Evaluation of the Career Pathways Pilot
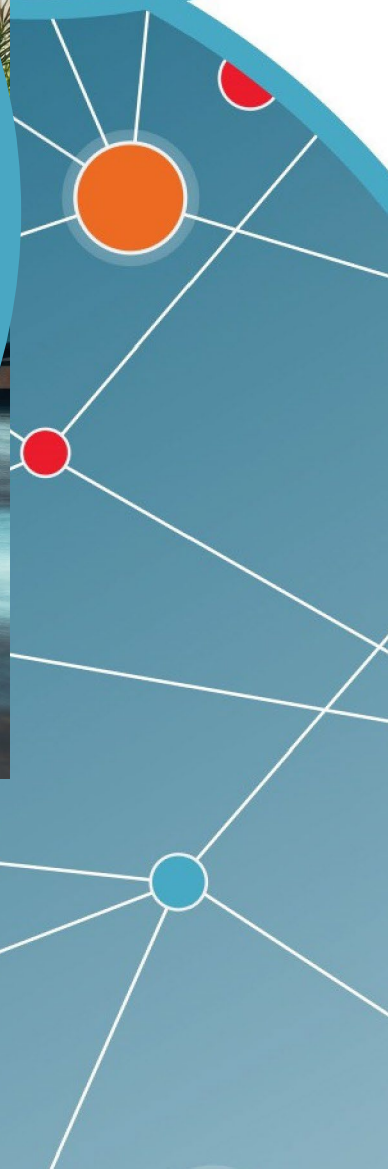
Department of Social Services

Key Findings Report

June 2025

Acknowledgements

We recognise the diversity of Aboriginal and Torres Strait Islander peoples across this country and acknowledge their sovereignty was never ceded.

We pay our respects to Elders past and present, and acknowledge their continued custodianship and care for the many lands and waterways that support life.

We acknowledge the untold histories and the injustices of the past and the present. We respect and value the ongoing contribution that Aboriginal and Torres Strait Islander peoples make to our communities and to wider Australia.

We also acknowledge the talent and artistry of Emma Walke, who designed the artwork for our acknowledgment of Aboriginal and Torres Strait Islander peoples. The design shows a story of connection to country and people, representing the breadth of work we do with Aboriginal and Torres Strait Islander communities across Australia. The colours represent the land, and the lines in between represent the water that connects us all.
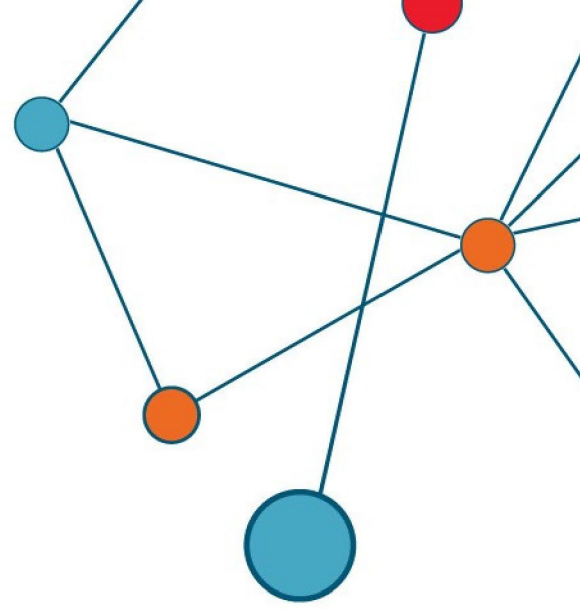
Key Findings

The policy context

Local and international research indicates that people with disability experience numerous barriers in the workforce – particularly around advancing their careers and moving into leadership roles. In Australia, the workforce participation rate of people with disability has persistently lagged behind the general population. Only 56% of people with disability are employed, compared to 82% of people not living with disability. Additionally, people with disability are more likely to experience underemployment relative to their capacity, skills and qualifications. People with disability report working fewer hours than they may otherwise want or being looked over for opportunities for career advancement when compared to their co-workers not living with disability.[1] Barriers to employment and career advancement can be driven by community attitudes, as well as organisational processes. A 2022 Employment survey conducted by the Australian Disability Network (AusDN)[2] found that employers felt that a lack of expertise, limited resources, and managers lacking the confidence to manage people with disability were significant barriers.

