

# Diversity on Victorian government boards

Guidelines on diversity and inclusion in recruitment  
and appointment processes

# Acknowledgement of Country

**The Victorian Government acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of Country.**

We respectfully acknowledge all First Peoples of Victoria and celebrate their enduring connection to land, skies and waters. We thank First People for their care of Country and contributions to Victorian communities. We honour and pay our respects to First Peoples' Elders past and present.

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# About this guide

## **The Victorian Government is committed to ensuring that government boards reflect the rich diversity of the Victorian community.**

It is important that Victorian government boards reflect the diversity of the Victorian community. Diversity of skills and expertise, and the perspectives and lived experiences of people from different backgrounds, contribute to good governance and help ensure that boards are making decisions in the interests of the Victorian community.

Supporting diversity on government boards is important because the decisions made by boards may have different impacts on different people and may affect some communities more than others.

This guide provides general advice to support diversity on boards, including advice tailored to specific cohorts that experience barriers to participation. Barriers to participation on government boards may be linked to inequalities relating to Aboriginality, race, religion, ethnicity, disability, age, gender (including non-binary), sexual orientation and more. The advice is general in nature and outlines minimum requirements for recruitment processes.

### **Collectively, these cohorts represent the majority of Victorians**

For example:

- around 20 per cent of Victorians identify as a person with disability
- over half of Victoria's population are women
- young people aged 12-25 make up approximately 18 per cent of the Victorian population
- nearly 50 per cent of Victorians were born overseas or had at least one parent born overseas, and 26 per cent of households speak a language other than English at home.

## The Victorian Government *Appointment and Remuneration Guidelines* outline Victoria's standard processes for appointing people to government boards and offices

Under this guide, when appointing new board members, consultation in relation to the following cohorts is mandatory:

Cohort	Contact Email
Women Culturally and linguistically diverse people Young people LGBTIQ+ people People with disability	<a href="mailto:diversityonboards@dffh.vic.gov.au">diversityonboards@dffh.vic.gov.au</a>
Aboriginal people <sup>1</sup>	<a href="mailto:Secretariat.AA@dpc.vic.gov.au">Secretariat.AA@dpc.vic.gov.au</a>
People living in rural and regional communities	Consult your relevant departmental regional group in the first instance. For additional guidance, consult <a href="mailto:rdv@rdv.vic.gov.au">rdv@rdv.vic.gov.au</a>

This guide is a companion document to the *Appointment and Remuneration Guidelines*, administered by Governance Branch in the Department of Premier and Cabinet. Departments should direct general queries regarding appointments to their departmental appointment teams, in the first instance.

### **This guide has been developed to support Victorian Government departments to strengthen recruitment practices to ensure boards are reflective of the Victorian community**

It outlines the processes and principles for delivering inclusive, equitable and accessible recruitment. It includes key considerations for engaging:

- women
- Aboriginal people
- people from culturally and linguistically diverse backgrounds
- people with disability
- LGBTIQ+ people
- young people
- people living in rural and regional communities.

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<sup>1</sup> We have used the term 'Aboriginal' to include all people of Aboriginal and Torres Strait Islander descent who are living in Victoria.

Departments are encouraged to utilise this guide to consider diversity from an intersectional perspective, noting that individuals may be part of more than one of the key cohorts listed in this document. Intersectionality recognises that individuals may experience multiple forms of prejudice and discrimination at the same time, which can lead to heightened and unique disadvantage.

**This guide should be used in conjunction with existing guidance on board appointments**

- The Appointment and Remuneration Guidelines [www.vic.gov.au/guidelines-appointment-remuneration](http://www.vic.gov.au/guidelines-appointment-remuneration)
- Victorian Public Sector Commission's (VPSC) Recruitment and Appointment to the Board – A Governance Officer's Toolkit [vpsc.vic.gov.au/governance/recruitment-and-appointment-to-the-board-a-governance-officers-toolkit/](http://vpsc.vic.gov.au/governance/recruitment-and-appointment-to-the-board-a-governance-officers-toolkit/)
- VPSC's Best Practice and Recruitment and Selection Toolkit [vpsc.vic.gov.au/workforce-capability-leadership-and-management/recruitment-in-the-public-sector/best-practice-recruitment-and-selection/](http://vpsc.vic.gov.au/workforce-capability-leadership-and-management/recruitment-in-the-public-sector/best-practice-recruitment-and-selection/)
- VPSC Disability Employment Toolkit [vpsc.vic.gov.au/workforce-programs/disability-employment/](http://vpsc.vic.gov.au/workforce-programs/disability-employment/)
- Recruit Smarter [www.vic.gov.au/recruit-smarter](http://www.vic.gov.au/recruit-smarter)
- Guidelines for maintaining data about Victorian entities and appointments [www.vic.gov.au/guideline-maintaining-data-about-victorian-entities-and-appointments](http://www.vic.gov.au/guideline-maintaining-data-about-victorian-entities-and-appointments)

# Recruitment process checklist

**This checklist summarises the considerations in this guide, to support you through the recruitment process.**

## Recruitment process steps

### 1. Planning an inclusive recruitment process

- Incorporate the guidance outlined throughout this document into planning your recruitment and selection process

*Consultation on diversity must be undertaken. This should occur prior to the advertisement of a board position and as early in the recruitment process as possible.*

- Use an open and competitive recruitment process

### 2. Identifying specific requirements of an appointment

- Consider the diversity of personal qualities, knowledge, skills and experience that are required for effective management of the entity now and in the future.
- Include diversity and lived experience as components of your board skills matrix (refer to Appendix I) to assist with reviewing your existing board composition

*It is important to consider diversity from an intersectional perspective, and recognise that an individual may be part of more than one of the key cohorts listed in this document.*

### 3. Consulting on diversity

- When planning a recruitment and selection process, it is mandatory to consult in relation to each of the following cohorts:
  - Women, cultural and linguistically diverse people, young people, LGBTIQ+ people, people with disability: [diversityonboards@dffh.vic.gov.au](mailto:diversityonboards@dffh.vic.gov.au)
  - Aboriginal people: [Secretariat.AA@dpc.vic.gov.au](mailto:Secretariat.AA@dpc.vic.gov.au)
  - People living in rural and regional communities: Consult your relevant departmental regional group. For broader consultation or additional guidance, consult [rdv@rdv.vic.gov.au](mailto:rdv@rdv.vic.gov.au)

### 4. Developing the position description and recruitment materials

- Use plain English and inclusive language, a logical structure and clear headings in the position description and advertisement
- Frame the position description to reflect the inherent requirements of the role and avoid including 'nice to haves' if they are not essential to the performance of the role. Include relevant lived experience, professional experience and practical knowledge
- Provide contact information on the position description

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- Highlight the Victorian Government and board's commitment to diversity and inclusion and any existing policies or actions taken by the board to support diversity and inclusion
  - Use application documents to collect information on diversity to understand how you can support diverse candidates through the process
  - Ensure all recruitment materials are available in an accessible Word format and consider providing alternative formats

## 5. Advertising the position

- Plan your approach for promoting the role, including advertising through formal channels and informal methods of reaching candidates, including community organisations, radio, print etc.
- Advertise the position on 'Join a Public Board'
- Advertise the position widely and through diverse channels, including internet recruitment sites, social media and newspapers or notices targeting diverse communities (refer to Appendix II)

## 6. Shortlisting the candidates

*Consider the ratio of diverse applicants when reviewing the selected shortlist of candidates. Be mindful of any bias and barriers to participation.*

## 7. Conducting the interviews

- Consider diversity in assembling the selection panel (including gender, ethnicity and other characteristics) and consider including an independent person (ideally, this would be a person from another sector or portfolio who has no existing relationship with the board) on the panel.  
*Consider alternative interview formats and do not rely solely on formal interview approaches*
  - Ask candidates about their access requirements and any support needed to ensure they have a fair and equitable opportunity to participate in the interview process
  - Advise applicants of any remuneration that they may be eligible to receive for the role (where applicable), and that they are eligible for reimbursements for reasonable expenses to reduce barriers to participation
  - Encourage panel members to introduce themselves using their preferred pronouns (for example: she/her, he/him, they/them), and invite interviewees to do the same if they feel comfortable to do so
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# Recruiting to improve diversity on boards

**This section provides guidance on how diversity and inclusion must be considered at each stage of a board recruitment and selection process.**

## 1. Planning an inclusive recruitment process

### **Incorporate the guidance outlined throughout this document into planning your recruitment and selection process**

Consultation on diversity is required for all Victorian Government board appointments, excluding:

- short-term appointments (three months or less)
- where a specific body has nomination rights
- nominees or delegates of a Minister or a departmental Secretary; or
- ex-officio appointments (i.e. as a requirement of their substantive position).

