



A DIRECTOR'S GUIDE

Improving access and inclusion in the boardroom

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About this guide

Directors in Australia understand the value of diversity and inclusion, but people with disability remain massively underrepresented on most boards. This guide explains what directors can do to change that.

The business case for greater diversity and inclusion has been well made and widely accepted by boards of directors across Australia. While progress remains slow towards making workplaces and boards more accessible and inclusive for people with disability, many employers are spearheading initiatives to change that.

With a strategic focus on disability inclusion in the workplace, backed by robust processes, your board can establish an environment that not only welcomes directors with disability but also role models inclusivity across the wider organisation while reflecting the community it serves.

This guide offers a selection of proven, practical tips to help directors make this happen. All the suggestions and recommendations are informed by directors who have lived experience of disability. Together, let's make Australia's boards the best that they can be.



Audio version of this guide

You can access an audio version of this guide by downloading an mp3 from our website.

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-  **1 Widen your talent pool:** In Australia, 2.1 million people of working age have a disability (Australian Bureau of Statistics, 2019). This is a vast pool of talented, skilled and knowledgeable people.
-  **2 Innovation:** People with disability have experience navigating a world that does not always cater to them. Many routinely overcome barriers, which gives them strong innovation and problem-solving skills. And their lived experience of disability can offer diversity of thought to board decision-making.
-  **3 Understand your customers:** If, like most organisations, you seek to serve a diverse customer base, then having directors with lived experience of disability can help your board anticipate and respond to the needs and interests of more customers.
-  **4 Retention:** When your board is more accessible and inclusive for people with disability then, quite simply, you're more likely to retain your talented directors.
-  **5 Attraction:** Having a diverse board of directors sends a powerful message to the marketplace that yours is an organisation that celebrates and elevates people with disability. This helps you to recruit future talent to your board, as well as your wider workforce.

“People with a disability remain almost entirely unrepresented on company boards and senior leadership positions in Australia, despite a growing awareness among companies of the need to improve diversity in the workplace.”

The Australian, 15 June 2022

36%

or more than a third of people with disability are often treated less favourably than customers without a disability.

Australian Human Rights Commission, 2019

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Education and awareness

In this section, we outline ways to foster a deeper understanding of disability among board directors, and we provide some basic definitions.

Some people may fear saying or doing the wrong thing when it comes to working with people with disability. This lack of confidence can lead board members to sit back from the conversation because they are worried about getting something wrong. And this, in turn, ends up excluding people.

So, the first step for boards is to acknowledge there is a gap in understanding. The second is to accept that, as humans, we all carry some unconscious bias within us that can lead us to make incorrect assumptions about others. The third is to commit to an ongoing process of learning and education for the board.

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Disability confidence training

A regular program of disability confidence training ensures that directors recognise and address unconscious bias; and are equipped with the right language, terms and competence. Board members will also have a better understanding of the challenges faced by those with lived experience of disability. All of which helps foster a flexible environment where all board members feel valued, respected, and included.

Australian Disability Network provides a range of learning solutions that empower board directors to make change in their roles and to progress access and inclusion. See our website for details.

5.5 million+

or more than 1 in 5 people in Australia have some form of disability.

Australian Bureau of Statistics, 2019



“It’s important to always be talking and learning. Boards need a continual growth mindset to keep doing better in this space. Directors need the confidence to ask genuinely good questions to learn and understand; and to give people the time and the space to feel safe and heard. Because everyone’s experience is going to be different.”

Jeanine Drummond, Chair of the Australian Maritime Safety Authority and board member of the Australian Maritime College

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Guiding principles

Australian Disability Network recommends these guiding principles:

- Never assume what a person can or can't do, or how they experience disability.
- Always ask how you can assist – and listen without judgement.
- A person's disability is as unique as their fingerprint. No two people will have the same experience or requirements.

35.9%

or more than a third of Australia's households include a person with disability.

Australian Bureau of Statistics, 2019

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What is disability?