The Career Pathways Pilot

To address these barriers, the Department of Social Services (DSS) funded the Career Pathways Pilot (CPP). The CPP was intended to promote the career pathways and leadership potential of employees with disability, by supporting large corporate organisations to provide opportunities for advancement for current employees with disability, and to foster a more disability-inclusive workplace culture. AusDN, supported by the Business Council of Australia (BCA), worked with four large corporate organisations (employer groups) to deliver activities that build the capability of employees with disability, middle managers and senior leadership, and their organisations to address key identified barriers to progression for employees with disability.

The employer groups who participated in the pilot were selected as they were BCA members who were:

- **suitable** (i.e. already on the journey of disability inclusion and had implemented disability employment initiatives, but did not already have a career development model in place for people with disability to progress in their roles and careers) and

- **eligible** (i.e. had a workforce of over 500 employees, had capacity to participate in the pilot, had at least a basic level of disability confidence, and had the desire to improve the retention and career pathway opportunities for people with disability within their organisation).

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[1] Refer to the 'Disability, Ageing and Carers, Australia: Summary of Findings 2022', Australian Bureau of Statistics.
[2] AusDN employment surveys (2022)

The CPP had an intentionally broad remit and flexible design and delivery model, to allow the activities that were delivered as part of the pilot to be tailored to meet the needs of participating employer groups and employees with disability within their organisations. To support this, the CPP had a two-phase approach

1. An initial design phase, in which AusDN could identify organisational barriers to progression for employees with disability, and co-design activities with employees with disability.

2. A subsequent delivery phase, where AusDN and employer groups delivered a range of activities to address the aims of the pilot.

AusDN was intended to deliver 5 types of activities to support employers:

- engaging with employees with disability to inform tailored activities

- reviewing existing employer group activities and initiatives

- designing and providing advice and support on initiatives that reduce barriers to career progression for employees with disability • documenting the experiences of pilot participants

- developing new resources.

Concurrently, employer groups were expected to deliver at least 5 activities or initiatives, tailored to the experiences of people with disability and business needs for each organisation, with at least one activity addressing each of the following:

- build the capability, confidence and connection of people with disability

- build the capability, confidence and connection of middle managers and supervisors

- build the capability, confidence and connection of senior leadership and boards

- build organisational capability

- improve reporting on employees with disability.

The CPP was established in August 2023 and was delivered until February 2025.

What the evaluation found

The CPP was an innovative initiative, bringing together government, non-government organisations, and large corporate employers to collaboratively design and deliver activities and initiatives to promote career progression for employees with disability and foster more disability inclusive workplace cultures. As expected in any pilot, and particularly one of this nature, the design and delivery resulted in a range of learnings and identification of factors important to success, including how these activities can enable and support large corporate employers in promoting opportunities for progression for employees with disability, how the experience and specialist knowledge of a non-government organisation can be best leveraged to support employer groups and their own disability and inclusion (D&I) leads to implement these processes, and the benefits these types of activities can have for employees who are engaged.

AusDN and the participating employer groups delivered a range of activities intended to foster a more disability inclusive workplace culture and support career progression for employees with disability.

AusDN engaged with employees with disability, reviewed existing materials, and provided advice and support on initiatives that reduce barriers to career progression for employees with disability.

Employer groups led the delivery of tailored activities that intended to build the capability, confidence and connection of employees with disability, middle managers and supervisors, senior leaders and boards, as well as building organisational disability inclusivity. These activities differed across organisations and included, but were not limited to:

- developing and rolling out mentoring or coaching for employees with disability

- facilitating peer-to-peer connections between employees with disability

- delivering disability confidence training to supervisors and middle managers

- reviewing and revising organisational frameworks and policies that support the career progression of employees with disability.

The partnerships between employer groups and AusDN achieved outcomes for participating employees with disability, middle managers and senior leadership, as well driving some organisational-level changes.

Across the employer groups 46 employees with disability participated in one-on-one mentoring or coaching as part of the pilot. Some benefits reported by people with disability, and the disability consultants and employer group leads included:

- an increase in confidence and self-belief

- learning new skills, such as goal setting as part of career development discussions with their coach/ mentor

- more confidence to seek workplace adjustments

- increased belief in their own leadership skills.

At one organisation where pilot activities focused on career progression, the pilot had a clear impact on career progression for pilot participants. 32 of the 36 employees with disability progressing their individual development plan and 22 of the 36 employees with disability achieving a career growth outcome as defined by the pilot's objectives.

