Guidelines for the recruitment and retention of women in leadership roles

A toolkit for Victorian sport
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- Disability Sport Victoria
- Diving Victoria
- Football Federation Victoria
- GippSport
- Gymnastics Victoria
- Lacrosse Victoria
- Masters Swimming Australia
- Mallee Sports Assembly
- Motorcycling Victoria
- NRL Victoria
- Pony Club Victoria
- Rowing Victoria
- Sailing Australia
- Sport North East
- Squash and Racquetball Victoria
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- Tennis Victoria
- Triathlon Victoria
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- Volleyball Victoria
- Water Polo Victoria.
Executive summary

Having gender-diverse leadership at board and senior management level in an organisation improves its performance by:

- increasing the organisation’s problem-solving ability – broader discussions and a greater diversity of ideas can help when solving issues
- increasing capabilities – women bring a range of skills to leadership roles including, astute interpersonal skills, self-reflexivity and critical thinking abilities
- having a greater diversity of leadership styles – this increases the organisation’s flexibility and its ability to solve complex problems and deal with a diverse range of stakeholders.

This toolkit will assist you to:

- evaluate your organisation’s culture and consider how it is gender inclusive and supportive of women in leadership roles
- identify areas where you are on track and where there is room for development
- understand the common conscious and unconscious biases in recruitment processes.

It will also help you to create change by:

- implementing a diversity policy, which provides an overview of your commitment to gender diversity and what you will do to increase this in your organisation
- attracting a diverse range of skilled applicants to leadership roles in your organisation, by writing a detailed position description using gender-neutral language and promoting your organisation’s good work in working towards gender equality
- ensuring you write inclusive position descriptions that describe the skill set you need, so you attract the most suitable candidates
- targeting your audience through clever placement of job advertisements to attract a diverse range of the best leaders to your organisation
- selecting the best candidates for the job by setting up structured selection processes that eliminate gender and other biases
- retaining women in leadership roles in your organisation through flexible working arrangements and professional development opportunities.

The last part of the guide helps you celebrate your wins and recognise and promote women’s leadership in the active recreation and sports sector by:

- collecting the right data to tell your gender diversity story and communicate your results
- creating champions of change and role models from within your organisation to promote women in sports leadership roles.
Guidelines for the recruitment and retention of women in leadership roles
Introduction

In Victoria, women and girls are currently underrepresented in the active recreation and sports sector, in terms of both participation and leadership.

In 2016, 22 of the 99 state sport and recreation organisations that are funded through Sport and Recreation Victoria, including state sporting associations, regional sports assemblies and other state sport and recreation bodies, have a female chief executive officer.

For this to change, we need more women as leaders in the sector, to give women more influence about opportunities for girls and women.

This toolkit has been developed to assist organisations in the sports and active recreation sector to increase the number of women in leadership roles in their organisation, at board and senior management level.

It provides an overview of the benefits of increasing women’s leadership in your organisation.

It is a practical resource you can use to review and develop your recruitment practices, and to increase the attraction and retention of women in leadership roles in your organisation.

Specific questions covered include:

- What can gender diversity provide my organisation?
- How do I attract and recruit board members?
- How do I retain board members?
- How do I attract and recruit senior management?
- How do I retain senior management?
- How do I recognise and promote increased gender diversity?
In December 2015, Sport and Recreation Victoria released the Victorian Government’s Inquiry into Women and Girls in Sport and Active Recreation (the Inquiry). It was a joint project between government and the sports and active recreation sector. The findings highlight the need to improve recruitment practices to increase women’s employment in leadership roles.

**Key findings**

Women often feel reluctant to participate in boards, committees and other leadership roles in strongly male-dominated environments. Even women holding leadership positions often reported feeling intimidated or treated in a dismissive way.

Many women reported a lack of confidence to take on leadership roles. Sometimes this related to a perceived lack of skills. Research indicates that women are more likely than men to question their competence or suitability for leadership roles, even when through objective measures they may be appropriately qualified.

The lack of confidence by women supports the need to actively recruit women to achieve a balanced candidate pool for selection, as well as providing education and training to grow confidence and develop the necessary skills.

Retention of women in leadership roles within sport and active recreation was also regularly raised as an issue. Research shows if the environment is not welcoming and open, women leave, particularly when they are a distinct minority. When a third of the board is female, a critical mass for retention seems to be achieved.

Women and men on gender-balanced boards felt a positive difference when the ratio became equitable. Further, women did not feel detached, and board members in these environments often encouraged diversity and monitored recruitment and selection procedures to ensure they were bias-free.

There is a clear lack of visible role models and pathways for women in leadership within sport and active recreation. Examples of women with careers, especially paid careers, in sports administration and other leadership roles are the minority.

For many people the advisory panel spoke to, the way to get started was not clear. There is a lack of awareness of how leadership roles in sport and active recreation at a grassroots or community level could lead to full-time professional roles and careers in the sector for women (officiating, management, etc.). Consequently, women have not typically pursued this as a possibility.

Even when women do put themselves forward, there are barriers to being selected. While there is still evidence of actual gender discrimination (even for people and organisations with good intentions), it seems to be likely that unconscious bias in recruitment and selection processes is a reason why women are not recruited or appointed.

The Inquiry Advisory panel believes that this can be mitigated by education and by changing the culture within the organisation to make it more welcoming and inclusive. These changes will contribute not only to gender equality, but can encourage greater diversity more broadly.
Challenging unconscious bias requires challenging assumptions about what skills and experience are required to perform a role. While women regularly hold human resource and sports science/therapy roles, this traditional view of women in supporting and caring roles limits the appointment of more women into senior management, coaching, officiating and governance roles. In sport, there is still a commonly held view that people who have played the sport, particularly those who were successful players, are considered the natural choices for governance, management and other leadership roles. Given the dominance of professional sporting codes in Australia, where men dominate participation, and where many of the paid jobs exist, this is also a substantial barrier for many women wanting to forge a paid career in sport.
What can gender diversity provide my organisation?

The business case for diversity

Planning for and implementing gender diversity in your organisation is not only the right thing to do, it also makes good business sense.

Higher rates of women’s leadership in your organisation is proven to increase the organisation’s problem-solving ability, because increasing the diversity of views on boards and at staff level increases the pool of ideas available for the organisation to draw on.

Additionally, with greater diversity of ideas in your organisation, you have the potential to be more creative and innovative.

Increasing women’s leadership in your organisation will assist your organisation to develop, as well as making you leaders in the sector for other organisations to follow.