Disability used to be seen as a medical condition that required treatment or cure. Fortunately, we now understand disability through the lens of interactions with one's environment.

The Social Model of Disability describes disability as being the result of how people engage with their surroundings – including physical, digital, and attitudinal barriers. When boards have such barriers, they hinder people from fully participating and/or contributing effectively.

Disability varies widely

There are many types of disability and every person with disability has their own specific experiences and requirements. The Australian Disability Discrimination Act (1992) defines disability as “any impairment, abnormality, or loss of function of any part of the body or mind, including physical disability, mental illness, sensory impairment, intellectual disability, learning disability, neurological conditions, immunological conditions and physical disfigurements”.

A disability is any condition that restricts a person's mental, sensory or mobility functions. It may be caused by accident, trauma, genetics or disease. A disability may be temporary or permanent, total or partial, lifelong or acquired, visible or non-visible.



“Let's not mince words: My blindness is a profound disability and it impacts every part of my life. When other board members see me, they might think, 'I have no idea how he does that' or 'I would hate to be in his position'. It's important that we acknowledge such thoughts and move past them. People are people first and foremost. As a person who is blind, I understand the barriers and prejudices we have to overcome. Despite these barriers, I get things done.”

Tony Clark, Chair of the International Association for Public Participation Australasia, director at State Trustees Victoria and former director at Blind Citizens Australia.

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Leaders understand the importance of providing the right tools and resources to maximise the contribution of their workforce. It helps people to be the best that they can be. The same logic applies when making adjustments to enable board directors with disability to fully contribute.

Put simply, an “adjustment” is a change that helps someone with a disability to participate equitably as a board member. Such adjustments can be made without compromising the board’s operations or efficiency. And they often require no financial outlay. (A simple example would be when a director is using crutches, you might hold a board meeting close to the exit point of the building.)

Typically, we think about adjustments in three ways: physical spaces, communication channels, and technology. In this section of our guide, we provide some practical tips for adjustments that can help your board make the most of all your directors’ talents.

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- 1. The golden rule:** Everyone experiences disability differently, so it's important not to make assumptions about adjustments that are/aren't required. To find out how to adjust your board's processes, practices, procedures, or environment to make it accessible for a particular director, simply ask the person. They are the experts.
- 2. Meeting invites:** In board meeting invites, include a simple standard sentence asking invitees to mention any accessibility requirements before the meeting; and always offer them two different modes of contact. For example:
 - If you require any adjustments to participate in this meeting, please contact me at [email] or [phone number].Once asked, people are more likely to feel comfortable requesting adjustments.
- 3. Physical access:** Consider the accessibility of the building(s) and meeting room(s) where board meetings are held. Will directors be able to get to, into and around each room?

- 4. Online/video meetings:** Basic protocols you can introduce for online/video board meetings include: a) Ensure that one person speaks at a time, b) Use the standard functionality of video meeting platforms (e.g. Microsoft Teams, Google Workplace) to display captions in real time, c) Soundcheck your technology before your meeting, d) At the start of saying something, speakers say their name aloud first (e.g. "Andy speaking").
- 5. Hybrid meetings:** A board meeting where some attendees are together in a room, while others are joining online, is often required because of people's competing schedules. (These can also be especially helpful for directors who may be immunocompromised or those who don't live near accessible public transport.) For such hybrid meetings, consider the table set up in the room where people are gathered. A "U shape" table can ensure everyone online can see who is speaking, and that faces can be seen.
- 6. Build breaks into meetings:** Everyone benefits when you build breaks into meetings. Just five minutes per hour allows everyone to reset and recharge. It also allows time, for anyone who needs it, to take medication, change a colostomy bag, have a snack if they are diabetic, or stretch if they have back pain. And it allows those who are using captioning services to switch off their device, to avoid digital fatigue.

