

Women on Boards Maturity Index Tool

Commitment is critical in achieving gender parity and creating an environment that is inclusive of diversity. Moreover, many decision-makers, recruiters, and board members also have the capacity to indirectly influence diversity and inclusion outcomes across the organisation which they govern, and thus play a critical role in shaping the long-term pipeline of female board directors and the culture of organisations more broadly.

To achieve change in Queensland, more ministers, departments, and board members need to step up and change the game by advocating for the value of gender parity and challenging the status quo. *By serving as a visible champion of gender diversity, ministers and their departments members help set the tone for broader cultural change.*

In assessing your current position and developing an action plan, there is a focus on individual role modelling (focussing on mindsets and behaviours) as well as influencing and holding others accountable.

Take the Board Maturity Index, based on the four As framework, and then look towards developing an Action Plan. When action planning, think about this in terms of actions for Self, Team, Board, and Industry which collectively will help Queensland boards to become agents of change. A sample is presented below.



	REACTIVE: Emerging Interest Compliance focus and/or early action from some, largely ad hoc and unplanned activities.	ACTIVE: Getting in the Game Understanding barriers that prevent parity and the need to take action, may demonstrate some planned action.	PROACTIVE: Getting Serious Understanding and owning parity targets demonstrated via comprehensive, documented actions, planning, and measurement of success.	LEADING: Sustaining Change Advocacy and independence of activities that have a long-term focus and are designed to influence industry and cross-sectoral bodies.
Alignment We believe in the business case and the need to change the status quo.	<ul style="list-style-type: none"> There is an awareness of the government's gender diversity targets. The barriers to gender diversity and inclusion for your boards are not subject to examination or review. There is a general understanding of the business case for gender diversity and inclusion on boards but there are no plans in place for change. 	<ul style="list-style-type: none"> Barriers to achieving gender diversity targets have been recognised, though approach to address these is still largely unstructured. Feedback is sought from recruiters, key decision makers, and boards on statutory, policy and constitutional requirements that may be unnecessarily narrowing the talent pool. The business case for gender diversity and inclusion has been considered and changing the status quo is generally supported. 	<ul style="list-style-type: none"> A business case for change relevant to the sector is identified, documented and has organisational support. A structured review of barriers including policy and legislation and the impact it has on gender diversity and inclusion has been considered and there are clear plans to take action. 	<ul style="list-style-type: none"> The organisation builds staff capacity around the business case and strategies to address gender diversity and inclusion. The business case for board gender diversity and inclusion is documented and implemented as part of organisational gender diversity action plans. Strategies to achieve change are reviewed regularly and promoted internally and externally.
Articulation We advocate for gender parity and inclusion in an authentic and engaging way.	<ul style="list-style-type: none"> Gender diversity targets are acknowledged as a Queensland Government target and staff are aware of them. Some consultation regarding gender diversity targets have been conducted with staff and stakeholders. Gender diversity is generally discussed as a topic when required but not actively promoted. 	<ul style="list-style-type: none"> Consultation occurs internally to improve gender diversity and inclusion outcomes. There is active communication that supports gender diversity and inclusion targets and how they can be achieved. Promotion, marketing and correspondence relating to board appointments actively seeks to articulate the business case for gender diversity and inclusion. 	<ul style="list-style-type: none"> Formalised internal and external consultation occurs with individual and organisational stakeholders. A public pledge has been made to support the achievement of gender diversity and inclusion and the targets. There are documented strategies to increase the profile of board nominations and to build networks that support gender diversity and inclusion. 	<ul style="list-style-type: none"> Opportunities are actively sought to speak publicly about support for gender diversity. Wide consultation with industry and organisational stakeholders occurs and commitment to long term structural change is articulated. Success stories are actively collected and promoted.
Action We prioritise diversity and inclusion, focussing on inclusive behaviours and systems.	<ul style="list-style-type: none"> There is some action being taken to achieve gender diversity targets but there is no documented plan. For recruitment purposes, a gender balanced candidate list is considered but there is no plan on how to attract aspiring women board members. Inclusive behaviours for boards and how they might be affecting board gender diversity and retention are not actively identified. 	<ul style="list-style-type: none"> Action plans are documented and implemented by individuals but there is no organisation-wide plan in place. Prior to each board appointment, a gender profile target and formal recruitment strategy is developed and implemented. New sources for board candidates are identified and implemented as part of the plan. Expectations for inclusive behaviours for boards have been identified and board members informed. 	<ul style="list-style-type: none"> An organisation action plan to drive change and address barriers for gender diversity and inclusion on boards has been developed, documented, endorsed and is being implemented. Plans are regularly monitored and reviewed for gender diversity and inclusion including short, medium and long term sustainable actions. Initiatives to connect with and support aspiring women board members such as mentoring, board shadowing and networking opportunities are in place. There are systems and policies in place to ensure boards understand and agree to inclusive behaviour. 	<ul style="list-style-type: none"> There is a documented and agreed organisational gender target for board appointments beyond compliance. Plans are regularly monitored and reviewed for gender diversity and inclusion including short, medium and long term sustainable actions. Strategies for building a talent pool of women in the relevant sector for potential board representation are regularly reviewed and updated. Initiatives are prioritised and integrated with other strategic initiatives.
Accountability We hold ourselves and others accountable for achieving diversity and inclusion goals.	<ul style="list-style-type: none"> There is some accountability for gender diversity and inclusive behaviour for women on boards. Progress and accountability for action is not formally monitored. There has been no directive to ensure there is a gender diversity action plan in place. 	<ul style="list-style-type: none"> Prior to each new appointment the gender diversity goals and actions are reviewed and targets are set to achieve targets. Success measures for activities and major initiatives to meet gender diversity targets are identified. 	<ul style="list-style-type: none"> Progress against gender diversity and inclusion targets is monitored, measured and reported. There is a strategy to measure and monitor inclusive behaviour and barriers affecting attraction and retention of female board members. Plans are reviewed regularly. 	<ul style="list-style-type: none"> There is public accountability and ownership for gender diversity and inclusion targets through industry forums. Board gender diversity and inclusion outcomes are recorded and reported as success measures. Measures extend beyond immediate actions and initiatives and support long-term sustainability of gender diversity.