The benefits are clear:

- Companies with a higher representation of women in decision-making positions, in both the private and public sectors, perform better than those with more homogenous leadership (Ernst & Young Australia 2012).
- Gender-diverse boards have broader, more in-depth discussions that enable them to solve problems and perform better than male-dominated boards (Insync Surveys 2010).
- Women bring astute interpersonal skills to boards, which improves unity and functioning by generating better board relations and assisting all board members to work together to get results (Insync Surveys 2010).
- Over a three and five-year period, ASX500 companies with female directors delivered significantly higher return on equity than companies without any women on their boards (Reibey Institute 2011).
## How diversity benefits business

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<thead>
<tr>
<th>Benefit</th>
<th>Explanation</th>
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<tr>
<td><strong>Improved organisational performance</strong></td>
<td>A diverse workforce has the potential to increase the knowledge pool of an organisation and, if well managed, can lead to collaborative sharing of ideas across the organisation, which increases productivity.</td>
</tr>
<tr>
<td><strong>Cost advantages</strong></td>
<td>A diverse, well-managed workforce will potentially lodge fewer grievance and equity complaints against an organisation, as employees feel valued and safe from bullying.</td>
</tr>
<tr>
<td><strong>Lower turnover rates, less absenteeism</strong></td>
<td>Employees who feel valued and supported by a diverse workforce policy are less likely to be absent or to leave the organisation, avoiding the considerable cost, time and effort required to hire new staff.</td>
</tr>
<tr>
<td><strong>Reputation</strong></td>
<td>Organisations that manage a diverse workforce well have more potential to develop a good public image and become known as positive, inclusive places to work. This assists the organisation’s ability to attract and retain a diverse range of high-calibre staff.</td>
</tr>
<tr>
<td><strong>Flexibility</strong></td>
<td>Organisations that have a diverse workforce are more likely to have flexible systems to manage the diverse range of people they employ. This flexibility allows organisations to respond more quickly and appropriately to environmental changes.</td>
</tr>
<tr>
<td><strong>Creativity and innovation</strong></td>
<td>Diversity provides a greater range of individual differences in an organisation, providing a broader range of perspectives and ideas to solve problems.</td>
</tr>
<tr>
<td><strong>Better-quality problem solving</strong></td>
<td>Diversity in the workforce can improve decision making, as there is a broader pool of knowledge and perspectives to draw from to solve problems.</td>
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<td><strong>Building effective partnerships</strong></td>
<td>Having a diverse workforce with a range of ideas and skills increases the organisation’s capacity to work in an increasingly globalised market, which requires innovative business solutions and the ability to work with many different stakeholders.</td>
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Adapted from D’Netto, Smith and Pinto 2000
How do I attract and recruit board members?

Consider what you already have in place to support gender diversity in your organisation and look at what you can update or create to improve your ability to attract a diverse range of talented candidates.

Develop an inclusive and diverse organisational culture

Before making changes to your organisation, review what you are already doing so you can have a better view of what steps to take next.

Develop your board

Before you put a call out for board nominations, review your board’s functioning and identify areas for improvement by ensuring you have good governance processes in place.

Work towards creating a board environment that is inclusive of diversity and encourages all members to work together to solve issues.

A well-functioning, inclusive board that has a good set of principles and structure will better support your existing board members and create a welcoming environment to attract new board members.


Also, consider setting up rules for your daily board operations, that outlines the conduct expected of board members and how this should be managed. An example of this is Tennis Victoria’s Directors’ role summary and Code of Conduct <www.tennis.com.au/vic/files/2016/07/Code-of-Conduct-declaration-for-2016-TV-Board-Director-election-applications.pdf>.

Who should do it

Developing your board requires some form of leadership to manage the implementation of new processes. This often involves appointing your president or a chief executive officer to oversee the changes.

In many cases, depending on the task involved, the specialist expertise required and the staffing capacity of your organisation, you may need to allocate leadership to a board, staff member or external body, such as a legal firm (if a policy or legal change is required).
Improve your board’s flexibility

Changing your board to improve its flexibility can attract a more diverse range of people, who may not always be available during regular business hours due to having young children or other responsibilities.

Consider the following questions and see if there are areas where you can change the way your board works to make it more accessible for a wider range of people.

• Can meetings be adjusted to make it easier for board members who are parents or work shifts?
• How often do you need to hold face-to-face meetings?
• Can you reduce the number of meetings your board has by dealing with urgent items by email or teleconference?
• Is the location of your board meetings easily accessible?
• Is it possible to hold some board meetings by Skype or teleconference?
• Can you provide an honorarium which could cover items such as babysitting or taxi costs?

Create a diversity policy

Adopting a diversity policy highlights your organisation’s commitment to diversity and inclusion, which can assist to attract great leaders to your organisation.

You should include:

• an overview of the values that form the basis of the policy, such as a commitment to treating others with respect and dignity, regardless of their gender, race or sexuality
• provide an objective that the organisation is working towards by committing to using these values
• outline how the policy applies to key areas of the organisation’s business activities, such as recruitment
• outline who the policy applies to in the organisation.

Provide clear information about your organisation and its commitment to inclusion

Provide clear information about responsibilities of the board position and your organisation, including how the board functions and what the organisation’s values are. This will help attract a diverse range of the best applicants.

If you make your organisation’s values clear, and highlight your focus on developing a diverse and inclusive board, women are more likely to feel welcome and comfortable in applying for and accepting an offer to work on your board.

Start informing prospective board members about the position and your organisation by making your position description and other documentation relating to organisational culture, such as what is set out in your diversity policy, available on your website.
Also provide an information pack to your prospective board members when they come in for interview, so they can get a good idea about how your board functions and what your organisation’s values are, including information such as:

- a board position description
- number of board meetings held per year (and their spread/frequency)
- start time of meetings
- number of board members
- payment of honorarium or reimbursement of expenses
- mentoring or buddy system
- board induction process
- board development opportunities
- board charter or operations statement
- a copy of the constitution
- a copy of the strategic plan.

Case study: Tennis Victoria

Tennis Victoria has developed a board and directors’ role summary and code of conduct declaration to clearly articulate directors roles and the individual and collective behaviours that are expected of the board and its members. Directors must sign their commitment to these principles.

Write an effective position description

The position description should clearly outline the responsibilities of the role and be written in gender-neutral, appropriate language.

Decide on the skill set you need for the position

The Inquiry found that women are more likely to apply for a position if they are provided with a clear picture about the skill and capability set required.

To develop this, conduct an assessment to decide what you need for the role, so you can clearly articulate it to applicants.

Start by reviewing the skill sets and capabilities you already have on your board, noting each member’s capabilities and qualifications.


This toolkit helps you to assess the capabilities of individual board members and the board as a whole.
Take into account your strategic plan and the key tasks and projects you need to complete in the foreseeable future, and identify any skill gaps you in your board that may prevent you from delivering these.

This analysis should allow you to list a clear set of skills and capabilities required for the position.

Consider dividing the skill set up into ‘essential’ and ‘desired’ categories. This will further broaden the pool of applicants by making the position sound less intimidating.

**Case study: Triathlon Victoria**

Triathlon Victoria established an audit process to ensure they have a clear understanding of the skill sets of the current and prospective board members.

Grant Cosgriff, Executive Director of Triathlon Victoria said, ‘Triathlon Victoria has taken significant steps to provide clear and transparent processes for the recruitment of board and subcommittee structures. Following a new constitution, which allowed for appointed directors, we have successfully recruited directors with the necessary skills to benefit triathlon.

‘The Triathlon Victoria Board undertook a skills audit to map what skills/qualifications were present across the board.