There were also 46 middle managers and senior leaders who participated in mentoring or coaching activities as part of the pilot. Participating managers and senior leaders found these coaching or mentoring roles valuable. Some benefits for middle managers and senior leaders included, but were not limited to:

- increased disability confidence

- stronger relationships with employees with disability in their organisation

- increased awareness of the barriers that employees with disability face to their progression

- increased ability to support employees with disability to advocate for their needs.

The extent to which outcomes, particularly medium-term outcomes, were achieved was influenced by the focus of activities delivered within each employer group, as well as the duration for which these activities had been implemented by the end of the pilot period. Some activities were being delivered up to February 2025 beyond the evaluation timeframe, and the full impact of all activities will take longer to be realised. As there was a greater focus on addressing organisational barriers to inclusivity through the tailored activities at some employer groups (although career progression was a strong focus of pilot activities at one employer group where career progression outcomes were achieved), as a whole, the pilot had less direct impact on career progression over its delivery period. While organisational changes to support disability inclusivity may impact future career progression opportunities, at the time of this report it is too early to be able to observe these potential outcomes.

What we learned

Time available to tailor activities to address organisational barriers, and alignment with existing organisational priorities is needed to most appropriately meet the needs of participating employer groups.

As part of the initial design phase of the pilot, as intended, AusDN conducted a Needs Analysis with the participating employer groups, to understand the types of barriers to progression employees with disability experience in these organisations.

Although this Needs Analysis involved individual organisational assessments, AusDN presented the findings relating to organisational barriers to progression for employees with disability, and organisational disability inclusivity in a consistent list of the same recommendations made to all organisations. These recommendations had a strong focus on

organisational barriers, as well as barriers relating to career progression for employees with disability. These overarching themes from the Needs Analysis across all employer groups were used to identify the types of activities and the more specific areas of focus that pilot activities would have in each organisation.

Some organisations noted that the needs analysis resulted in the identification of too many areas of focus – with a lack of clarity about where focus was most needed, as well as a misalignment between the areas of focus identified and pre-existing organisational priorities.

Additionally, employer groups noted that as part of the initial EOI process their organisations identified priorities that aligned with the aims of the pilot and their internal organisational priorities. As this EOI process took place before the role of AusDN and the design of the pilot was finalised, in some instances the priorities identified by the employer groups in their EOI were not compatible with the specific activities AusDN later developed.

Learning: Ensure the process for identifying priority areas to be addressed by pilot activities is tailored to the specific needs of each organisation and takes into consideration existing organisational priorities. Where organisations are working to address similar barriers through pilot activities, opportunities for shared learning should be considered, as this can support more effective implementation across participating organisations.

Using a co-design process to engage employees with disability to ensure pilot activities are tailored to address their experiences of barriers to progression is challenging in workplaces.

As part of the initial design phase of the pilot, employees with disability were invited to contribute to the tailored design of activities through a co-design process. At one organisation, the employer group lead reported that the co-design process was critical to the successful implementation of the pilot, because it helped gain organisational approval and support for the tailored activities proposed.

AusDN reported that employee engagement in the co-design process was supported by:

- having multiple design sessions

- implementing a culture of psychological safety

- ensuring all necessary adjustments were in place to support employees with disability to engage in the design process.

However, some organisations found it harder than anticipated to engage employees with disability in the co-design process, and in one organisation no employees with disability volunteered to engage in the co-design process.

While co-design is a valuable approach to ensure the design of programs and activities for people with disability are informed by people with disability, this experience suggests taking a co-design approach can be challenging when working with employees to address barriers to progression within their current employer. This reflects prior research that many

employees with disability do not feel comfortable disclosing and/or discussing their disability with their employer.[3] Asking employees to discuss the barriers they experience in their current workplace adds another layer to this.

Learning: Consider other approaches to ensuring the voices and experiences of people with disability inform the design of future activities delivered in workplaces, such as conducting a broader co-design process with people with disability in the community rather than solely from participating employer groups, or using existing organisational avenues for people with disability to raise concerns or share their experiences within the workplace (e.g. through existing Disability Employee Networks).

A flexible design process in a short-term pilot was challenging as large organisations need to schedule activities well in advance.

Employer group leads noted that the initial design phase was challenging, as the iterative and flexible design process did not fit with their organisational timelines and processes for signoff. One employer group lead noted that the expectation for iterative development and flexible implementation did not align their internal organisational processes, which involve multiple levels of approval that require longer lead-in periods when implementing new activities.