### **Use an open and competitive recruitment process**

An open and competitive recruitment process means that a vacancy is publicly advertised, and a candidate is selected from a pool of applicants following a competitive selection process, using the assessment criteria for the role. This is essential to give diverse candidates the opportunity to apply for Victorian Government board positions.

It is preferable that processes are open and competitive even when a current member is being considered for reappointment.

### **Consultation on diversity must be undertaken. This should occur prior to the advertisement of a board position and as early in the recruitment process as possible**

Consultation on diversity is required to satisfy the requirements of the *Appointment and Remuneration Guidelines*. Early consultation will help to increase applications from disproportionately represented cohorts.

### **Consider providing inclusion and diversity training to staff and panel members involved in board recruitment and appointment**

Staff and panel members who are regularly involved in board recruitment and appointment process may benefit from training such as Aboriginal Cultural Awareness and Cultural Safety Training and disability confidence training.

## 2. Identifying specific requirements of an appointment

**Include diversity, and lived experience as appropriate, as components of your board skills matrix (refer to Appendix I) when reviewing your existing board composition**

Boards are required to maintain a skills matrix of the board to inform vacancies and assist succession planning, detailing the mix of the personal qualities, character, reputation, specialist or technical expertise and lived experience required to successfully acquire the responsibilities of the board.

Boards should also comprise members from different backgrounds that reflect the community that it serves, and Victoria more broadly. A board skills matrix template is provided at Appendix I.

Valuing diversity of perspectives and lived experience can remove barriers to entry onto boards for under-represented cohorts and will ensure the board has a strong composition and supports robust decision making.

Diversity includes, but is not limited to, age, gender (including non-binary), location, Aboriginality, ethnicity, socioeconomic status, sexual orientation, and disability status.

It is important to consider diversity from an intersectional perspective, and recognise that an individual may be part of more than one of the key cohorts listed in this document.

This can provide candidates with more varied lived experiences to inform a board, and can also mean that they face additional and compounding barriers to participation.

## 3. Consulting on diversity

When planning a recruitment and selection process, it is mandatory to consult the relevant department in relation to each of the following cohorts:

- Women, cultural and linguistically diverse people, young people, LGBTIQ+ people, people with disability: [diversityonboards@dffh.vic.gov.au](mailto:diversityonboards@dffh.vic.gov.au)
- Aboriginal people: [Secretariat.AA@dpc.vic.gov.au](mailto:Secretariat.AA@dpc.vic.gov.au)
- People living in rural and regional communities: if your department has a relevant regional group, you are encouraged to consult with them in the first instance. For additional guidance or broader state-wide recruitment campaigns, consult [rdv@rdv.vic.gov.au](mailto:rdv@rdv.vic.gov.au)

In your requests to areas of government about specific cohorts, please provide details of the board and position to be advertised and an outline of your recruitment approach. Areas of government will respond within two (2) business days of your request.

You should provide the following information to support consultation:

- The roles and responsibilities of the entity and the relevant position.
- The people and communities the board serves.
- Where you currently plan to advertise the position.
- The actions you are taking to attract and support diverse members through the recruitment and selection processes.

- Whether the entity's terms of reference or constituting legislation note requirements for appointees to be nominated from a particular group, organisation or hold the same organisational position as the predecessor.

To support consultation, you are encouraged to also provide information on:

- The considerations you are giving to promote inclusion and support diverse members of your board
- The strategies, policies, action plans or activities that are in place to support diverse board members.

## 4. Developing the position description and recruitment materials

### Use plain English and inclusive language, a logical structure and clear headings in the position description and advertisement

Use the vacancy as an opportunity to review the position description and ensure that all recruitment materials:

- use clear and plain language, avoiding jargon or acronyms
- include clear information about remuneration and sitting fees
- clearly describe tasks that a successful candidate will need to perform, and the likely time commitment involved.

Do not use biased language in your recruitment materials. For example, replace the gendered 'Chairman' with 'Chair' or 'Chairperson'. You might also wish to consider the balance of masculine-coded and feminine-coded language in the position description, as women can feel deterred from applying to board roles that are primarily described using words associated with masculine stereotypes (e.g. "determined", "strong" and "dominant").

Additional guidance on developing inclusive documents:

- VPS Inclusive Language Guide to using language that is inclusive of LGBTIQ+ people [www.vic.gov.au/inclusive-language-guide](http://www.vic.gov.au/inclusive-language-guide)
- Easy English and plain language documents [www.scopeaust.org.au/service/accessible-information/](http://www.scopeaust.org.au/service/accessible-information/)
- Designing for Diversity [www.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/racism-in-victoria](http://www.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/racism-in-victoria)
- Gender bias decoder tools, such as the Total Jobs decoder, are available online.

### **Frame the position description to reflect the inherent requirements of the role and avoid including 'nice to haves' if they are not essential to the performance of the role**

'Nice to have' selection criteria that are not essential to the role may prevent people from applying.

Encourage applicants to detail their lived experience, professional experience and other demonstrable skillsets and knowledge in addressing the selection criteria.

Taking this approach can give candidates the opportunity to leverage their complete skillset and experiences in applying for the position. This acknowledges that some people may have suitable skills and/or experience for a position but not have the same level of formal education

or professional experience as other candidates, as they may have faced barriers to accessing formal education.

### **Provide contact information on the position description**

Include the name, telephone number and email address of an officer who can answer questions about the role and respond to any requests for reasonable adjustments.

Invite inquiries about the role via the [National Relay Service](#) (NRS) for candidates who are hard of hearing or Deaf [www.infrastructure.gov.au/media-communications-arts/phone/services-people-disability/accesshub/national-relay-service](http://www.infrastructure.gov.au/media-communications-arts/phone/services-people-disability/accesshub/national-relay-service)

### **Highlight the Victorian Government and board's focus on diversity and inclusion and any existing policies or actions taken by the board to support diversity and inclusion**

This type of statement can indicate to people that they are welcome and supported in an organisation.

For example:

*The Victorian Government is committed to ensuring that government boards and committees reflect the rich diversity of the Victorian community.*

*We encourage applications from people of all ages, Aboriginal people, people with disability, people from culturally and linguistically diverse backgrounds and from lesbian, gay, bisexual, trans, gender diverse, intersex and queer people. We will provide adjustments to the recruitment process upon request.*

This is particularly important for cohorts that have previously experienced barriers to inclusion in some environments and is best reinforced with practical actions to demonstrate that a diverse range of people are welcome in an organisation.