‘This provided necessary direction for the advertisement of vacant positions under the ‘appointed director’ process, where specific marketing/sponsorship, legal, high performance and HR expertise was sought.

‘Whilst diversity within Triathlon Victoria governance structures is important, we focus on complementary skills/expertise in line with the gaps from our skills audit.’

‘With a nine-member board we have ‘all the bases covered’, balancing triathlon, gender, skills/experience and corporate knowledge.

‘We advertised through Sportspeople and LinkedIn, resulting in 19 applications for two vacant positions! The process of review, interview and appointment has received positive praise from applicants and sports industry professionals.’

**Use the right language**

Use gender-neutral, inclusive language to write your position description to ensure you target a gender-diverse audience.

The online Gender Decoder [www.gender-decoder.katmatfield.com](http://www.gender-decoder.katmatfield.com) is one way to test the language used in your position description to see whether you are using typically masculine, feminine or gender neutral words.

However, it is ultimately up to your organisation to decide what language to use to meet the needs of the role.
Market and advertise effectively

Ensure you reach your target audience by marketing and advertising to attract a diverse audience.

Market your image

How you present information about your organisation, especially online, can attract or deter people from working at your organisation.

Consider for instance the number of pictures of women on your website relative to pictures of men. If it skews towards men, then that is probably who you will attract to your organisation.

Even if this is unintentional, it still has an impact on the way women see your organisation, and presents an unwelcoming image.

To avoid this, ask whether you think a prospective candidate can look at the information that goes out from your organisation both online and within the organisation and:

- see a gender-inclusive organisation, demonstrated by the balance of male/female images and stories on your organisation’s website and social media
- easily find your strategic plan or organisational goals, demonstrating commitment to inclusive practice
- see diversity in your strategies and see your achievements that have resulted from these strategies
- see the organisational change you are looking to make in the future to improve your organisation’s gender diversity
- easily find out who is on your board and what skills sets they have.

If not, it may be time to review some your material, so you can attract a wider range of talent to your organisation. To do this, consider:

- increasing women in sport imagery online and on the walls of your organisation
- use gender-neutral language in all your communications
- ensure your diversity policy features prominently on your website.
Advertise your position in the right places

Place your position advertisement strategically, and promote it in a number of places, including through:

- a nominations committee
- a prospective board member register
- the existing board member network
- calling for nominations
- liaising with sports club committees
- liaising with personal networks of the CEO
- a professional networking site such as LinkedIn
- a professional body, if you are after a specific skill set like a legal expert who specialises in professional sporting events, such as the Australian and New Zealand Sports Law Association <www.anzsla.com>.

Create a talent register and put out an expression of interest

The register should contain a pool of candidates who have previously expressed interest in joining the board, and provide contact information and details of each candidate’s skill set.

The board should use the register to identify and approach people who have the skill set the board currently needs.

Case study: Tennis Victoria

Tennis Victoria successfully established a register for female directors in 2015. The register was created by the CEO who also maintains the content.

As potential women were identified, they met with the CEO to discuss their level of interest in a board position and being added to the register.

The confidential register has increased in number and is categorised according to skill sets.

As candidates on the register may not be appointed to the board or a committee for a number of years, their engagement with Tennis Victoria is maintained through invitations to functions (such as the Australian Open) and regular e-newsletter communication.

As Tennis Victoria currently has 50 per cent female representation on their board, the register will become a general register as opposed to a female-specific register.
### Example of an expression of interest: Triathlon Victoria

<table>
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<th>Position information</th>
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<tr>
<td><strong>Short description</strong></td>
</tr>
<tr>
<td><strong>Employer</strong></td>
</tr>
<tr>
<td><strong>Work type</strong></td>
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<tr>
<td><strong>Salary</strong></td>
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<tr>
<td><strong>Location</strong></td>
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</table>
| **Detailed description** | Triathlon Victoria is currently seeking expressions of interest for two board positions. These positions are board appointed for the period of one year and open to anyone (you do not need to be a member of the association). Whilst the primary role of a board member is to focus on governance responsibilities, industry experience across a range of fields is important and to complement the existing skills on the board, we are seeking individuals with particular experience in:  
  - legal, risk management experience  
  - branding, communications, marketing and sponsorship  
  - high performance /coach development  
  - human resource management.  
The Triathlon Victoria board member position description can be found below, which describes the key responsibilities, characteristics, knowledge and skills expected of board members. |
### Position information

<table>
<thead>
<tr>
<th>Location (Continued)</th>
<th>Melbourne, VIC, Australia (Continued)</th>
</tr>
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| Detailed description (Continued) | You can express your interest by completing the online form (link to online form)  
Should you require and further information or would like to discuss aspects of the board position please contact either:  
President - (xxx@emailaddress)  
Secretary - (xxx@emailaddress)  
Please note that all board positions are voluntary and the time commitment required is detailed in the position description.  
Triathlon Victoria is responsible for the management and delivery of the sports of triathlon, duathlon, aquathlon and multisport within Victoria and is affiliated with Triathlon Australia.  
With over 3,200 individual members across 44 clubs the organisation has a mission ‘to ensure the existence of quality participation opportunities and pathways’ focusing on enhancing the enjoyment of members, fostering a sense of belonging and providing an environment for lifelong participation. |
| Desirable | Relevant tertiary qualification |
| Closing date | 29 Feb 2016 |
| File attachments | Triathlon Victoria Board member (848KB) |
| Apply to Name | Grant Cosgriff |
| Click here to apply for position |
Select the right person for the job, using an unbiased approach

Use a structured selection process to avoid making biased decisions about recruiting.

**Conduct an effective and unbiased selection process**

Bias in recruitment is when you make a positive or negative assessment of somebody based on things that are irrelevant to their suitability for the job, such as their gender, ethnicity or age.

Bias is often unconscious and stems from assumptions that people make about others, which are learned over a long period of time. For instance a common assumption is that men make better leaders, which has contributed to men often being hired over women for leadership roles, regardless of who is more suited to the position.

To avoid bias affecting your recruitment processes, it is essential to reflect on the biases you may have, so you can be conscious of them and avoid making decisions based on them.

**Conduct a fair and effective interview**

Use the ‘Recruitment and selection policy’ in the next section as a starting point for designing an interview that is fair and unbiased.

Also, ensure your interviewers have a clear understanding of biases, conscious and unconscious, that can affect decision making.

Job interview best practice includes:

- structuring interview questions to elicit the information you need
- writing appropriate interview questions and avoiding irrelevant personal questions, such as, ‘Are you married?’; ‘Do you have children?’ or ‘How old are you?’
- ensuring the interview panel are aware of potential biases – a simple action could be to share the box below with them
- creating a scoring system that reduces or negates the influence of unconscious bias
- having a mixed gender interview panel.

General selection process best practice includes:

- using a scoring system that is specifically structured with the key responsibilities and selection criteria
- using psychometric profiling tools to assess candidates
- thorough reference checking candidates.

