation have recruitment targets for Board diversity?	
Yes	47%	
No	53%	

7.	What adjustments has your organisation made that would support a person with a disability being appointed to a Board position?	
Yes	61%	
No	39%	

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
8. In the Community Services sector, I believe that Board appointment processes are genuinely inclusive?	3%	38%	35%	15%	9%
9. In the Community Services sector, the level of Board recruitment processes transparency is appropriate?	3%	35%	44%	6%	12%
10. Setting disability Board appointment targets is essential to increase Board diversity?	38%	35%	21%	3%	3%
11. Our organisation has a very good understanding of challenges people with disabilities face in securing a Board appointment?	44%	35%	9%	3%	9%
12. Our organisation has a very good understanding of challenges people with disabilities face in securing senior level employment?	44%	35%	9%	6%	6%
13. A quota system is needed to achieve diversity targets in Board recruitment?	15%	32%	32%	15%	6%
14. There remain significant physical and/ or cultural barriers to appointing a person with a disability to a Board position.	21%	38%	17%	15%	9%

15. Does the Board currently have Directors or members who identify as having a disability	
Yes	44%
No	56%

16. Does the Board currently have Directors or members who are family or carers of a person with a disability?	
Yes	88%
No	9%
Don't Know	3%

17. Does your organisation currently employ any people who have a disability in Executive or Senior manager roles?	
Yes	22%
No	72%
Prefer Not to Answer	6%

18. Does your organisation currently employ any people who have a family or carer lived experience in Executive or Senior manager roles?	
Yes	75%
No	22%
Prefer Not to Answer	3%

19. Have the organisation's Board members been required to undertake disability awareness training?	
Yes	12%
No	66%
Don't Know	22%

20. Please rate the following issues in terms of their impact on increasing the numbers of people with disabilities being appointed to Board positions?

	Significant Impact	Some Impact	Limited to No Impact
Number of Candidates nominating	41%	53%	6%
Skills or competencies	65%	29%	6%
Board recruitment process	22%	50%	28%
Board role availability	28%	41%	31%
Achieving workplace adjustments	22%	44%	34%
Accessible transport and workplace design	31%	38%	31%
Accessible format of Board papers	38%	25%	38%
Understanding value of lived experience	16%	34%	50%
Concerns of professional behaviours	9%	47%	44%

APPENDIX 2: INCLUSION AND DIVERSITY POLICY

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 Board approval, to demonstrate commitment to Inclusion and Diversity, and for defining measureable outcomes to achieve cultural change.

Inclusion and Diversity Policy

OBJECTIVES

We recognise that a talented and diverse workforce is essential to the success and sustainability of our business and can provide a competitive advantage. We strive to create a workplace culture where people feel included, respected and valued for their unique perspectives, attributes and experiences.

Inclusion centres on all who work in our organisation creating a climate of trust and belonging, where people feel comfortable to bring their whole self to work, and can participate in opportunities. This is evident where an individual and a communities uniqueness is welcomed and appreciated.

Our diversity encompasses differences in age, nationality, ethnicity, religious beliefs, sexual orientation, intersex status, gender identity or expression, abilities or disabilities, family background, including carer commitments, and education.

POLICY PRINCIPLES

We will achieve these objectives by:

Leadership

- Our commitment to inclusion and diversity is embedded in our organisation's Strategies and supported by our Values

- Our Board establishing, and reviewing on an annual basis, measurable objectives for achieving improvement in the diversity mix across our organisation, from the Board, our executive team and our workforce

- Our executive team leading cultural change across the business to deliver inclusion and diverse objectives

Culture

- Creating a workplace culture that is open and flexible to change, and empowers and recognises people who demonstrate a commitment to Inclusion and Diversity

- Supporting employee community groups and our organisation's initiatives to drive inclusion and diversity, and measuring their effectiveness

- Ensuring our organisation and our brand is attractive to a diverse range of people

Recruitment

- Building and developing a Board, leadership team and workforce that reflects our customers and communities in which we serve

- Recruiting, developing and managing employees in line with individual competence and our commitment to inclusion and diversity