For example:

*The Victorian Government's Women on Boards commitment has been in effect since 2015 and is ensuring that all public boards have no less than 50 per cent women. In 2021, 55 per cent of board seats are held by women, compared to 39 per cent six years ago.*

*The Board is actively strengthening reconciliation and self-determination for Aboriginal people. Our Reconciliation Action Plan is available here: X*

*For further information on the Board's commitment to promoting diversity and inclusion, our Diversity and Inclusion Policy is available here: X*

### **Use application documents to collect information on diversity to understand how you can support diverse candidates through the process**

Candidates are not required to tell you about their Aboriginality, disability, sexuality, age or any other characteristics unless it is relevant to their ability to complete the inherent requirements of the role.

A person can choose to disclose this information at any point in the recruitment process or following their appointment.

Departments must seek the informed consent of applicants to collect any information related to their racial or ethnic origin, sexuality or criminal record. Departments should also seek the informed consent of applicants to collect other information related to their personal characteristics.

When collecting and using personal information, Departments must always act in accordance with the Victorian Government Privacy Statement, and the *Privacy and Data Protection Act 2014* (Vic) which contains the Information Privacy Principles (IPPs).

Establishing a sense of safety is important to enabling candidates to feel comfortable with disclosure.

For example:

*You do not have to disclose any personal information if you do not want to, but it can help us understand how we can support you through the recruitment process and beyond.*

*We invite you to tell us if you identify as Aboriginal, a person with disability, from a culturally or linguistically diverse background, LGBTIQ+ or a young person, aged 25 years old or less.*

*If you identify as any of the above, we would welcome the opportunity to contact you and discuss how we can support you through the recruitment process.*

*Sharing this information will help you access support should you need it and will also help us to better understand the impact of our work.*

### **Highlight flexible arrangements available to board members**

Flexible arrangements can remove significant barriers to participation, particularly for people with caring responsibilities (often women), people with disability and people living in regional and rural areas, people from culturally and linguistically diverse background and those on different types of temporary visas including people seeking asylum.

Where possible, boards should provide support for board meetings to occur online, to encourage applications from diverse candidates.

### **Ensure all recruitment materials are available in an accessible Word format and consider providing alternative formats**

Include an 'accessibility tag' in all materials advising candidates that information is available in alternative formats upon request.

For example:

*If you would like help understanding this document or would like to receive it in another format phone XXXX XXXX, using the National Relay Service 133 677 if required, or email X on X@X.vic.gov.au.*

Additional guidance on producing accessible documents:

- Accessible Communications Guidelines for external Government communications [www.dpc.vic.gov.au/index.php/communication/policies-and-guidelines](http://www.dpc.vic.gov.au/index.php/communication/policies-and-guidelines)

- Creating accessible word documents

[www.visionaustralia.org/services/digital-access/document-accessibility-toolbar](http://www.visionaustralia.org/services/digital-access/document-accessibility-toolbar)

Consider making advertisements available in different languages or formats, including through the use of imagery or captioned video.

## 5. Advertising the position

### **Plan your approach for promoting the role, including advertising through formal channels and informal methods of reaching candidates**

Planning is a critical step in advertising your vacancy to ensure it reaches a broad audience. In addition to traditional advertising methods, informal methods are a valuable way to reach diverse candidates. This includes:

- seeking recommendations from experienced directors on board-ready candidates or conducting roadshows to promote large-scale recruitment opportunities
- network referrals, such as promoting your position through departmental networks, including Aboriginal, pride, women, youth, disability and people of colour networks
- more specialised recruitment using a non-executive search firm to support efforts to reach more diverse candidates.

Areas that manage consultation for diverse cohorts can review and provide advice on your advertising plan through the consultation.

### **Advertise the position on 'Join a Public Board'**

All Victorian Government board appointments must be advertised via 'Join a Public Board'. 'Join a Public Board' is the Victorian Government's central advertising platform for Victorian public sector board opportunities. The website allows candidates to create a personalised profile that will match candidates to available board positions. It is administered by the Victorian Public Sector Commission.

### **Advertise the position widely and through diverse channels, including internet recruitment sites, social media and newspapers or notices targeting diverse communities (refer to Appendix II)**

Additional channels to reach more diverse candidates could include:

- regional newspapers
- local community newspapers or newsletters (including a translation of the advertisement where possible)
- community groups and organisations
- Aboriginal controlled community organisations and Traditional Owner Corporations
- multicultural organisations
- funded organisations
- culturally and/or linguistically diverse media
- Seniors Online and seniors e-newsletters
- carer organisations and peak bodies
- LGBTIQ+ media
- youth organisations and media

- departmental websites
- radio

Recommended advertising channels to reach diverse candidates is at Appendix II. The diversity consultation contacts listed at section 2 of this guide can provide further advice through consultation on appropriate engagement and advertising approaches to reach candidates with your skills and experience requirements.

### **Identify candidates through Victorian Government talent pools**

You can identify available candidates directly through 'Join a Public Board'. Many departments and agencies also maintain their own talent pools of board-ready candidates with relevant experience to their sectors.

## **6. Shortlisting the candidates**

### **Consider the ratio of diverse applicants when reviewing the selected shortlist of candidates**

If the board is of an entity or related to an issue of state-wide impact, review the number of candidates who live in regional Victoria and whether this is disproportionately weighted towards metropolitan Melbourne or geographically concentrated among specific parts of Melbourne.

It can be useful to categorise applications based on your skills matrix, including for diversity of perspectives, as a technique to review the ratio of applicants.

In the case of a lack of diverse candidates, review your recruitment process to identify any areas for improvement and consider returning to the market to seek additional applications.

### **Be mindful of bias and the barriers it creates to equal opportunity and participation**

Biases are pre-conceived ideas about people that can influence our decisions in recruitment processes.

This means we may make assumptions about another person's skills or abilities, or their suitability for a job, based on unrelated attributes, such as their age, gender, sexuality or ethnicity. These biases can present as discrimination, including racism, homophobia, ageism, ableism and sexism, and create further barriers to equal opportunity and participation for people from diverse backgrounds.

For example, research shows that applicants with perceived non-Anglo names can be disadvantaged in the application process. De-identifying CVs can help to overcome bias against culturally and linguistically diverse people.

If a candidate from a diverse background has applied for the role and has comparable skillsets to other candidates being interviewed, do not let their background influence the panel's decision.

Additional guidance on understanding bias in recruitment:

- Recruit Smarter [www.vic.gov.au/recruit-smarter](http://www.vic.gov.au/recruit-smarter)

## 7. Conducting the interviews

### **Use a balanced selection panel and consider including an independent person on the panel**

Assemble a balanced selection panel. In doing so, have regard to the diversity of gender, ethnicity and other characteristics.

It is preferable to include an independent person on the panel who has no bias in the recruitment process and will not directly benefit from the appointment. Ideally, this would be a person from another sector or portfolio who has no existing relationship with the board. Where this is not practical, the fundamental objective is to avoid any tangible bias or perception of bias.

### **If it is not possible to have a diverse selection panel, consider inviting a third-party observer**

An observer that is recognised as being able to represent the interests of diverse communities can provide advice and guidance to the interview panel to achieve an equitable selection outcome.

### **Consider alternative interview formats and do not rely on formal interview approaches**

Formal interview approaches may limit the ability of some candidates to fully participate. Consider including a 1:1 discussion or a combination of less structured discussions and interviews. Also consider providing interview questions prior to the interview so candidates have the opportunity to present their best case.

### **Ask candidates about their access requirements and support needed to ensure they have a fair and equitable opportunity to participate in the interview process**

Proactively ask if applicants require reasonable adjustments, including accessibility requirements, and, if appropriate, whether they need support for childcare arrangements or they would like to have a support person present. Also ask if they have any questions before the interview.

To promote accessibility for applicants who may not be familiar with formal interview processes or accessibility adjustments they can request, it is helpful to provide examples of common accessibility adjustments. These could include providing interview questions in advance or amending the format or location of the interview to suit the person's needs.