Common biases found in during job interviews

- Interviewers are biased against both men and women when they apply for atypical gender jobs.
- When the number of female candidates is 25 per cent or less of the total number of applicants, they will be evaluated less favourably. The same is also true for older applicants.
- Interviewers develop their own stereotypes of a good applicant and select those who match that stereotype.
- Being disabled has a positive impact on qualified candidates but a negative impact of unqualified candidates.
- Interviewers are more lenient in evaluating a man who is interviewed after a woman than in evaluating a woman who follows a man.
- Unfavourable information outweighs favourable information.
- Interviewers are more likely to change the initial opinion of an applicant from positive to negative than from negative to positive.
- Interviewers’ post-interview ratings are highly related to their pre-interview impressions.
- Interviewers’ reaction to applicants is strongly influenced by appearance (dress, physical attractiveness and use of grooming aids).
- Candidates who are above average in attractiveness enjoy a distinct advantage over others. Less attractive female applicants are especially at a disadvantage, regardless of their experience.
- Obesity (especially for women) has a negative influence on interviewer perceptions of the applicant’s personality. According to the CEO of ExecuNet (a recruiting site for executives), ‘People get a gut level impression within 15 seconds. If you are overweight or wearing a 20-year-old suit, that’s going to say something about you’.
- Women wearing more masculine clothing (for example, a dark blue suit) are judged to be more forceful, self-reliant, dynamic, aggressive and decisive than those wearing more feminine clothing (for example, a soft-beige dress).
- Candidates interviewed before or after a very good or very bad candidate can have their evaluations seriously distorted.
- Interviewees who play hard to get are rated more highly.
- Applicants who demonstrate greater eye contact, head moving, smiling and other similar positive, non-verbal behaviour receive higher evaluations.
- When interviewers exhibit cold non-verbal behaviour (for example, no eye contact or smile), applicants’ verbal and non-verbal behaviours are rated less favourably.

Adapted from Stone 2011
Create a recruitment and selection policy

Research has identified that bias negatively impacts recruitment section processes. For instance, it was found that a common bias people have when reviewing resumes is assuming that those that contain more masculine language have better potential for leadership roles (The University of Melbourne 2015).

It was also found that employing someone you know was common in recruitment practices. To avoid bias affecting your recruitment, create a recruitment and selection policy to provide a transparent, unbiased and uniform process that you can use to select the best candidates for your organisation.

Your recruitment and selection policy may vary depending on the size and needs of your organisation, though the following guidelines should always be included:

- Interviews should be mandatory and there should be a formal selection process followed, where applicants are selected for interview against a key selection criteria.
- An offer should be made based on an objective assessment of the candidate’s performance in the interview and the skills that they offer to the role.
- Use the ‘Recruitment and selection policy’ in the appendix of this toolkit as the basis for your own policy. There is also a checklist to ensure you implement it properly.

Create a nominations committee

The nominations committee assists the board by reviewing potential candidates’ skill sets against the key selection criteria, in accordance with your recruitment and selection policy guidelines.

They also provide advice to the board about who they recommend as the highest quality candidates and explain how they came to these decisions.

When establishing a nominations committee ensure you have:

- gender balance among the committee members
- a mix of members from the specific sport and independent directors, for example, a human resources expert or an experienced board member from another organisation
- create a clear nominations committee charter or policy that sets a framework for nominating applicants (consider using the principles set out in the recruitment and selection policy template to form the basis of the charter).

Case study: Tennis Victoria


This charter outlines the purpose, authority, membership and functions of the committee in a succinct document.
How do I retain board members?

Now that you have successfully recruited a great board member, it is important you put strategies in place to ensure they stay in your organisation.

Provide fair working arrangements
Providing fair, flexible working arrangements and a supportive, inclusive environment to work in is key to retaining board members.

Offer flexible working arrangements
Flexible working arrangements will help to retain women who have children or other responsibilities and cannot always work within business hours.
Consider whether you can provide flexible arrangement, such as being able to attend a board meeting remotely using Skype.

Keep developing your board
To retain board members it is important to provide them support through an induction, professional development opportunities and mentoring.

Provide a supportive and informative induction
Create an induction policy or process to ensure that new board members are aware of the direction, function and processes of your organisation.
Review your existing induction to ensure you have a clear, informative process that welcomes and supports new board members.
Ensure new board members are taken through the induction process as soon as practicable after starting work with the organisation.
Provide information on:

• basic new starter topics, such as board meeting dates and how to gain computer access
• the requirements of the role and the expectations of the organisation
• supports and opportunities available to board members.
Create a list of areas you want to cover off in your induction, which may provide an overview and hardcopy information on:

- current board member profiles
- constitution and strategic plan
- by-laws
- policies – risk management, conflict of interest
- current year-to-date budget
- relevant sponsorship and funding details
- two most recent annual reports
- structure of the organisation
- contact information for board members and the executive director
- meeting schedule and event calendar
- board role description, code of conduct, board charter.

**Provide professional development opportunities**

Outline how your organisation supports professional development for board members.

Make professional opportunities visible to your board members by putting them on your website or in your newsletter.

There are a number of professional development programs to choose from within Victoria. Consider looking into structured professional development opportunities from:

- Leadership Victoria <www.leadershipvictoria.org>
- Women on Boards <www.womenonboards.net/en-AU/Home>

**Provide mentoring**

Research highlights the importance of providing mentoring to retain and support women in your organisation by offering feedback and career guidance (Ernst & Young 2012).

The implementation of a mentoring or ‘buddy system’ also provides a comfortable process for staff members to ask questions and become familiar with the organisation.

A mentoring program that pairs staff with people in higher positions can help senior management to get advice that will make them feel confident in applying for higher roles.

Mentoring usually occurs by checking in with the staff member and asking how they are going with their role and in the organisation over coffee.

Doing this in a relaxed manner encourages the employee to open up and provides a good opportunity to discuss where they may need career direction or additional support.

If you do not have suitable role models within your organisation, or the resources to invest into mentoring programs due to your size, structure or capacity, consider using external organisations’ mentoring programs.
How do I attract and recruit senior management?

Attracting quality candidates for senior management roles is similar to attracting good board members.

There are, however, some additional things you can consider.

Having a robust recruitment and selection process is important, as staff turnover is a time-consuming and expensive activity.

The components outlined in this section are designed to attract women to senior management positions.

**Develop an inclusive and diverse organisational culture**

Develop the culture and provide clear, detailed information to your candidate about your organisation and the role.

**Create a diversity policy**

See the ‘Create a diversity policy’ section under ‘How do I attract and recruit board members?’

**Provide clear information about your organisation’s commitment to inclusion**

Provide clear information about the position responsibilities and your organisation, including how your organisation functions and what the organisation’s values are.

This will help attract a diverse range of the best applicants.

If you make your organisation’s values clear, highlighting that you are focused on developing a diverse and inclusive organisation, women are more likely to feel welcomed and comfortable in applying for and accepting an offer to work in your organisation.

Start informing prospective staff members about the position and your organisation by making the position description and other documentation relating to organisational culture, such as your diversity policy, available on your website.