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- 7. Accessible documents:** Before finalising and sending out board documents, there's a simple step you can take to ensure they're accessible. In apps such as PowerPoint and Word, Microsoft has a built-in accessibility checker that suggests small changes to make it easy for everyone to read and analyse documents. This can be particularly valuable for directors who are epileptic or colour blind, for example, or those who use Assistive Technology such as screen reading software. (We explore accessible communication in more detail in the [next section](#).)
- 8. Feedback mechanisms:** Establish open channels for feedback and regularly seek input on the effectiveness of adjustments. Commit to making continuous improvements in creating an inclusive environment.



"I wear a hearing aid and there are social occasions where I only know when something funny has been said after everybody laughs and I think, 'Okay, I missed that'. In a board meeting, without adjustments, I could miss crucial details that prevent me from contributing. But we run captions in meetings on Zoom and Microsoft Teams, so I never miss a thing."

Lyn Birnie, Board member for East Coast Apprenticeships, West Moreton Hospital and Health Service, Ipswich Zonta and Ipswich Legacy

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Reasonable adjustments

The Australian Disability Discrimination Act (1992) states an adjustment is considered reasonable unless it causes “unjustifiable hardship” to the employer or organisation.

Unjustifiable hardship could be in the form of financial cost, a change to the physical building that’s not possible due to council or other restrictions, or an adjustment that would disadvantage other employees or board members.

Here’s what to consider when deciding whether an adjustment is reasonable:

- How effective the adjustment is in helping the board member with disability to contribute
- If or how others may benefit from the adjustment
- The practicality of the adjustment
- The disruption caused to business operations
- The financial or other costs of the adjustment in the context of your financial and other resources
- The nature of business activities and organisation size
- The availability of financial or other assistance to help make the adjustment.



“It’s simpler than you might expect: Ask what adjustments the board member requires. Then do as they ask. Then check to ensure their needs are being met. And remember directors with disability have valuable lived experience, as well as a range of other knowledge, skills, and abilities.”

Dr Alan Hough, Director of Purpose At Work

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Culture and communication are inextricably linked. In this section, we explore how to foster an inclusive culture for all board members (including those with disability) and we explain the crucial part that communication plays.

Directors set the tone for the rest of the organisation to follow, so it's vital to foster an inclusive and supportive board culture that values diversity. There are several practical steps to help achieve a more inclusive culture that welcomes people with disability and makes the most of everyone's diverse talents and experience.

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Practical tips to build a positive, inclusive board culture

- 1. Be open to diverse perspectives:** Many traditional boardrooms were intimidating environments, where people with disability didn't feel comfortable speaking up. Your aim should be a culture that allows everyone's contributions to be valued, respected and acknowledged. As a board, commit to welcoming a diversity of perspectives. Directors with disability should feel comfortable to offer points of view based on lived experience.
- 2. Take responsibility:** Ultimately, every board member is equally responsible for ensuring an inclusive culture. And individuals can take on specific roles in support of this. For example, you might nominate a "board buddy" for all new directors to assist in navigating the practices and processes of the board. You might also select one board member to lead on advocating and advising on disability related matters. And one board member might be nominated to act as first point of contact (often called a "board liaison") for queries and requests from any directors with disability.
- 3. Be accountable:** Set clear targets and expectations for disability inclusion, then regularly track and report on progress. Hold directors accountable for meeting inclusion goals. Commit to continuous improvements, addressing emerging challenges and opportunities for inclusion.
- 4. Think beyond your board:** Seek support from those who specialise in diversity and inclusion, and draw upon their proven expertise and resources. (Later in this guide, we provide a summary of additional resources that you may find useful.)
- 5. Be proactive:** Ask board members with disability what support systems would help them – and then scope out and deliver these.
- 6. Offer mentoring and training:** People with disability are underrepresented in most board rooms, which means fewer chances to gain experience and knowledge. Mentoring and training (such as that offered by the Australian Disability Network) can help your directors to build additional expertise and confidence.
- 7. Hold inclusive events:** Board-related social events help build culture and camaraderie. Don't assume someone can't participate or doesn't want to be involved simply because they have a disability. Adjustments can almost always be made so that everyone feels included. Ensure you consider how events can be made accessible and inclusive for any directors with disabilities. Consider access, transport/parking, toilet facilities, noise levels, and any other relevant factors.
- 8. Focus on the person, not the disability:** How should you refer to a person with disability? Use their name. Refer to "Susan who is super organised and chair of the audit committee", rather than "Susan who has cerebral palsy". If you make a mistake, apologise. If you are genuinely trying to support a fellow director to participate, that's what really matters.
- 9. Celebrate:** When you reach milestones on your accessibility action plan, consciously take the time to celebrate and to acknowledge directors and others who have contributed. Consider how you might use your achievements to showcase your success and share best practice.