If interviews are being conducted in person, ensure the interview venue is accessible. Access considerations include step-free entrances, accessible toilets on the same level as the interview room, and lift access. Provide clear direction to candidates on the meeting location, parking and transport options, ramps and accessible bathrooms as well other supports including prayer rooms or quiet spaces, where necessary.

If a candidate has notified you that they have interpreting needs, confirm which language they prefer to communicate in. Victorian Government departments and agencies have procurement arrangements and protocols in place for interpreting services. It is the responsibility of the host department, agency or organisation to coordinate and pay for interpreting services where needed. Similarly, if a candidate has other support worker needs, confirm if they have a preferred service provider or support worker. It is advised to book the required supports as soon as you have been notified.

Brief receptionists and co-interviewers on any specific access requirements if the applicant has confirmed they are happy to share the information.



Refer to your department's Human Resources area for advice and your department's reasonable adjustment policy.

**Advise applicants that they are eligible for reimbursements for reasonable expenses to reduce barriers to participation**

In accordance with the *Appointment and Remuneration Guidelines*, all appointees, whether remunerated or unremunerated, are eligible to be reimbursed for reasonable out-of-pocket expenses such as travel, accommodation, meals and other incidental expenses associated with attendance at meetings, and overnight absence from home or absence from the normal work location in the course of field duties.

**Encourage panel members to introduce themselves using their preferred pronouns**

To promote an LGBTIQ+ inclusive interview environment, panel members should consider introducing themselves using their preferred pronouns (for example she/her, he/him, they/them), and inviting interviewees to do the same if they feel comfortable. This demonstrates that the board acknowledges and respects people from trans and gender diverse communities. It also aims to make LGBTIQ+ interviewees – particularly those who identify as trans and gender diverse – feel comfortable and able to participate safely in the interview.

# Key considerations for cohorts

**This section provides advice on specific cohort considerations in recruitment and selection processes.**

## **Intersectionality**

**It is important to consider diversity from an intersectional perspective, and recognise that an individual may be part of more than one of the key cohorts listed in this document.**

This can provide candidates with more varied lived experiences to inform a board and can also mean that they face additional and compounding barriers to participation.

Regardless of the composition of your board, a culture of inclusion and a genuine commitment to strengthening diversity is critical to supporting Victorians of all backgrounds.

An inclusive culture is equity focused and ensures:

- all members are seen and treated as equals
- people are respected and valued for their contribution
- all opinions are actively sought, listened to and considered
- members have the opportunity to learn from each other's knowledge and experience
- communication between members happens in a way that builds knowledge, understanding and mutual respect
- participation is meaningful and influences change.

## Women

The Victorian Government's Women on Boards commitment was first introduced in March 2015, and its scope was subsequently expanded in 2018. The commitment was refreshed in 2021 and currently requires that:

- for boards and portfolios that have less than 50 per cent women, no less than 50 per cent of all future appointments must be women.
- for boards and portfolios that have at least 50 per cent women, appointments must continue to result in least 50 per cent women on boards.

The refreshed Women on Boards commitment applies to Victorian courts and all boards, except for the following: statutory offices or officers; small Crown land committees of management; unpaid cemetery trusts; and school councils.

As part of the Women on Boards commitment, and as noted in the Appointment and Remuneration Guidelines, it is mandatory for departments to consult with the Office for Women, Department of Families, Fairness and Housing (DFFH), when appointing new board members. Consultations allow the Office for Women and departments to ensure that steps to support gender diversity are undertaken as part of board appointments.

### Key considerations

- **Review the gender composition of the board.** During the planning and recruitment process of future appointments, aim for a balanced gender composition on the board following the proposed appointments and have a strategy to increase the representation of women if there is less than 50 per cent women on the board.
- **Include gender diversity on your board skills matrix** to ensure that there is a transparent record of the board's gender diversity.
- **Use open and competitive recruitment whenever possible.** In recruitment materials and position descriptions Use gender inclusive language and avoid language that assumes the gender of candidates, as this can suggest bias against women applicants.
- **Provide flexible working arrangements.** Victorian women undertake nearly twice the amount of unpaid work and care than Victorian men, making it more difficult to remain in the workforce.<sup>2</sup> To encourage more women to apply for the role it is recommended that advertisements note flexible arrangements that are applicable to the role, (e.g. meeting times, online meetings).
- **Engage a gender diverse assessment and interview panel.** Assemble a gender diverse group of people to review applications, shortlist applicants and conduct interviews, to minimise bias or avoid the perception of bias.

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<sup>2</sup> Department of Premier and Cabinet Victoria, 2016, *Safe and Strong A Victorian Gender Equality Strategy*

- **Provide and request feedback on the appointment process.** Offer feedback to unsuccessful candidates, particularly shortlisted candidates, on their applications and interviews. This will support potential women candidates who may currently be unsuitable for a given board role to develop their skills and knowledge in preparation for other or future vacancies.

**Additional information and useful links:**

- The Office for Women can be contacted at [womenonboards@dffh.vic.gov.au](mailto:womenonboards@dffh.vic.gov.au).

## Aboriginal people

In 2016, the population of Aboriginal Victorians was 47,000, almost double the 2001 population.

Around one per cent of people on Victorian Government boards identify as Aboriginal. While this is roughly in line with the proportion of Aboriginal Victorians in the general population, it means many boards lack the knowledge, insights and experience to ensure the needs and views of Aboriginal Victorians are reflected in their decisions and advice.

When Aboriginal people are not represented on government boards, they are excluded from significant opportunities to design and shape strategic policy and program directions. This means the unique and valuable knowledge and perspectives that Aboriginal people bring are missed entirely. Such perspectives are inherent to achieving better outcomes for Aboriginal Victorians.

The Victorian Government is committed to self-determination as a guiding principle in Aboriginal affairs. This should reflect in representation of Aboriginal people on government boards. To truly support self-determination, Aboriginal people should be represented on both 'mainstream' boards and those with specific mandates for Aboriginal affairs. This is because all areas of policy impact Aboriginal Victorians.

Victoria's nation-leading work to advance treaty and truth requires new thinking and ways of working.

### Key considerations

- **Don't just consider Aboriginal people for Aboriginal specific boards.** Aboriginal people should be considered for all board appointments.
- **Ensure your board is culturally safe and able to support Aboriginal members.** Do you know where you can access information regarding who the Traditional Owners are and local Aboriginal history? Do you understand the ongoing impact of past government policies and practices on Aboriginal people? See resources below.
- **Whenever possible, include lived experience or professional experience and practical knowledge.** Focus on what the person in the role will be doing and the skills they will need rather than on formal qualifications, if these are not mandatory requirements of a role.
- **Do not rely solely on formal interview approaches.** Consider one-on-one discussion or a combination of less structured discussions and interviews.
- **Provide support to applicants before the interview.** For example, provide clear instructions about access to the building, the selection process and interview format and panel members. Consider providing interview questions prior to the interview to ensure all candidates have the opportunity to present their best case. Consider offering Aboriginal candidates to bring a support person.
- **Include an Aboriginal person on the selection panel.** However, note that providing a culturally safe recruitment process is a collective responsibility, and should not fall solely on Aboriginal panel members.

- **Note that there may be gender specific protocol and sensitivities that need to be considered for cultural reasons, and relevant adjustments made.** For example, including an Aboriginal man on the selection panel for Aboriginal male candidates and an Aboriginal woman on the panel for Aboriginal female candidates.
- **Ensure panel members have completed cultural safety training and the interview is culturally safe.** Ensure the interview space is welcoming and an acknowledgement of Country is undertaken before any formal interview process. Consider providing interview questions prior to the interview to ensure all candidates have the opportunity to present their best case. Consider offering Aboriginal candidates to bring a support person.
- **Be aware that there could be differences in communication styles and ensure the recruitment process (e.g. interview format, timing) does not prejudice such differences. For example:**
  - Silence might be longer for some Aboriginal people and some may provide less eye contact.
  - Be aware that, for some Aboriginal people, self-advocating or “talking yourself up” may be more challenging due to social and cultural norms.
  - Some Aboriginal applicants may be inclined to speak more in terms of team or group outcomes rather than personal achievements.
- **Appreciate that Aboriginal cultural protocols may differ between individuals, communities and regions.** There is no formula or set rule however you should actively provide information and sensitively offer assistance wherever possible.