Also provide an information pack to your prospective staff member when they come in for interview, so they can get a good idea about how your organisation functions and what your organisational values are. This could include:

- the position description
- number of staff members in your organisation
- flexible working arrangements
- mentoring or buddy systems
- induction processes
- professional development opportunities
- a copy of the strategic plan.
Decide on the skill set you need for the position

The Inquiry found that women are more likely to apply for a position if they are provided with a clear picture about the skill and capability set required.

To develop this, conduct an assessment of to decide what you need for the role, so you can clearly articulate it to applicants.

Start by reviewing the skill sets and capabilities you already have in your senior management team and note each person’s capabilities and qualifications.


Also look at other position descriptions for similar roles in the sector.

This analysis should allow you to list a clear set of skills and capabilities required for the position.

Also consider dividing the skill set up into ‘essential’ and ‘desired’ categories. This will further broaden the pool of applicants by making the position sound less intimidating.

Use the right language

See the ‘Use the right language’ section in ‘How do I attract and recruit board members?’

Specify flexible working arrangement options

Specify if there are flexible working arrangements available to applicants, to ensure that people who are not always available business hours are not deterred from applying.

Market and advertise effectively

Ensure you reach your target audience by presenting marketing and advertising to attract a diverse audience.

Market your image

See the ‘Market your image’ section under ‘How do I attract and recruit board members?’

Advertise your position in the right places

Think about the target market you are trying to reach when determining where you will advertise.

Consider how to reach a wider network based on the skill set required – for example, if you are trying to attract an event management expert in high performance sports, advertise through the Clearinghouse for Sport <www.clearinghouseforsport.gov.au> or specialised recruitment sites such as Sportspeople <www.sportspeople.com.au>.

Select the right person for the job, using an unbiased approach

Use the same considerations outlined in the section ‘Select the right person for the job, using an unbiased approach’ under ‘How do I attract and recruit board members?’
How do I retain senior management?

Now that you have successfully recruited a senior manager, it is important to have strategies in place to keep them in your organisation.

**Provide fair working arrangements**
Providing fair, flexible working arrangements and a supportive, inclusive environment is the key to retaining staff.

**Offer stable employment with benefits**
Where financially possible, provide stable part of full-time positions that offer benefits including annual leave, sick leave and time in lieu.

**Provide equal pay for men and women**
Ensure men and women in your organisation are both paid at the same rate when they have the same or similar responsibilities.

In Australia, research shows women’s salaries are generally less than men’s salaries when undertaking the same types of roles.

When this unfair practice occurs, it has the potential to reduce staff morale, trust in the organisation and staff attraction and retention levels (Fairwork Ombudsman 2011).

**Offer flexible working arrangements**
This is often a problematic area for sporting organisations due to the demands of members, weekend and evening work, and in the case of small organisations, small numbers of staff.

However, it is worth considering whether your organisation can provide flexible working options to attract and retain valuable staff members who have children or other responsibilities.

A good place to start when thinking about flexible work is the ‘Working from home considerations’ in the appendix to this toolkit.

Options can include:
- internal job sharing, where two staff members share a role, each working part time, to deliver a full-time load
- external job sharing, where a staff member works full-time across two organisations. This may involve your organisation paying the staff member for the full-time load and the other organisation pays your organisation for work undertaken on their behalf, via a service agreement
- working from home, either some or all of the days the staff member works (see the working from home resources in the appendix).
**Working from home arrangements**

It is important to build a trusting relationship with the person, and set clear expectations with clear, open communication.

You also need to ensure the staff member has their work space set up in line with occupational health and safety requirements, with remote computer and phone access.

Use the working from home tools in the appendix to make sure you cover everything.

**Ensuring successful management when you have a flexible workforce**

- Build a trusting relationship between your organisation and the employee undertaking flexible working arrangements, set clear agreed-upon expectations and have clear, open communication.
- Set up formal, regular face-to-face staff meetings to ensure discussion and team connection still occur.
- Use shared calendars to facilitate staff planning and hold regular planning meetings to exchange ideas and information.
- Focus staff on achieving outcomes, rather than just being present for long periods of time at their desk.
- Create a process where staff can plan changes to work hours around their needs and the operational needs of the organisation – for example, scheduling changes to start/finish times on specified days.

**Conduct surveys to review and develop your culture**

Conducting a survey to gauge staff satisfaction and engagement levels is an effective way for your organisation to identify areas for development and enable you to better support your staff. This will also increase your potential to retain staff.

Depending on the resource capacity and needs of your organisation you may choose to conduct a survey and implement its results within your organisation, or use the assistance of an external human resource organisation.

Before conducting your survey you should decide what information you need and have an idea of what you are going to do once you have this.

You should identify particular areas to assess, and prior to the implementation of the survey, ensure staff are briefed on the context and the types of actions that might be outcomes once results have been analysed.

Ideally your organisation should conduct a survey every 18 months to two years.

There are many sites available to provide guidance on creating a survey, including websites that provide advice on writing and reviewing surveys and implementing their results, such as Insync Surveys <http://www.insyncsurveys.com.au/resources/articles/employee-survey/>.
Support staff development

To retain senior managers it is important to provide them support through an induction, professional development opportunities and mentoring.

Provide a supportive and informative induction

Create an induction policy/process, to ensure that new staff are aware of the direction, function and processes of your organisation.

Review your existing induction to ensure you have a clear, informative process that welcomes and supports your new staff member.

Ensure the new staff member is taken through the induction process as soon as practicable after starting work with the organisation.

Provide information on:

- basic new starter information, such as board meeting dates and how to gain computer access
- the requirements of the role and the expectations of the organisation
- supports and opportunities available.

Create a list of areas you want to cover off in your induction, which may provide an overview and hardcopy information on:

- constitution and strategic plan
- policies – diversity policy, risk management, conflict of interest
- two most recent annual reports
- contact information for board members and executive director
- meeting schedule and event calendar
- position description.

Provide professional development opportunities

Make staff aware of your commitment to support their professional development. Ensure you outline your commitment to staff development in your human resource materials and consider making professional development one of their key performance indicators.

Make professional opportunities visible on your website or in your newsletter.

Depending on your organisation’s budget, you may choose to fully or partly fund activities, or provide staff paid with paid leave to attend.

If your organisation has limited funding to provide professional development opportunities, consider:

- creating opportunities within your organisation, including providing staff with opportunities to work on different projects, or take on increased responsibilities when another senior staff member is on leave
- inviting senior staff to attend a board meeting as an observer
- inviting senior staff to attend forum/networking sessions
- providing opportunities to work on a new/different project, with other departments in the organisation.
There are a number of professional development programs to choose from within Victoria, including:

- Leadership Victoria <www.leadershipvictoria.org>
- Women on Boards <www.womenonboards.net/en-AU/Home>

**Applying for funding to support professional development activities**


State sporting organisations funded by the Department of Health and Human Services may consider funding professional activities in their annual work plans through the Supporting Victorian Sport and Recreation program <www.sport.vic.gov.au/node/606>.

**Provide regular performance discussions**

Professional development discussions allow you to have formal conversations with your employee, to assist them to understand where they are doing well and areas where they can develop.

Research indicates that women value constructive feedback on their performance and are more likely to remain in an organisation where they feel supported and guided by regular feedback.