- Actively monitoring recruitment, promotions and turnover statistics

Engagement

- Fostering the involvement and engagement of all employees

- Engaging our diverse communities in accessible planning and design

- Raising awareness with our people to ensure we understand needs, barriers and potential biases to achieving inclusion

- Providing education and experiences to raise awareness and to drive inclusive behaviours

Working arrangements

- Embracing innovation and technology in workplace design, with supporting equipment and embedding flexible working arrangements

- Identifying and taking steps and adjustments to mitigate potential bias in our assets, systems, behaviours, policies, processes and information formats that hinder inclusion and diversity

Reporting

- Communicating openly and transparently to stakeholders in our performance against inclusion and diversity Measureable Objectives, including publishing our policies, targets and performance outcomes

- Ensuring that there are clear reporting processes and procedures in place to prevent and stop discrimination, bullying and harassment

MEASURABLE OBJECTIVES

The Board will annually:

- Set Identified Group representation targets in relation to the Measureable Objectives in this Policy

- Assess the Measureable Objectives and progress to achieving the representation targets set by the Board

The Chief Executive Officer (CEO) shall:

- Drive progress towards representation targets set by the Board by delivering against the Measurable Objectives

- On an annual basis, propose targets that aim to achieve the objectives of this Policy for Board approval. The CEO shall give consideration to reporting on the following targets:

  o Determining Identified Group's priorities and strategies as part of our workforce planning, and assigning improvement targets, where appropriate

  o Establishing goals for Identified Group representation at an organisation-wide and business unit level, and for executive, senior management and operational roles

  o Implementing strategies and initiatives to address inclusion and diversity gaps, eg. gender pay gap, employment of people with a

disability in senior roles, diversity representation across the business and inclusion measurements

- o Ensuring that voluntary separation rates for employees in Identified Groups do not exceed their representation rates

- o Aiming to ensure that the scores for employee engagement for Identified Groups are not less than the whole of organisation's engagement scores

- o Implementing leadership programs that assist in the development of a diverse pool of skilled and experienced executives, and that prepare them for senior management and Board positions

MONITORING AND REPORTING

The CEO shall provide timely and transparent reporting against the Measurable Objectives. Reporting shall include:

- Initiatives undertaken by management in relation to inclusion and diversity and to achieve the Measurable Objectives

- Progress in achieving Measurable Objectives

DEFINITIONS

TERM	DEFINITION
Diversity	Includes difference that relate to gender, age, ethnicity, race, cultural background, disability, religion, and sexual orientation or identification. In addition, Diversity also includes difference in background and life experience, and cognitive diversity, such as communication styles, interpersonal skills, education, functional expertise and problem-solving skills
Identified Groups	Gender groups; Indigenous employees; Ethnically, racially, culturally and linguistically diverse employees; Employees with a disability; Gay, lesbian, bisexual, transgender and intersex employees; and any other Groups as approved by the Board

TERM	DEFINITION
Inclusion	The practice of making sure that we foster the involvement and engagement of Diversity in all our practices in relation to our customers, our communities and our people
Measurable Objectives	The measureable objective for achieving Inclusion and Diversity at all levels below Board level, as determined by the Board

POLICY AMENDMENT

This Policy cannot be amended without the approval of the Board

DATE

June 2019

POLICY REVIEW DATE

This policy shall be reviewed at least every three (3) years

Next Review Date:

APPENDIX 3: OBM CANDIDATE – STRATEGIES TO IMPROVE BOARD DIVERSITY AND INCLUSION

Candidate Development and 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, delivery and assessment

Culture Issues

- Need to understand support needs
- Others judgement of people with disabilities and the type of disability
- Boards have lack of understanding of disability
- Some people concerned that Board members feel people with disability are too sensitive, or issues are too sensitive to broach

Board Accessibility

- Format of information and time given to read and analyse effectively
- Being able to get to meetings
- Physical access to places
- Need to know access issues

Funding Issues

- Increase access to courses
- Increased access to course funding or sponsorship
- Non-payment of Board attendance

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

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

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