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Practical tips for communications

When it comes to communication, the most important thing is to treat everyone with respect. In this section of our guide, we share some very practical advice to help your board to use inclusive language and provide content that is accessible. Let's start with some general tips for good communication.

1. Develop guidelines: Amend your board charter to include clear and accessible communication guidelines that ensure all board members, including those with disabilities, can fully engage in discussions and receive information. This might include guidelines for:

- offering to provide materials in various formats, such as braille or electronic text
- using inclusive language ([see page 16 for details](#))
- making accessibility a priority ([see page 17 for details](#)).

2. Face-to-face interactions: Be considerate of the extra time it can take some directors to do or say some things. Be patient and give your undivided attention, especially with someone who speaks slowly or with great effort. Best practice is to ask a person about their accessibility needs and adjustments and not about their disability.

3. Speaking and listening: Look and speak directly to board members, even when they are accompanied by an interpreter or assistant. Use a normal tone of voice when welcoming a person with disability. Don't shout, use big hand gestures, or speak extra slowly to someone who is hard of hearing or has difficulty understanding – just speak clearly. Never pretend to understand what a person is saying if you don't. Ask the person to repeat or rephrase, or offer them a pen and paper.

4. Board members with hearing impairments: Always make sure you're facing the director when you speak to them, so that they can read your lips if they need to. Don't cover your mouth or speak when your back is turned.

5. Board members with vision impairments: If a person is blind or has low vision, consider describing the layout of the area to them, especially any obstacles like stairs or furniture. Don't distract a guide dog or assistance animal by patting it or giving it food.

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Don't assume. If you are unsure of how to provide an accessible boardroom for a director, the easiest approach is to stop and ask the person. Every individual has their own requirements in terms of adjustments, and they're the experts. It's also incumbent upon board chairs and board secretaries to check in with their directors to ensure the organisation is meeting the individual's needs and maximising that person's contribution to the board. Finally, when offering to help, always wait until your offer is accepted before trying to assist someone.



“Some directors with disability may not feel confident sharing information upfront. In my experience, when fellow board members have been a bit curious, then I've felt more comfortable to share. And every single time I've shared fully, people have been really sensitive and often can't believe I'm managing in the way that I am.”

Sharon Paley, Director, Australian Centre for Restraint Reduction and Elimination

Practical tips for inclusive language

By focusing on the individual (rather than their disability), your choice of language can be a powerful force for inclusion:

- 1. Focus on the person, not the disability:** Put the person first and the impairment second. For example, use “person with disability” or “people with disability”. Or “person who is deaf” or a “person with lived experience of disability”. It is also okay to ask the person what they prefer.
- 2. Avoid the “inspirational” cliché:** Directors with disability are just living their lives; they are no more super-human than anyone else. Implying a person with disability is “courageous” or “inspirational” – for just getting through the day – may be well-intentioned, but it’s also patronising and offensive.
- 3. ...and avoid the “victim” cliché:** Just because a director experiences disability, it doesn’t make them weak, a victim or someone to be pitied. Avoid terms such as “suffering from”, “struck down by”, “afflicted with” or “wheelchair bound”.