**Provide mentoring**

See the ‘Provide mentoring’ section under ‘How do I retain board members?’
Case study: Motorcycling Victoria’s Women Take the Lead program

In 2015, Motorcycling Victoria obtained funding to run the Women Take the Lead female participation program. The program was awarded the Federation Internationale de Motocyclisme (FIM) Women in Motorcycling Award, and has already resulted in the appointment of a new female board member. The program consists of five workshops, focused on personal and professional development, to encourage and support more women to take up leadership opportunities within the motorcycling community.

MV’s CEO, is very supportive of the program. He said, ‘This world-recognised program by MV clearly demonstrates the importance we place on this very important area. Our commitment is unparalleled and we look forward to another great program.’

Clare Nicholson was elected as an MV Board member following the Women Take the Lead program.

She said, ‘The Women Take the Lead program was a great opportunity for me to connect with like-minded women, improve my connections in the motorcycling network and enhance my life and business skills. The program was fun and engaging, allowing me to explore different avenues within the motorcycling community.’

Case study: Cricket Victoria’s Women as Leaders in Cricket networking program

The Women as Leaders in Cricket (WALIC) networking program provides women in cricket with an opportunity to develop a range of off-field skills.

They cover areas including management, communication, governance and administration. The WALIC workshops aim to give participants the tools to become more effective leaders, communicators, administrators and networkers in the sporting environment.

As a result of the program, Cricket Victoria believes participants will build confidence, accelerate career progress, improve business and community relationships, learn new skills, increase motivation and build strong networks.

On its website, Cricket Victoria states that the impact of women going back to their clubs and associations will go a long way to changing the perception that cricket is only a sport for men.

It goes on to articulate that participants will ‘be able to share your knowledge with other females and feel confident in making contributions at all levels: cricket boards and committees as well as coaching, umpiring and officiating; add a female perspective on decisions being made will definitely add to the inclusiveness of cricket as a community.’

Case study: Football Federation Victoria’s Female Administrator Mentoring Program

Football Federation Victoria (FFV) has developed the Female Administrator Mentor Program in partnership with Leadership Victoria with a focus on developing female administrators at club level.

Six women were selected from over 25 candidates. As part of the application process, mentees identified goals they hoped to achieve and skills they hope to develop through the program. Mentees were then matched with appropriate mentors on this basis.

All participants expressed a desire to use the program to increase opportunities for girls/women at their club.

Most of the mentors have extensive experience within football, including having had roles such as Head of Community at Melbourne City Football Club; Chair of Football Federation Victoria’s (FFV) Women’s Standing Committee; and members of FFV’s Women’s Standing Committee.

How do I recognise and promote increased gender diversity?

People may accept positions in your organisation based on an inclusion and diversity perspective.

It is important to have a clear picture of what your organisation looks like, and what you are doing to keep up the momentum for change.

Keep track of data
When you start the process of increasing the diversity of your board and staff, keep a record of your progress from the beginning of your journey, and develop a strategy to communicate this within your organisation, and to your stakeholders.

What does your organisation look like to someone on the outside? If you took a snapshot, what diversity would you see?

Be honest with your membership and the broader community about your results – consider where you can display the information, and keep it updated so people within and outside of your organisation are aware of your progress.

Types of data that can assist to tell the story of your diversity journey include:

Staff satisfaction/engagement survey tools
Use these tools to gauge feedback on the level of staff satisfaction, and how well the organisation is promoting and supporting diversity.

Statistics
Start recording statistics such as the number of men and women on your:

- board
- nominations committee
- each board committee
- senior management group
- total staff
- number of diversity examples on your website or social media posts.

Hold events to celebrate your gender diversity achievements
Celebrate your organisation’s achievements by holding an event. This could be a BBQ, awards night or morning tea to recognise champions who were involved in making positive changes for women in leadership roles in your organisation.

In addition consider highlighting your diversity related achievements through your:

- annual report
- newsletters
- social media
- website
- conferences.

Take a look at Hockey Victoria’s website on women’s inclusion in sport <www.hockeyvictoria.org.au/INCLUSION/Women-Girls-Project>
Recruit role models and ambassadors within your organisation to support women's leadership in sport

Recruit a positive role model or ambassador to be a champion of change for women in your organisation.

Get them to present at your organisation’s key events on the importance of women’s leadership in sport.

Also get your ambassadors and role models to talk publicly about the importance of women’s leadership in sport to encourage others sporting organisations to make this a priority.

Take a look at Cricket Victoria’s leadership campaign
Appendix: Templates and checklists for you to use
Diversity policy

Purpose
At {Organisation Name}, we are committed to a culture that embraces and fosters diversity and inclusion. Diversity may result from a range of factors; origin, age, gender, race, cultural heritage, lifestyle, education, physical ability, appearance, language or other factors. We value the differences between all individuals and the contribution these differences make to our business.

We will actively manage diversity by finding ways of using the differences that exist in order to improve our business. This requires that we actively and flexibly seek to accommodate the unique needs of many different employees.

Above all, we are committed to ensuring that all employees are treated with respect and dignity.

This policy should be read together with the ‘Respect in the workplace’ and ‘Workplace bullying and violence prevention policy’ (or any other policies in place).

Scope
This diversity policy applies to all employees of {Organisation Name}.

For the purpose of the policy, ‘employee’ means persons working at {Organisation Name} including ongoing and temporary employees, agency staff, contractors, consultants, board directors, trainees and students on work experience.

The responsibility to behave in a respectful way towards others extends not only to employees but also to all people with whom {Organisation Name} deals with including members, visitors and third parties.

What we expected of all employees
It is the responsibility of all employees to create an environment where:

• there is tolerance of difference. All employees have the right to be treated fairly and with respect and dignity
• the ability to contribute and access opportunities is based on merit. {Organisation Name} will adopt and actively encourage practices and procedures that enable all employees to contribute to the best of their ability
• inappropriate attitudes or behaviours are confronted. The company will treat seriously any instance of inappropriate behaviour and confront attitudes based on inappropriate stereotypes. All employees must take responsibility for reporting breaches of this policy, and should themselves act in accordance with its spirit.
Valuing diversity in employment

{Organisation Name} will provide equal opportunity in respect to all aspects of employment and employment conditions, including:

• recruitment and selection
• training
• career advancement
• support.

Diversity benefits individuals, work teams and our company as a whole, including our external stakeholders. We recognise that each individual employee brings their own unique capabilities, experiences and characteristics to their work.

{Organisation Name} is committed to supporting employees across all positions in the achievement of a diverse workplace.

For further information on this policy please contact {insert contact person details here}.

Recruitment and selection policy

{Organisation Name} is committed to recruiting and selecting the best people available.

Selection decisions are made on the basis of merit and the principles of equity, fairness and transparency will apply in all recruitment and selection processes.

The purpose of this document is to ensure that a standard approach is adopted for the recruitment of all positions.