#### Additional information and useful links:

Aboriginal Cultural Capability Toolkit by the Victorian Public Sector Commission at [vpsc.vic.gov.au/html-resources/aboriginal-cultural-capability-toolkit/](http://vpsc.vic.gov.au/html-resources/aboriginal-cultural-capability-toolkit/).

Acknowledgement of Traditional Owners guidance

[www.firstpeoplesrelations.vic.gov.au/acknowledgement-traditional-owners](http://www.firstpeoplesrelations.vic.gov.au/acknowledgement-traditional-owners)

Welcome to Country and Acknowledgements Map [achris.vic.gov.au/weave/wca.html](http://achris.vic.gov.au/weave/wca.html)

The Victorian Government’s approach to Aboriginal affairs is guided by the Victorian Aboriginal Affairs Framework 2018-2023. [www.firstpeoplesrelations.vic.gov.au/how-governments-working-close-gap-aboriginal-affairs-framework](http://www.firstpeoplesrelations.vic.gov.au/how-governments-working-close-gap-aboriginal-affairs-framework)

First Peoples – State Relations is a group within the Department of Premier and Cabinet, responsible for nation-leading work in the areas of cultural rights, self-determination, treaty and truth – an extensive program of priority work with First Peoples.

[www.firstpeoplesrelations.vic.gov.au/](http://www.firstpeoplesrelations.vic.gov.au/)

The Self-Determination Reform Framework guides public service action to enable self-determination in line with government’s commitments in the Victorian Aboriginal Affairs Framework 2018-2023. [www.firstpeoplesrelations.vic.gov.au/self-determination-reform-framework](http://www.firstpeoplesrelations.vic.gov.au/self-determination-reform-framework)

Victoria's implementation plan on closing the gap outlines actions Victoria will undertake to achieve the objective of the new National Agreement on Closing the Gap.

[www.firstpeoplesrelations.vic.gov.au/victorian-closing-gap-implementation-plan](http://www.firstpeoplesrelations.vic.gov.au/victorian-closing-gap-implementation-plan)

The First People's Assembly of Victoria is the independent and democratically elected body to represent Traditional Owners and Aboriginal and Torres Strait Islander people in Victoria.

[www.firstpeoplesvic.org/](http://www.firstpeoplesvic.org/)

The Yoorrook Justice Commission is the first formal truth-telling process into injustices experienced by First Peoples in Victoria. [yoorrookjusticecommission.org.au/](http://yoorrookjusticecommission.org.au/)

## People with disability

There are more than one million people with disability living in Victoria. Around 20 per cent of Victorians identify as a person with disability; less than one per cent of people serving on Victorian public sector boards identify as a person with disability.

Victorians with disability have a wide range of conditions and impairments. Some conditions are present from birth. Other people acquire or develop disability during their lifetime from an accident, condition, illness or injury. For some people, support needs can increase over time. Others can experience fluctuating or episodic disability.

While people with disability are a diverse group, they have a shared experience of encountering negative attitudes and barriers to full participation in everyday activities. This can be compounded by additional barriers based on other characteristics, including their age, gender, ethnicity and sexuality.

### Key considerations

- **Candidates are not required to tell you about their disability unless it is relevant to their ability to complete the inherent requirements of the role.** A person can choose to disclose that they identify as a person with disability at any point in the recruitment process or following their appointment.
- **Do not make assumptions and always ask what supports and adjustments people need to perform at their best throughout the process – noting most people will not require any supports or adjustments** – they are the most reliable source of information about their own needs. This will help give the person with disability confidence that you are making an active effort to remove barriers to their participation. Refer to your department's Human Resources area for advice and your department's reasonable adjustment policy.
- **Ensure all recruitment materials are available in an accessible Word format.** Refer to the recruitment process guidance for further information on accessible documents.
- **Ensure interviews are conducted in accessible venues.** Never assume a venue is accessible, always visit before making a booking.
- **Ensure that discussions are accessible – consider the language, speed and order of the conversation to ensure that the candidate is able to fully participate.** For example, use Plain English, ask one question at a time and avoid rapid changes in discussion topics.

### Additional information:

- The VPSC Disability Employment Toolkit provides advice to public servants employing people with a disability, which can be applied to boards:  
[vpvc.vic.gov.au/resources/disability-employment-toolkit/](https://vpvc.vic.gov.au/resources/disability-employment-toolkit/)
- Advice is also available to support the inclusion of people with cognitive disability on boards and committees: [voiceatthetable.com.au/resources/ensure-meetings-inclusive/](https://voiceatthetable.com.au/resources/ensure-meetings-inclusive/)



## People from culturally and linguistically diverse backgrounds

Just under 50 per cent of Victorians were born overseas or have at least one parent who was born overseas and around 26 per cent of Victorians speak a language other than English at home.

Cultural and linguistic diversity is generally understood as a person who identifies with a culture or religion that is not predominantly represented in Australian society or speaks a language other than English at home.

### Key considerations

- **Be aware of bias and barriers to participation.** People from culturally and linguistically diverse backgrounds, including newly arrived, long standing communities and refugees, may face a range of barriers in recruitment processes. For example, in relation to their visa or migration status, lack of familiarity with formal interview processes depending on their experiences in their country of origin, as well as unconscious bias – which research has shown can impact on recruitment outcomes<sup>3</sup>, consciously or unconsciously.
- **Understand cultural protocols and their impact on behaviour and actions.** Consideration should be given to sensitivities and cultural influences, including the way cultures, traditions and beliefs can impact upon a person's behaviours and responses. It is important to have a general understanding and to be aware of the potential for misunderstanding in these areas.
- **Non-verbal communications** can vary significantly across cultures, and they may sometimes even have an opposite meaning. In some cultures, maintaining eye contact is seen as conveying trustworthiness or sincerity, while in others it is seen as a sign of disrespect, particularly between strangers or with someone in authority.<sup>4</sup>

There are a number of cultural differences relating to **physical proximity, physical contact, and physical postures and gestures**. It is suggested to leave it to the candidate to initiate any physical contact, including handshakes.

- **Certain terminology or language can be misinterpreted or misrepresented.** Using terms such as 'non-English speaking' or 'migrant' when referring to someone could be considered offensive and may be taken to imply the person is being categorised or is not part of the broader Australian community.

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<sup>3</sup> A Recruit Smarter pilot that trialled CV de-identification found that country of birth significantly influenced an applicant's likelihood of being shortlisted. Overseas born applicants had a higher probability of being shortlisted for interview when country of birth was de-identified, compared to when this information was available to hiring managers. The report suggests that these results may be driven by perceptions of the applicant's English language skills and/or having qualifications from an overseas university. Other research has found that applicants with ethnic names and international education were three times less likely to receive interviews. (See Recruit Smarter: Technical Report, University of Melbourne, 2018)

<sup>4</sup> Queensland Government, 2010, Practice Paper Working with people from culturally and linguistically diverse background, p. 20.

- **Avoid making assumptions about cultures, religions, and ethnic groups and recognise that cultural communities are not homogenous.** Multicultural communities are extremely diverse, and those from culturally and linguistically diverse backgrounds are not in any way homogenous. It is important to ensure that different experiences are considered and represented – particularly in relation to specific barriers for people who are newly arrived, longstanding communities, temporary visa holders, refugees and people seeking asylum.