- 4. Use “share” instead of “disclose” or “declare”:** In a board setting, the terms “declaring” or “disclosing” disability can seem like a director is divulging a secret. Instead, try using a simple phrase such as: “choose to share information about your disability”.
- 5. Avoid euphemisms and made-up words:** While the intention is often good, it’s best to avoid terms like “differently abled”, “diffAbled” or “special needs”. At best, they are euphemistic; at worst, they are patronising.
- 6. Focus on accessibility, not disability:** Increasingly, we refer to Accessibility Action Plans or Access & Inclusion Plans, rather than Disability Action Plans. This makes the focus much more inclusive and incorporates the requirements of a diverse range of people who may have access needs, including older people, parents and carers of young children, and travellers. Similarly, car parks, lifts and bathrooms are now appropriately described as accessible, rather than disabled or handicapped.

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The accessibility of the board documents you produce will hinge upon whether or not you follow best practice. A few simple changes can make your content more accessible:

- 1. Use descriptive links:** When you refer to hyperlinks, use specific language that describes the destination readers are clicking on. Make sure the link makes sense when read out of context. And if the link will trigger a download on the reader's device, make this obvious before they click (e.g. inserting "Microsoft Word document, 2MB" in brackets).
- 2. Provide image descriptions:** Otherwise known as alternative text or alt text, these descriptions are picked up by screen reader software which is commonly used by those who have impaired vision. The description should be short, and accurately reflect what is in the image. If the image contains text or a link, include this in the description. If the image is purely decorative, your description could state "decorative" or include a null alt (two quote marks "") which is a cue for assistive technologies to ignore it.
- 3. Use "true" headings:** "True" headings help screen reader tools to identify a heading hierarchy in your text (e.g. H1 is level 1, H2 is level 2, etc). "True" headings can be found in the "Home" ribbon of Microsoft Word, the "Format Text" ribbon in Microsoft Outlook, and the editing section of your website's content management system.

- 4. Use captions for video, and transcripts for audio and video:** Captions appear on screen during videos to provide viewers with a textual transcript of a video's dialogue, sound effects and music in real time. Transcripts provide a separate textual version of everything that has been said in video or audio, but can also include descriptions, explanations or comments.
- 5. Consider readability:** Consider your audience and use language that is clear, simple and inclusive for them. Left-align text. Use sans serif fonts such as Arial or Calibri (size 11 minimum). Avoid excessive use of bold, italics and underlining. Avoid very small font sizes. Ensure good colour contrast between text and backgrounds, such as the classic black text on a white background.
- 6. Graphs and tables:** Graphs and tables in board papers may pose accessibility challenges. These visual elements, when not accompanied by alternative text or descriptions, can hinder the understanding of critical information for those using screen readers or other assistive technologies. To enhance accessibility, it is essential to provide detailed descriptions or captions for each graph and table, ensuring that individuals with visual impairments or other disabilities can fully comprehend the presented data.

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Recruitment

Inclusive and accessible recruitment can help you secure a more diverse board of directors. In this section, we offer some practical recruitment tips and approaches.

“I have never been contacted by a head-hunter to sit on a board, and that includes in my industry where I’ve completed more than \$50 billion worth of transactions globally.” Those are the words of one director who participated in a recent La Trobe University survey of board members with disabilities¹. Similar sentiments were echoed by many others, as the survey revealed the extra effort (intellectual, emotional, and physical) that people with disabilities often make to even be considered for board appointments.

But here’s the good news: Boards can take several simple steps to reduce such strain, and to make recruitment more inclusive and accessible. In doing so, boards will gain access to a swathe of untapped talent while becoming much more representative of the customers and communities they serve.

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Start with your skills and attributes matrix

It is imperative that you are recruiting talent for their expertise and strengths, and how these will complement the existing board strengths. A good place to start is by reviewing the skills and attributes matrix that articulates the range of experience and capabilities you require on your board.

In that matrix, lived experience of disability should sit alongside technical skills. Include this in your briefs to recruiters for board and leadership roles. Tell them you want to interview someone who has both the technical skills and the lived experience of disability. This sends the message that lived experience of disability is valued.