The principles that guide {Organisation Name}’s recruitment and selection include:

• providing clear and effective recruitment and selection procedures with the appropriate flexibility to meet organisational needs
• ensuring our recruitment and selection processes are transparent and fair; and promote equal opportunity and diversity
• ensuring all staff are made aware of, and given an opportunity to apply for, opportunities for which Insert Organisation Name are conducting a recruitment and selection process
• conducting all recruitment and selection activities with due regard for applicant care, privacy and confidentiality of information.

Recruitment of all staff will comply with all legal requirements, and in accordance with equal employment opportunity (EEO) principles and other policies and procedures adopted by {Organisation Name}.

Scope

This policy applies to {Organisation Name} staff who undertake recruitment and selection processes to appoint staff.
Definitions
‘hiring person’ – the manager responsible for the recruitment and selection process to appoint staff

‘merit based’ – decision-based assessment which is free from discrimination and based on a person’s knowledge, skills, capabilities, qualifications, attitude, aptitude and values and other qualities relevant to the position and in accordance with equal opportunity legislation

‘recruitment activities’ – the process of attracting and building an appropriate pool of applicants

‘selection activities’ – the process of assessing applicants for specific positions

Procedure
Recruitment and selection processes should be conducted efficiently and effectively with regard to the quality of hire, time to fill and cost to hire.

Identifying the need
Prior to commencing the recruitment and selection process, the hiring person should review whether there is a need for the position, whether the position should be replaced, reviewed or alternatively whether a new position needs to be created in relation to (Organisation Name)’s strategic and annual operation plans, current staffing and skills levels, and approved budgets.

Position description
All positions must have an up-to-date position description using the approved (Organisation Name) templates.

The maintenance of position descriptions and ensuring they are reviewed and that no changes need to be made prior to commencing a recruitment and selection process is the hiring person’s responsibility.

Things to consider:
• Could the existing position be done with existing resources?
• Does the position description properly reflect the job to be carried out? If not review the position description as appropriate.
• What skills/education/qualifications and personal qualities should an ideal candidate have?
• Is this a short term problem or could other solutions work for this role?
• What will be the main challenges for this role now and over the foreseeable future?
• How will the work change over time?

Position descriptions must be easy to read, free from discrimination and not contain overly onerous selection criteria.

Recruitment requisition and approval
Approval to fill new or replacement positions either on a maximum term or ongoing basis must be provided by (Organisation Name) prior to any recruitment activity taking place.
Advertising and sourcing
An advertisement should be created to highlight the key functions of the role, position title, hours for work and classification.

Other recruitment strategies may be used to source employees, including social media and word of mouth.

All positions are to be advertised at least internally. Positions may also be advertised externally at the same time.

Online recruitment advertising channels are preferred. Advertising in print media is offered in exceptional circumstances where there is strong evidence to support the request. Advertising is not required for fixed term positions which become an ongoing position where the current incumbent has successfully completed a minimum of six months’ continuous service within the position and has demonstrated satisfactory performance.

In this case, an informal interview does need to be conducted to ensure clarity of expectations for the ongoing position.

Use of recruitment agencies
Engagement of an external recruitment agency for search and selection services or to provide temporary staffing must have prior approval from the CEO/board.

The organisation’s preference is to fill positions directly. Due to the significant fees involved, the use of an external recruitment agency will only be approved in exceptional circumstances.

Review and shortlisting applicants
The hiring person is responsible for reviewing applications against the relevant selection criteria.

It is recommended that a maximum of five applicants are short listed for interview.

It is best practice and therefore recommended not to use any form of social media to review applicants prior to interview (for example, viewing a Facebook profile) as this can lead to a potential discrimination claim.

Selection interviews
To ensure fairness, transparency and equity, all applicants attending an interview will be assessed consistently against the relevant selection criteria.

Composition of the interview panel will generally be two to three people and will include the hiring person. It may be beneficial to have one panel member from outside the department to provide an independent assessment where required.

It is also important to have a gender mix on the interview panel to demonstrate the organisation’s commitment to attracting and retaining women in sport. A panel member should declare any potential conflict of interest in an applicant and withdraw from the panel if they have a close relationship to anyone who has applied for the position.
Members of the interview panel are required to adhere to [Organisation Name] policies, guidelines, processes and techniques associated with recruitment and selection including the maintenance of privacy and confidentiality requirements at all times.

Interview questions will be behaviourally and technically based using the approved [Organisation Name] template. The interview questions will be tailored for each position.

The assessment of applicants will be documented and accurately record the deliberations of the interview panel, to allow for feedback to applicants and to provide evidence of due process.

The hiring person is responsible for organising the selection interviews, panel composition and materials.

**Verbal referee checking**

Reference checks are undertaken to confirm information and perceptions made during the interview process and to provide additional clarity as to whether the candidate is suitable to undertake the role. The reference checks will obtain supported information about past performance of a candidate, as well as opinions regarding their character, quality of work and suitability for the new position.

For external appointments, two satisfactory verbal referee checks with current/recent line managers must be completed by the hiring person or a panel member. The details of the check must be recorded on the approved [Organisation Name] referee check template.

For internal appointments, at least one satisfactory referee check must be completed with the applicant’s current line manager. If the hiring person is also the referee, a less formal process may occur noting support for the appointment in the recruitment documentation.

**Verbal offer approval**

[Organisation Name] is bound by both verbal and written offers of employment.

Prior to making a verbal offer, the hiring person must obtain appropriate approval from the CEO/board in regards to the offer details.
Formal offer
Contracts of employment are prepared by the insert position using the approved templates. All successful appointees are required to accept their offer in writing prior to commencement. The online offer includes acceptance of the (Organisation Name) code of conduct.

Hardcopy offers will be prepared and sent to the appointee by the insert position with the required new starter paperwork.

Variation to the standard terms and conditions of employment contracts can only be approved by the CEO/board.

All prospective staff are subject to:
- the completion of a satisfactory police check
- proof of entitlement to work in Australia
- where applicable, a working with children check undertaken prior to commencement.

As a condition of employment, prospective staff may be requested to provide proof of qualifications or other pre-employment screening that (Organisation Name) is legally or otherwise obliged to undertake.

On-boarding
The manager will arrange commencement paperwork, an induction program and complete on boarding tasks. Such tasks include arranging network access, equipment and a local induction.

Unsuccessful notification
All interviewed applicants must be informed of the outcome of the interview verbally by the hiring person.

It is best practice to advise those who attended an interview verbally, however if this is not possible, then advise them during the interview that unsuccessful people will be advised via email to manage expectations.

When providing verbal feedback, reiterate that all decisions have been based on merit and that the applicants who most closely match the selection criteria have been selected for interview.

Avoid:
- discussing specific reasons why the person was unsuccessful – advise only that shortlisted applicants better satisfied the selection criteria
- providing information received during the reference check
- debating issues with the applicant
- referring to any personal, irrelevant and/or unlawful criteria.

All internal applicants who are not short-listed for interview must be informed of the outcome of their application verbally. It is the responsibility of the hiring person to provide this feedback.
It is recommended that the hiring manager discuss with the employee their career aspirations and expectations, offering career advice and information.

Non-interviewed applicants will be notified of the outcome of their application by email.