A person's identity can be influenced by a range of factors. For example, a person may have a multicultural heritage, or visually appear to be of a culturally diverse background, but identify as an Australian. Candidates should be given the opportunity to self-identify, and recruiters should ask for clarification only if required.

- **Consider lived experience and practical knowledge as well as professional experience and avoid mandatory qualifications where possible.** Focus on the key skills and attributes the person in the role will need, rather than formal qualifications or specific types of professional experience if they are not mandatory requirements of the role.
- **Consider providing (or offer) recruitment and other materials in a variety of languages and/or offering a plain English explanation or verbal overview.** While your prospective board members may be proficient in English, being able to access materials in their own language may assist understanding and encourage their participation.

#### **Additional information and useful links:**

- Designing for Diversity - a blueprint for embedding responsiveness to diversity at the outset.  
[www.health.vic.gov.au/about/populations/designing-for-diversity](http://www.health.vic.gov.au/about/populations/designing-for-diversity)
- Language services policy and guidelines - support departmental staff and funded organisations in the planning and provision of language services, including how to work with interpreting and translation services  
[www.dhhs.vic.gov.au/publications/language-services-policy-and-guidelines](http://www.dhhs.vic.gov.au/publications/language-services-policy-and-guidelines)

## LGBTIQ+ people

Data regarding LGBTIQ+ people is variable, and many people may not feel comfortable identifying as LGBTIQ+ for a variety of reasons including privacy, confidentiality and safety.

### Key considerations

- **LGBTIQ+ people still face discrimination and stigma.** Even for people who are 'out', dealing with ignorance, prejudice and discriminatory behaviour can mean that applying for a board position is off-putting.
- **Do not presume heterosexuality or a gender (i.e. assuming someone's pronouns).**  
**Recognise that gender, sex and sexuality are different concepts.** Be aware of selection processes that – even unintentionally – presume candidates are heterosexual or cis gender. A key example is application forms which only include F or M as gender options. It is important to recognise that gender, sex and sexuality are separate concepts and a person's gender does not mean they have particular sex characteristics or a particular sexuality. The [VPS Inclusive Language Guide](#) provides advice about using language that is inclusive of all people.
- **Provide practical examples of your board's commitment to diversity and inclusion.** LGBTIQ+ applicants may feel pressure to change their appearance or other ways they express themselves to suit an organisation. Boards can demonstrate that they are inclusive and welcoming through using diverse imagery in promotions and providing examples of diversity initiatives such as a LGBTIQ+ Pride network.
- **Ensure that staff involved with recruitment and appointment processes are trained in, and demonstrate, inclusive practices.** There are several useful resources regarding LGBTIQ+ recruitment and people management. Staff who are not welcoming and inclusive to diverse applicants can mean that queries from potential applicants do not lead to applications.
- **Demonstrate zero tolerance of homophobia, transphobia, biphobia and discrimination against people with an intersex variation.** This could be through policies or a code of conduct which explicitly state the expected behaviours from Boards.
- **Be sensitive about disclosure.** If someone does personally disclose to you, depending on the situation, you may wish to confirm whether the information is confidential. Similarly, LGBTIQ+ people may choose not to share information regarding their sexual orientation, gender or sex characteristics.
- **There is a significant level of diversity within and between LGBTIQ+ communities.** LGBTIQ+ communities are highly diverse and each subgroup has unique needs and interests. Avoid making assumptions that all LGBTIQ+ people are homogenous.

## Young people

Government decisions affect young people and young people can bring valuable and fresh perspectives and experience to improve decision making and ultimately outcomes for all Victorians.

Young people aged 12-25 make up approximately 18 per cent of the Victorian population.

Given the significant responsibilities and obligations of board members, a strong rationale will be needed where it is proposed that a person under the age of 18 be appointed. Departments should ensure that any relevant legal requirements (e.g. minimum working age, child safety) are complied with before proposing the appointment of a person under the age of 18. For entities established under the *Corporations Act 2001* (Cth), board directors **must** be at least 18 years of age.

Where legal requirements for board membership prevent the appointment of young candidates, boards and committees could consider observership roles or alternate mechanisms to ensure youth perspectives are captured, for example through youth subcommittees, guest speakers or consultations.

### Key considerations

- **Consider lived experience and practical knowledge as well as professional experience, and avoid mandatory qualifications where possible.** Focus on the key skills and attributes the person in the role will need, rather than formal qualifications or specific types of professional experience if they are not mandatory requirements of the role.
- **Consider inviting a third-party observer of a similar age to participate in interviewing young candidates.** The presence of young people during recruitment and selection processes can be more inclusive for applicants and help overcome unconscious biases.
- **Acknowledge the learning and development that may be required by older members of a board or committee, particularly Chairs, to support a young person's participation.** For example, avoiding jargon, and not assuming traditional meeting protocols are understood or required. If young people are a minority on the board, consider involving at least two young people, particularly if the young person has limited or no experience on a committee. This can assist to overcome feelings of intimidation and power imbalances.
- **Create a vision or mission statement, outlining the board's core values and goals.** Young people need to know the purpose and direction of the board, which will ensure engagement and understanding of their role.
- **Consider reasonable adjustments that may be needed to accommodate a young board member.** Be aware of considering young people's unique experiences and needs so that they can get involved and participate equally. This includes timing of meetings, transport options and other considerations that may create barriers to a young person's participation. Rather than asking young people to fit into existing 'adult' structures or expectations, a common decision-making process should be negotiated.

- **Offer young people purposeful engagement opportunities where they have real, valued roles that influence outcomes.** This helps overcome self-fulfilling prophecies that young people do not contribute.
- **If the young person is aged under 18, ensure child safety has been considered.** Consider risk management strategies such as Working with Children Checks for committee members, outlining clear expectations for behaviour and conduct, providing clear complaint mechanisms for the young person or other members to raise safety concerns.
- **Providing ongoing support is as important as the recruitment process.** This ensures young people are able to make a valuable contribution and participate meaningfully. Consider providing training for the chair/other members to support this. For example, consider providing a mentor who can support the young person's participation through meetings before and after formal meetings or out of session.

## People living in rural and regional communities

Nearly 1.6 million Victorians live in rural and regional communities. Government decisions can affect rural and regional Victoria in unexpected and unintended ways, and it is important to ensure decisions and impacts do not unfairly disadvantage these communities. Victorians who live rurally and regionally are resourceful, and can often call on extensive local networks to achieve tangible outcomes for their communities.

### Key considerations

- **Rural and regional communities are not homogenous.** Regional and rural communities have diverse social and community structures and characteristics, such as higher rates of volunteering and distinct community identity, and some communities experience poorer social, education and health outcomes.
- **Issues that affect cohorts can be intensified when geographical isolation is a factor.** For example, people with disabilities living in rural and regional Victoria may have a harder time accessing appropriate and affordable health care than their Melbourne counterparts. If your board's subject matter is primarily in a diversity-based area listed in an above section, consider the overall geographic diversity of candidates.
- **Word of mouth plays a key part in advertising and recruitment for opportunities in rural and regional Victoria.** Consider approaching existing leadership networks including Regional Partnerships and the Victorian Regional Community Leadership Program. When advertising, consider including tangible outcomes and actions your board has achieved. If it is a new board, state the types of outcomes potential members can achieve for their communities.
- **Reasonable adjustments may be needed to accommodate regionally based candidates and appointed members.** For applicants, this may include offering to hold their interview at a location closer to them or offering a telephone or video interview. Ongoing adjustments to support appointed members may also be required, including holding some meetings locally to the regional-based member/s, providing video or teleconferencing meeting options and providing the required equipment, or providing accommodation and travel expenses for Melbourne-based meetings.