The application process

Before you even advertise a role or invite people to apply, it's important to think about how people will access the essential information. Plan to provide details in a range of formats via an accessible website. (Note that accessibility testing tools are available on the Australian Disability Network website to assist you.)

Consider the application process from end to end. How accessible are your online forms? And have you offered alternative ways for applicants to submit their details? How will you find out what adjustments and communication methods are preferred by applicants? Have you named a contact person to be available to assist applicants throughout the process?

When advertising or inviting applications for board positions online, include wording that encourages people with disability to apply. It's also important to use inclusive language and make information available in a range of formats. (For tips, refer to the boxes titled "[Accessible content](#)" and "[Inclusive content](#)" in the previous section of this guide.) Also, provide access to your disability employment policy.

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The screening process

When reviewing applications for your board, make a point of not rejecting candidates based on employment history gaps. Candidates with disability may have had career breaks to manage their health.

Invite all applicants to make requests for adjustments and preferred communication methods. Adjustments might include accessible interview venues, Auslan interpreters, live captioning services, alternative formats of materials (e.g. accessible Word documents rather than PDFs), etc.

If an applicant notifies you of their preferred communication method (e.g. video call not phone call) then make sure that informs how the applicant is contacted during the full recruitment process.

Disability confidence training

Board members and interview panellists should complete disability confidence training to ensure they are aware of inclusive interview techniques and don't inadvertently discriminate. See our [additional resources section](#) for details about such training.

"I joined a board and the president said it was really good that I was coming on board because they had just lost their person with a disability. I said to him that I hoped they didn't expect me to be the token person with disability – because that was not going to happen!"

Unnamed board director quoted in recent La Trobe University survey of board members with disabilities²

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² Director Pathways Project: *An investigation of the pathways and experiences of Australian directors with disabilities* by Purpose at Work and La Trobe University's Living with Disability Research Centre, authored by Alan Hough, Christine Bigby, Alison Brookes (2023)

The interview process

Several steps can help ensure your interview process is accessible and inclusive:

- 1. Welcome adjustments:** When inviting board applicants for interviews, express your willingness to make adjustments (e.g. “If you have any adjustment requests for this interview, please let me know via email or phone.”) And be clear about what candidates can expect on the day (including who will be conducting the interview).
- 2. Consider your location:** Your building and interview room need to be accessible (if there are barriers at the venue, highlight this to the applicant to allow them to make/request alternative arrangements). Interview/assessment processes should also be accessible (e.g. if applicants need to complete any paperwork during the interview, make sure documents are available in alternative formats).
- 3. Follow online etiquette:** If you’re holding interviews online, follow accessible digital meeting practices (e.g. one person speaks at once, say your name aloud before speaking, keep your camera on throughout, offer captions, etc).
- 4. Be supportive:** Before the interview, provide pre-reading materials (e.g. board pack, selection process) in an accessible format. And offer applicants the option to engage someone to support them, if necessary (e.g. someone with a visual impairment might ask a personal assistant to attend).
- 5. Have a diverse interview panel:** To mitigate unconscious bias during your selection process, ensure your interviewers have a range of backgrounds, experiences and beliefs.

- 6. Take care over questions:** Interview questions should be focused on essential requirements of the board role, and behavioural questioning is best. As people with disability have sometimes experienced disadvantages in the labour market but still have the requisite skills/ aptitude, you might also look for transferable skills. (For example, rather than asking about previous board experience, you might ask about previous experience making strategic decisions.)
- 7. Provide time and space:** Give applicants enough time to consider the questions before you ask them to respond. If they ask to receive interview questions in advance (so that they have time and space to comprehend questions before responding) then grant their request.
- 8. Respect privacy:** If a board applicant shares with you that they have disability, keep the information private and confidential unless they give explicit consent for you to pass on that information. In the interview, do not ask personal questions relating to the candidate’s disability.
- 9. Accommodate interpreters:** Some board applicants may require that interpreters are booked for the interview. Sometimes Auslan users have preferred interpreters. So ask if the applicant has a recommended/preferred interpreter you can book. Be mindful that lead times to engage Auslan interpreters can be several weeks.
- 10. Be clear about what happens next:** At the end of the interview, explain what the next steps in the process are, and what the timings will be.