**Direct appointment**

In exceptional circumstances, (Organisation Name) reserves the right to appoint by invitation an applicant who demonstrates the ability to meet or exceed the required capabilities.

This is subject to approval by the CEO/board.

**No appointment**

(Organisation Name) reserves the right not to make an appointment if there are no suitable applicants, or if circumstances change making it inappropriate to offer a contract of employment, or to withdraw any vacant position.
Recruitment/induction checklist

Use this document to ensure new employees are introduced to the company and the recruitment process is followed consistently.

Employee name: 

Commencement date: / / 

Recruitment

What conditions apply?

What pay rate is applicable?

What level is role under the Award?

Is the employee casual, part time, full time or fixed term?

What allowances, if any, apply for this employee?

What qualifications does the employee have?

Have you included Christmas close-down in your letter?

Prior to day one

☐ Letter of offer been sent with copy of position description and Fair Work Information Statement

☐ All staff advised of new employee commencing

☐ Office/workstation set up

☐ Computer access created – email and password

☐ Equipment purchased – computer, telephone

☐ Welcome letter/email sent – advise of parking and logistics for day one
**Day one**
- Introduction to all staff members (bathrooms, parking, lunch room)
- Paperwork completed – tax file declaration, choice of super form, new employee details form including bank account details and emergency contact details, employee handbook provided
- Security explained – office keys/password given
- How to use facilities – phone, computer, photocopier
- Overview of shared drive – where policies, HR documents are stored
- Time with specific staff members – manager, colleagues
- Safety induction completed

**Weeks one to four**
- Clarification of role and expectations
- Confirmation of KPIs

**Week six**
- Six-week check in – is role what expected, clarification of KPIs
- Time spent with each department to understand business and link to role

**Months three to six**
- Confirmation of probation period
- Once completed, this form can be added to the employee file.

Signed: __________________________
Date: __________________________

Guidelines for the recruitment and retention of women in leadership roles
Working from home

Workplace health and safety considerations

The duty of care that an employer owes to their employees extends beyond the traditional physical office or ‘usual place of work’ and premises of the business. Under workplace health and safety (WHS) legislation, this duty of care applies to areas where an employee is performing an activity at another location, including their home that is incidental to the employment relationship.

With businesses increasingly embracing flexible working options, it is important to consider your WHS obligations and responsibilities where an employee requests to undertake work from home.

While employers should not be discouraged from offering opportunities for employees to work from home (where doing so is reasonably practicable for both the business and the employee), it is recommended that prior to doing so, steps are undertaken to minimise any potential risks. Such a step would include providing an employee with a checklist to ensure their home office complies with necessary workplace health and safety requirements.

This could include ensuring that the home office area, and identified related areas such as the kitchen and bathroom:

- is free from potential tripping hazards
- has appropriate lighting in the work area
- has an ergonomic chair and adequate sized work surface
- has a first aid kit
- exits from the work area are clear and unobstructed
- proper ventilation with adequate heating and cooling.

In the event that an employee is injured while working from home, an employer’s liability in respect to workers compensation may extend to the employee.

This liability may arise in the event that an employee was to be involved in an accident while walking from their computer to the bathroom, or falling down stairs in their own home.

Such injuries sustained by employees who are working from home are likely to be deemed to have arisen out of or in the course of employment as the injury was sustained in the ‘workplace’.

An employee’s entitlement to workers compensation in such a situation would depend on the relevant state or territory workers compensation legislation, and the particular facts and circumstances of the case.
Working from home workplace health and safety checklist

Name of employee:

Home-based work location:

1. Seating

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Does the chair have a five-star base?</td>
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<tr>
<td>Is the chair on a solid surface?</td>
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<tr>
<td>Is the chair suitable for the floor surface? (Castors for carpet, glides for smooth surfaces.)</td>
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<tr>
<td>Is the chair stable and safe from tipping over?</td>
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<tr>
<td>Is the seating height adjustable so that your thighs fit comfortably under the work surface?</td>
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</tr>
<tr>
<td>Is the backrest height adjusted to fit in to the small of your back, supporting the spine so that you are sitting upright?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If the chair has armrests, do they allow unimpeded access to the work surface? (Note: armrests are only recommended for staff who specifically requires them to support an injury, as recommended by a certified medical practitioner.)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Can your feet reach the floor comfortably? (If your feet are not flat on the floor, a footrest should be provided.)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Is the backrest stable?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Can the backrest be adjusted back and forward?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Can the backrest be adjusted up and down?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If the work area is high, is a taller chair required?</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
### 2. Workstation ergonomics

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can you get close to the desk without impediment? (Clear leg room under desk/table?)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the seat adjusted so that your thighs are parallel to the floor with feet resting flat on the floor or on a footrest?</td>
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<tr>
<td>Are the back of your knees higher than the seat? Are your knees bent at approximately 90 degrees?</td>
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<td></td>
</tr>
<tr>
<td>Are your hips bent at approximately 90 degrees?</td>
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<td></td>
</tr>
<tr>
<td>Are your elbows at a 90-degree level with height of the desk?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are your elbows bent at 90 degrees with forearms horizontal when fingers touch the home keys?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are your elbows close to the sides of your body?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are your wrists in line with your forearm?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the screen positioned at approximately arm’s length distance, 450–700 mm?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When sitting upright and looking straight ahead, are you looking at the top edge of the screen?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all characters in the display easily legible and is the image stable?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is your computer protected from glare?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the keyboard central to the user, that is, the G and H keys are in line with the centre line of your body?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there room to work from documents on one or both sides of the computer?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is a document holder required?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the mouse and mouse pad as close as possible to the side of the keyboard and where practicable, at the same height as they keyboard?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the workstation designed to prevent undue twisting of the neck or trunk?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are any other job aids required? If yes, please specify.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Working environment

Is the lighting adequate for the tasks being performed? Yes No

Is the employee able to control incoming natural light or glair sources? Yes No

Is artificial light causing reflections from work surfaces or shadows over the task? Yes No

Is there adequate heating and cooling? Yes No

Are there any other potential safety problems? If so, please describe: No

Is the work area free from obstacles and allow free access and egress from the work area? Yes No

Are electrical cords and connections safe? (That is, undamaged and unimpeded – not caught up under equipment) Yes No

4. Other issues

Have hazards that may result in slips, trips or falls been identified and corrected? (Loose cords across walkways, carpet trip hazards) Yes No

If electrical equipment, such as computer is in use, are power boards used rather than adaptors? Yes No

Is a power surge device installed? Yes No

Is a smoke alarm installed? (Note: it is a legal requirement that a smoke alarm is installed.) Yes No

Are there any specific health issues that may require the provision of particular equipment? Yes No

If yes, specify details:

Has an evacuation plan been formulated for the home-based worksite? Yes No

Have emergency contact arrangements been made? Yes No

Is a fire extinguisher/blanket available? (It is strongly recommended that employees purchase a fire extinguisher or fire blanket.) Yes No
References


D’Netto, Smith and Pinto 2000, Diversity management: benefits, challenges and strategies, Department of Immigration and Multicultural Affairs <www.voced.edu.au/content/ngv%3A33255>.