# Appendix I. Board skills matrix template

Board Members		Appointment Details						Gender			Location		Diversity					Example skills and experience								
First Name	Last Name	Position	Date of first appointment	Current term start date	Current term end date	Time served at end of current term (Years)	Time served at today's date (Years)	Man	Woman	Non-binary/Gender diverse	Metro	Regional	Aboriginal	Culturally and linguistically diverse	Disability	LGBTIQ+	Youth	Asset management	Audit and risk management	Stakeholder management	Legal	Corporate governance	Human resource management	Lived experience	<Additional skills required>	
EXAMPLE	A	Chairperson	01-Jan-20	01-Jan-20	31-Dec-20	0.9	0.5		1		1			1				1			1		1			
EXAMPLE	B	Director	01-Jan-20	01-Jan-20	31-Dec-20	0.5	0.5	1			1		1											1		
EXAMPLE	C	Director	01-Jan-20	01-Jan-20	31-Dec-20	0.5	0.5		1		1								1		1	1				
EXAMPLE	D	Director	01-Jan-20	01-Jan-20	31-Dec-20	0.5	0.5	1				1								1		1				
EXAMPLE	E	Director	01-Jan-20	01-Jan-20	31-Dec-20	0.5	0.5			1		1				1						1		1		
EXAMPLE	F	Director	01-Jan-20	01-Jan-20	31-Dec-20	0.5	0.5		1		1									1		1				
<b>Board Composition</b>								33%	50%	17%	67%	33%	1	1	0	1	0	1	1	2	2	4	1	2	0	
<b>Proposed Appointment</b>																										
EXAMPLE	G	Director	Date of Order	Date of Order	31-Jul-21	N/A	N/A	1			1									1		1				
<b>Proposed Board Composition</b>								43%	43%	14%	71%	29%	1	1	0	1	0	1	1	3	2	5	1	2	0	

## Appendix II. Advertising channels to reach diverse candidates

Advertising channel	Website	Description	Process to advertise or contact information
<b>Aboriginal people</b>			
Aboriginal VPS Staff Networks	<a href="https://www.aboriginalvictoria.vic.gov.au/local-aboriginal-networks-and-gathering-places">https://www.aboriginalvictoria.vic.gov.au/local-aboriginal-networks-and-gathering-places</a>	Most departments have an active staff network of Aboriginal people.	Further information can be found on your Department Intranet or through your department's HR or people and culture division
Local Aboriginal Networks (LANs)	<a href="https://www.aboriginalvictoria.vic.gov.au/local-aboriginal-networks-and-gathering-places">https://www.aboriginalvictoria.vic.gov.au/local-aboriginal-networks-and-gathering-places</a>	Local networks run by volunteers that provide a safe and welcoming space for the Aboriginal community.	Contact Local Aboriginal Network (LAN) brokers at First Peoples – State Relations Group, DPC: <a href="https://www.aboriginalvictoria.vic.gov.au/local-aboriginal-networks-and-gathering-places">https://www.aboriginalvictoria.vic.gov.au/local-aboriginal-networks-and-gathering-places</a>
Facebook	<a href="https://www.facebook.com/">https://www.facebook.com/</a>	An effective social media platform for reaching Aboriginal people and communities in Victoria.	All promotion should strongly encourage Aboriginal people to apply
Koori Mail	<a href="https://koorimail.com/">https://koorimail.com/</a>	A fortnightly national Indigenous newspaper (online edition available).	Email appointment details to Koori Mail at <a href="mailto:advertising@koorimail.com">advertising@koorimail.com</a>
Local Newspapers	–	Local news outlets are also regularly used to reach Aboriginal people in their local community.	Contact relevant media outlets directly
Department Intranet	–	Government agency intranet sites can be used to promote opportunities to Aboriginal people already in the VPS.	Further information can be found on your Department Intranet
First Peoples' Assembly of Victoria	<a href="https://www.firstpeoplesvic.org/">https://www.firstpeoplesvic.org/</a>	The First Peoples' Assembly of Victoria is the independent and democratically elected body to represent Traditional Owners and Aboriginal and Torres Strait Islander peoples in Victoria.	<a href="mailto:enquiries@firstpeoplesvic.org">enquiries@firstpeoplesvic.org</a>
Traditional Owner Corporations	–	A list of formally recognised Traditional Owner Corporations is available here: <a href="https://www.firstpeoplesrelations.vic.gov.au/acknowledgement-traditional-owners">https://www.firstpeoplesrelations.vic.gov.au/acknowledgement-traditional-owners</a>	Contact the Traditional Owner Corporation relevant to your board for supporting a recruitment campaign
Other Aboriginal organisations	–	There are many Aboriginal organisations delivering services to Aboriginal Victorians, some include: <ul style="list-style-type: none"> <li>- Djirra (family violence)</li> <li>- Aboriginal Advancement League</li> <li>- Victorian Aboriginal Community Services Association Ltd</li> <li>- Victorian Aboriginal Child Care Agency</li> <li>- Koorie Youth Council</li> <li>- Victorian Aboriginal Community Controlled Health Organisation</li> <li>- Victorian Aboriginal Health Services</li> <li>- Aboriginal Housing Victoria</li> <li>- Victorian Aboriginal Legal Service</li> <li>- Victorian Aboriginal Education Association Inc.</li> <li>- Kinaway Aboriginal Chamber of Commerce</li> <li>- Victorian Aboriginal Corporation for Languages</li> <li>- Aboriginal Community Elders Service</li> <li>- Federation of Victorian Traditional Owner Corporations</li> </ul>	Contact the organisation relevant to your board for supporting a recruitment campaign



## Culturally and linguistically diverse people

Victorian Multicultural Commission (VMC)	<a href="https://www.multiculturalcommission.vic.gov.au/">https://www.multiculturalcommission.vic.gov.au/</a>	<p>The VMC seeks to promote the full participation by Victoria's diverse communities in the social, cultural, economic and political life of Victoria.</p> <p>Upon request, the VMC can advertise your vacancy directly to their networks including:</p> <ul style="list-style-type: none"> <li>• Regional Advisory Councils – three metropolitan and five regional councils that bring together multicultural sector and community with local business and council representatives</li> <li>• Multicultural Chambers of Commerce – over 40 culture and faith-specific business councils and chambers of commerce.</li> </ul>	Email appointment details to <a href="mailto:info@vmc.vic.gov.au">info@vmc.vic.gov.au</a> to advertise through the VMC's social media channels and e-alerts
Multicultural media	–	<p>Targeting advertising using CALD media will encourage more nominations from candidates from Victoria's multicultural communities.</p> <p>Review the Victorian population diversity breakdowns &lt;<a href="https://www.vic.gov.au/discover-victorias-diverse-population">https://www.vic.gov.au/discover-victorias-diverse-population</a>&gt; to understand how to target your recruitment including Local Government areas report on population diversity &lt;<a href="https://www.vic.gov.au/local-government-areas-report-population-diversity">https://www.vic.gov.au/local-government-areas-report-population-diversity</a>&gt;.</p>	Contact Department of Families, Fairness and Housing Multicultural Affairs for advice on multicultural media outlets at <a href="mailto:multicultural.communications@dffh.vic.gov.au">multicultural.communications@dffh.vic.gov.au</a>
Ethnic Communities Council of Victoria	<a href="https://eccv.org.au/">https://eccv.org.au/</a>	ECCV is the key peak body relating to multicultural affairs in Victoria, and forms part of the Federation of Ethnic Communities' Council of Australia. ECCV's vision is to provide a platform and advocate for multicultural communities across Victoria.	Email appointment details to <a href="mailto:info@eccv.org.au">info@eccv.org.au</a> to advertise broadly to Victoria's multicultural communities and sector, including through the ECCV e-bulletin.
Centre for Multicultural Youth (CMY)	<a href="https://www.cmy.net.au/">https://www.cmy.net.au/</a>	The Centre for Multicultural Youth (CMY) is a not-for-profit organisation based in Victoria, providing specialist knowledge and support to young people from migrant and refugee backgrounds.	To advertise relevant opportunities through the CMY e-newsletter <i>The Mix</i> , complete the online enquiry form < <a href="https://www.cmy.net.au/home/contact/">https://www.cmy.net.au/home/contact/</a> > and provide appointment details