Learning: Separating the design phase from pilot implementation could support better alignment of pilot activities with organisational processes and better fit organisational requirements relating to timelines.

Employees with disability face many shared barriers to career progression. However, employees with disability in frontline roles can face additional challenges.

The needs analysis conducted by AusDN, as well as the process of tailoring and delivering pilot activities across the four participating employer groups, revealed that although there are some barriers to progression employees with disability face that are experienced across roles and organisations, people with disability in frontline, or non-office roles face additional barriers to career progression, as well as barriers to participation in initiatives that can support their career growth.

Career progression for employees with disability working in frontline roles can look different than career progression for employees with disability working in office-based roles. For some people in frontline roles, career progression could also involve learning additional skills to take on different types of roles or that can support them to work the number of shifts they would like to.

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[3] The Disability Data at Work Report (DCA, 2024) found that 30% of people with disability employed in organisations collecting disability data did not share their disability status with their employer.

In addition to progression opportunities looking different for office-based and non-officebased roles, through the pilot, the importance of factoring different constraints of these roles

(e.g. access to a computer, available physical space within the workplace, and time available to participate in professional development of any kind) when designing activities that are intended to be delivered within the workplace and during paid employment time also emerged.

> **Learning:** Consider the nature of the roles and features of the workplace of intended participants and participating organisations to ensure that the design of activities and initiatives align with existing organisational and role requirements and constraints relating to professional development activities.

Activities that were tailored to be compatible with organisational workflows, systems, and processes – underpinned by strong leadership commitment to the pilot and sufficient lead time – supported the successful implementation of pilot activities and initiatives.

As expected with the delivery of an innovative pilot, employer group leads and AusDN disability consultants identified a broad range of factors that impacted the extent to which pilot activities were able to be successfully implemented. The key factor that was associated with the successful delivery of pilot activities was **compatibility – that is, how the CPP fits with the employer group's existing workflows, systems and processes**.

Pilot activities (including those led by AusDN, and those led by the employer group) were most compatible with organisational processes when:

- potential pilot activities (as outlined in the grant opportunity guidelines) were successfully tailored to better align with an organisations existing processes and priorities (e.g. adapting the potential pilot activity of mentoring to instead work with both employees with disability and their current supervisors to participating in coaching and career progression discussions)

- existing organisational resources and platforms could be leveraged as part of pilot activities (e.g. using existing organisational platforms to support connection between employees participating in pilot activities)

- sufficient internal staffing time and in-kind resourcing was allocated to the implementation and leading of pilot activities within the organisation (e.g. ensuring that employer group staff leading implementation had sufficient time allocated within their roles to drive planning and implementation, had appropriate lead time for planning and implementation, and were sufficiently empowered to engage key staff in other roles across their organisation as needed).

Strong leadership buy-in and organisational support for the pilot was critical, and underpinned the successful implementation of tailored pilot activities.

Learning: Ensure that any additional activities to be delivered within corporate employers and outside of their business-as-usual activities are informed by, and aligned to, the organisation's existing workflows, systems and processes.

External advice and resourcing were most effective where external consultants were embedded within the organisations they supported.

External non-government organisations, such as AusDN can provide valuable advice and support to employer groups looking to build a more disability inclusive workplace, and pathways for progression for employees with disability. However, the extent to which external consultants are able to build a deep understanding of organisation-specific factors affects the effectiveness of implementation.

As discussed above, the compatibility of planned activities with existing organisational workflows, systems and processes, and organisational priorities is critical for the successful implementation of non-business-as-usual activities in large corporate employers. However, it can be difficult for external consultants involved in designing and tailoring planned activities to gain a sufficiently deep understanding of these factors when there is a short period of time allocated to design, particularly where activities are intended to address organisational disability inclusivity. Where AusDN Disability Consultants were able to be embedded within the employer group delivery leads and/or organisational D&I teams helped them to more efficiently understand the specific needs of the organisation they were supporting, they were more able to effectively tailor and support the delivery of pilot activities in a way that aligned with organisational workflows, processes and priorities.

Learning: Embedding external consultants within participating organisations may help support more effective tailoring of activities to meet organisational needs.

The advice and support provided by external consultants was most effective when it was used to complement existing internal D&I skills, experience and expertise.