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Set your board up for success

After appointing anyone to your board (including someone with disability), you'll naturally want them to succeed in the role. These practical steps can help:

- 1. Listen:** Ask if the new director requires any adjustments to participate on the board and if they require a Personal Emergency Evacuation Plan (PEEP). A PEEP is an agreed plan of action developed with the person with disability to be implemented in the event of an emergency.
- 2. Coordinate:** Ensure that your nominated contact person (often called a "board liaison") understands what the new director's preferred method of communication is and what adjustments have been requested.
- 3. Business as usual:** Ensure that any presentations or meetings conducted during and after the directors' induction are accessible and inclusive (e.g. ensure any PowerPoint presentations are accessible and digital meetings observe accessible digital meeting protocols).
- 4. Mentoring:** Consider mentorship or coaching opportunities, tailored for directors with disabilities (such as those offered by Australian Disability Network).
- 5. Follow up:** Finally, to continuously improve your board, seek feedback from your new director about their experience of the selection process. Ask about any adjustment requests, their effectiveness, and the implementation process itself.



“Recruitment isn't just about job ads. It's about the whole organisation; putting policies and procedures in place and fostering an inclusive and diverse culture. It's also about looking at candidate pools and what the market is doing; then tailoring job ads and the recruitment process to attract candidates and making sure people can bring their own experiences and skills – and have adjustments made – in a fair and equitable process, along the way.”

Alice Anderson, board member of Sydney Gay and Lesbian Mardi Gras, Making Waves Foundation and Access Sydney Community Transport

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At Australian Disability Network, we can help you build disability confidence and understanding, check your progress on access and inclusion, and connect with others sharing your journey. Our services, programs and tools make it easier for you to welcome people with disability as board directors, employees, customers, and stakeholders.

Boards can access the following resources and more via our website:

- **How to increase board and executive representation resources** including details of scholarships, mentoring and training.
- **Disability confidence training** including face-to-face and eLearning courses to equip directors with the knowledge and understanding to develop and maintain a welcoming and inclusive culture.
- **Accessible workplace information** covering national standards and workplace adjustments.
- **Access and Inclusion Index** to identify your board's strengths and opportunities for accessibility and inclusion.
- **Recruitment and selection guidance** including tools and resources for recruiters and applicants.

Visit australiandisabilitynetwork.org.au, email info@AusDN.org.au or phone 1300 363 645.

About this guide

Education and awareness

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Acknowledgements

Acknowledgements

Publishing this guide was made possible through the support of the following people, whose considerable time and insights helped inform the writing of this guide.

Sincere thanks to Alice Anderson, Lyn Birnie, Tony Clark, Jeanine Drummond, Alan Hough, and Sharon Paley. This guide was researched and produced by Australian Disability Network and designed by Andy McLean and Jane Gascoigne on behalf of Swash & Buckle.

About the Directing Change Scholarship

The Directing Change Scholarship is a three-year educational program that creates a unique pathway for aspiring leaders with disability in Australia to join company boards. The program works in two key ways; (1) by preparing leaders with disability for Directors' jobs; and (2) by making Directors and boards more disability-confident. Together with a governance course from the Australian Institute of Company Directors, participants receive an eight-month tailored mentoring program that matches them with experienced board members which has a twofold impact; (1) the participants receive practical and relevant guidance and creates new networks; and (2) the Director i.e. mentor is exposed to the challenges and barriers persons with disabilities face in regards to joining a company board. The Australian Disability Network Director's Guide is one of the key deliverables from this initiative to support boards to become more accessible and inclusive.