## LGBTIQ+ people

Commissioner for LGBTIQ+ Communities	–	<p>The Commissioner for LGBTIQ+ Communities works closely with Victoria's LGBTIQ+ communities to provide advice to the Victorian Government on the development of policies, services and programs that are inclusive and meet the needs of diverse communities.</p> <p>Upon request, the Commissioner can advertise vacancies directly to their community networks via social media channels.</p>	Email appointment details to <a href="mailto:lgbtqiocommissioner@dffh.vic.gov.au">lgbtqiocommissioner@dffh.vic.gov.au</a> to advertise on social media channels.
The Star Observer	<a href="https://www.starobserver.com.au/about/contact">https://www.starobserver.com.au/about/contact</a>	A free monthly magazine and online newspaper for LGBTIQ+ communities, including a job vacancy webpage.	Email appointment details to The Star Observer at <a href="mailto:editor@starobserver.com.au">editor@starobserver.com.au</a>
Joy 94.9	<a href="https://joy.org.au/contact/">https://joy.org.au/contact/</a>	Australia's LGBTIQ+ community radio station.	Email appointment details to Community Service Announcements at <a href="mailto:csa@joy.org.au">csa@joy.org.au</a>
Australian GLBTIQ Multicultural Council (AGMC)	<a href="https://www.agmc.org.au/contact-us/">https://www.agmc.org.au/contact-us/</a>	Australia's peak body for LGBTIQ+ people of multicultural and multifaith backgrounds.	Email appointment details to <a href="mailto:contact@agmc.org.au">contact@agmc.org.au</a> to advertise through the GLBTIQ newsletter.
Ethical Jobs	<a href="https://www.ethicaljobs.com.au/">https://www.ethicaljobs.com.au/</a>	A national jobs board for government, non-profit and community organisation jobs, including an LGBTIQ+ category.	Email appointment details to <a href="mailto:info@ethicaljobs.com.au">info@ethicaljobs.com.au</a>
GLOBE	<a href="https://globemelbourne.com.au/">https://globemelbourne.com.au/</a>	An LGBTI community group that supports Victorian LGBTI professionals and small business owners. Positions can be advertised through the GLOBE newsletter.	Email appointment details to <a href="mailto:hello@globemelbourne.com.au">hello@globemelbourne.com.au</a>
LGBTI Jobs	<a href="https://www.lgbtijobs.com.au/contact.php">https://www.lgbtijobs.com.au/contact.php</a>	A national LGBTI job board.	Complete the online contact form on the at <a href="https://www.lgbtijobs.com.au/contact.php">https://www.lgbtijobs.com.au/contact.php</a> and provide appointment details

People with disability			
Disability Advocacy Resource Unit	<a href="http://www.daru.org.au/">http://www.daru.org.au/</a>	A dedicated resource unit that works with disability advocacy organisations.	Email appointment details to DARU at <a href="mailto:admin@daru.org.au">admin@daru.org.au</a> to advertise through the weekly update to Victorian disability advocacy services for people with disability and other stakeholders
Disability Leadership Institute	<a href="https://disabilityleaders.com.au/">https://disabilityleaders.com.au/</a>	The National Register of Disability Leaders contains information about people with a disability who are leaders across a range of fields.	Consult the National Register using the online form < <a href="https://disabilityleaders.com.au/organisations/consult-the-register/">https://disabilityleaders.com.au/organisations/consult-the-register/</a> >
Self-Advocacy Resource Unit	<a href="http://www.saru.net.au">http://www.saru.net.au</a>	SARU supports self-advocacy groups that are run by and for people with an intellectual disability, people with an acquired brain injury and people with complex communication support needs.	Email appointment details to SARU at <a href="mailto:saru@rosshouse.org.au">saru@rosshouse.org.au</a> to advertise through the SARU weekly newsletter, sent to all self-advocacy groups, members and other stakeholders
Voice at the Table	<a href="http://www.voiceatthetable.com.au/">http://www.voiceatthetable.com.au/</a>	A project of the Self-Advocacy Resource Unit that aims to increase the number of people with cognitive disability on boards.	Email appointment details to Voice at the Table at <a href="mailto:training@voiceatthetable.com.au">training@voiceatthetable.com.au</a> to advertise through the consumer advocates register < <a href="http://voiceatthetable.com.au/about-us/consumer-advocates/">http://voiceatthetable.com.au/about-us/consumer-advocates/</a> >
Leadership Victoria	<a href="http://www.leadershipvictoria.org/">http://www.leadershipvictoria.org/</a>	An independent social enterprise that provides leadership development training to people across business, government and community sectors.	
LinkedIn	<a href="http://www.linkedin.com/">http://www.linkedin.com/</a>	An effective platform to reach people with disability.	All promotion should strongly encourage people with disability to apply.
Office for Disability, Department of Families, Fairness and Housing	–	The DFFH Office for Disability can distribute your advertisement to disability networks, including agencies funded through the Victorian Disability Advocacy Program.	Email appointment details to the Office for Disability at <a href="mailto:ofd@dffh.vic.gov.au">ofd@dffh.vic.gov.au</a>
Young people			
Youth Affairs Council Victoria (YACVic)	<a href="https://www.yacvic.org.au/">https://www.yacvic.org.au/</a>	The YACVic e-newsletter <i>Announce</i> , is released fortnightly and reaches over 3,500 subscribers.	To advertise relevant opportunities through <i>Announce</i> , email YACVic at <a href="mailto:communications@yacvic.org.au">communications@yacvic.org.au</a> including a text-only document of less than 80 words, with links or contact details for further information, and 'Announce' in the subject line.
Centre for Multicultural Youth (CMY)	<a href="https://www.cmy.net.au/">https://www.cmy.net.au/</a>	The Centre for Multicultural Youth (CMY) is a not-for-profit organisation based in Victoria, providing specialist knowledge and support to young people from migrant and refugee backgrounds.	To advertise relevant opportunities through the CMY e-newsletter <i>The Mix</i> , complete the online enquiry form < <a href="https://www.cmy.net.au/home/contact/">https://www.cmy.net.au/home/contact/</a> > and provide appointment details
Koorie Youth Council (KYC)	<a href="https://korieyouthcouncil.org.au/">https://korieyouthcouncil.org.au/</a>	The Koorie Youth Council (KYC) is the representative body for Aboriginal and Torres Strait Islander young people in Australia.	To advertise relevant opportunities through KYC's channels, complete the online enquiry form <a href="https://korieyouthcouncil.org.au/contact-us/">https://korieyouthcouncil.org.au/contact-us/</a> and provide appointment details
Office for Youth, Department of Families, Fairness and Housing	–	The DFFH Office for Youth can refer relevant opportunities to stakeholders within the youth sector who work with specific cohorts of young people including LGBTIQ+, Aboriginal, and young people living with disability.  The Office for Youth also supports the Youth Central website, Facebook, Twitter and Instagram accounts – Government's dedicated channels for young people.	Email appointment details for relevant opportunities to the Office for Youth at <a href="mailto:youth@dffh.vic.gov.au">youth@dffh.vic.gov.au</a>
Other organisations that work with young people	–	For example: universities, TAFEs, student unions, schools, local governments, or youth focused media, such as SYN radio.	Contact relevant organisations directly