Blank Maturity Index

	REACTIVE: Emerging Interest Compliance focus and/or early action from some, largely ad hoc and unplanned activities.	ACTIVE: Getting in the Game Understanding barriers that prevent parity and the need to take action, may demonstrate some planned action.	PROACTIVE: Getting Serious Understanding and owning parity targets demonstrated via comprehensive, documented actions, planning, and measurement of success.	LEADING: Sustaining Change Advocacy and independence of activities that have a long-term focus and are designed to influence industry and cross-sectoral bodies.
Alignment We believe in the business case and the need to change the status quo.	<ul style="list-style-type: none"> There is an awareness of the government's gender diversity targets. The barriers to gender diversity and inclusion for your boards are not subject to examination or review. There is a general understanding of the business case for gender diversity and inclusion on boards but there are no plans in place for change. 	<ul style="list-style-type: none"> Barriers to achieving gender diversity targets have been recognised, though approach to address these is still largely unstructured. Feedback is sought from recruiters, key decision makers, and boards on statutory, policy and constitutional requirements that may be unnecessarily narrowing the talent pool. The business case for gender diversity and inclusion has been considered and changing the status quo is generally supported. 	<ul style="list-style-type: none"> A business case for change relevant to the sector is identified, documented and has organisational support. A structured review of barriers including policy and legislation and the impact it has on gender diversity and inclusion has been considered and there are clear plans to take action. 	<ul style="list-style-type: none"> The organisation builds staff capacity around the business case and strategies to address gender diversity and inclusion. The business case for board gender diversity and inclusion is documented and implemented as part of organisational gender diversity action plans. Strategies to achieve change are reviewed regularly and promoted internally and externally.
Articulation We advocate for gender parity and inclusion in an authentic and engaging way.	<ul style="list-style-type: none"> Gender diversity targets are acknowledged as a Queensland Government target and staff are aware of them. Some consultation regarding gender diversity targets have been conducted with staff and stakeholders. Gender diversity is generally discussed as a topic when required but not actively promoted. 	<ul style="list-style-type: none"> Consultation occurs internally to improve gender diversity and inclusion outcomes. There is active communication that supports gender diversity and inclusion targets and how they can be achieved. Promotion, marketing and correspondence relating to board appointments actively seeks to articulate the business case for gender diversity and inclusion. 	<ul style="list-style-type: none"> Formalised internal and external consultation occurs with individual and organisational stakeholders. A public pledge has been made to support the achievement of gender diversity and inclusion and the targets. There are documented strategies to increase the profile of board nominations and to build networks that support gender diversity and inclusion. 	<ul style="list-style-type: none"> Opportunities are actively sought to speak publicly about support for gender diversity. Wide consultation with industry and organisational stakeholders occurs and commitment to long term structural change is articulated. Success stories are actively collected and promoted.
Action We prioritise diversity and inclusion, focussing on inclusive behaviours and systems.	<ul style="list-style-type: none"> There is some action being taken to achieve gender diversity targets but there is no documented plan. For recruitment purposes, a gender balanced candidate list is considered but there is no plan on how to attract aspiring women board members. Inclusive behaviours for boards and how they might be affecting board gender diversity and retention are not actively identified. 	<ul style="list-style-type: none"> Action plans are documented and implemented by individuals but there is no organisation-wide plan in place. Prior to each board appointment, a gender profile target and formal recruitment strategy is developed and implemented. New sources for board candidates are identified and implemented as part of the plan. Expectations for inclusive behaviours for boards have been identified and board members informed. 	<ul style="list-style-type: none"> An organisation action plan to drive change and address barriers for gender diversity and inclusion on boards has been developed, documented, endorsed and is being implemented. Plans are regularly monitored and reviewed for gender diversity and inclusion including short, medium and long term sustainable actions. Initiatives to connect with and support aspiring women board members such as mentoring, board shadowing and networking opportunities are in place. There are systems and policies in place to ensure boards understand and agree to inclusive behaviour. 	<ul style="list-style-type: none"> There is a documented and agreed organisational gender target for board appointments beyond compliance. Plans are regularly monitored and reviewed for gender diversity and inclusion including short, medium and long term sustainable actions. Strategies for building a talent pool of women in the relevant sector for potential board representation are regularly reviewed and updated. Initiatives are prioritised and integrated with other strategic initiatives.
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Completed Maturity Index: where 'X' represents current state and 'O' represents desired target state.

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Mark 'X' in the cell that best meets your current state, and 'O' in the cell that best matches your achievable target state. Use your Action Plan to bridge the gap.

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