Employer groups all valued the skills and knowledge of disability inclusion that AusDN and the disability consultants brought to the pilot. However, the way that this external advice and support was used to complement existing D&I initiatives and teams varied across activities and organisations – some activities were led by the employer groups with AusDN support, others were led by AusDN.

Activities where the skills and knowledge of disability consultants were used to complement the internal experience and expertise of employer group staff and D&I teams and initiatives were felt effective by employer group leads. These types of activities included, but were not limited to:

- reviewing existing training materials for accessibility,

- providing specialist advice about discrete pieces of work/ adjustments to policies,

- providing guidance about introducing coaching and mentoring opportunities for employees with disability.

Recent research conducted by AusDN,[4] as well as the Needs Analysis conducted for the pilot, identified lack of confidence in managing people with disability as one of the most commonly reported barriers to implementing employment initiatives for people with disability. AusDN received feedback from managers from all 4 employer groups, as well as from other AusDN member organisations seeking external disability confidence support, that middle managers can be fearful of saying or doing the wrong thing regarding employees with disability. The **hotline for mid-level managers** was intended to address this identified need by providing managers with an opportunity to access advice about supporting employees with disability. Although this need for additional information and support was clear, managers were hesitant to engage with an externally delivered hotline to access this information. It was established in January 2024 and was promoted to and within employer groups, but received no calls or emails from these groups. It was subsequently promoted to BCA members more widely. [5]Two employer group leads and BCA noted that although wellintentioned, this approach was not likely to be taken up by employer group managers, as people working for large employers would be hesitant to discuss potentially sensitive employment matters with an external party.

AusDN disability consultants, particularly those who were embedded within the organisation they were supporting, noted that over the delivery of the pilot they often received ad-hoc requests for advice relating to supporting employees with disability. This highlights the important need for this type of support to be internal or embedded within an organisation to enable trust from managers to access available support.

Learning: Narrow the focus of activities led by non-government organisations to those where external specialist advice and resourcing can add most value through complementing the internal experience and expertise of large corporate employers.

Organisational disability confidence is a critical foundation for supporting employees with disability to progress in their careers. However, this can be challenging to address alongside career progression in a short-term pilot.

As the AusDN Needs Analysis identified a range of organisational barriers to career progression, at some organisations there was a greater focus on addressing organisational barriers to disability inclusion and career progression for people with disability through pilot activities than was anticipated. This was unexpected as the eligibility criteria for the pilot state that participating employer groups are expected to have a level of organisational disabilityinclusivity. Through the design process, 2 employer groups reported their organisation identified that there was a greater need for focusing on foundational disability

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[4] AusDN employment survey, 2022, as cited in AusDN co-design pre-reading.
[5] After the reporting period, AusDN reported that as of 1 October 2024, the hotline had received one query from a non-CPP BCA member.

inclusion in their organisations than initially anticipated. Although organisational disability inclusivity is a critical foundation for creating inclusive workplaces that support people with disability to

progress in their careers, some employer groups noted that addressing organisational barriers to disability inclusion alongside career progression for employees with disability was challenging within a pilot with a broad scope and limited timeframe. For example, some organisations attempted to revise their workplace adjustment policy and process as part of the pilot, but did not complete this process as it became evident that this activity was too complex, and would not be able to be completed within the time available to the pilot. Other employer group leads noted that attempting to deliver activities relating to addressing organisational barriers and introducing activities to support the career progression for employees with disability was not feasible given the timeframe and internal resourcing allocated to the pilot.

Learning: Consider separating activities focussing on identifying and addressing organisational barriers to disability inclusion from the delivery of activities directly focussed on working with employees with disability to address barriers to career progression. For example, taking a two-stage process – where the first stage includes a tailored assessment of organisational disability inclusivity. The results of this can be used to assess whether activities focussing on more foundational organisational barriers or on activities directly supporting career progression for employees with disability are most appropriate to be delivered.

Working with a cohort of employees with disability and their current managers to build the inclusive leadership skills of managers and provide employees with disability with personalised support and/or development opportunities was particularly effective in supporting career progression and growth for employees with disability.

Participating organisations took a variety of approaches to working with employees with disability and middle managers or senior leaders to build their disability confidence and skills to more effectively support employees with disability in their career progression journeys.

An approach taken by one employer was to engage a cohort of interested employees with disability and their current supervisors to participate in the pilot. This involved two days of training and relationship building as part of an in-person kick off for the pilot. The cohort of managers completed inclusive leadership and disability confidence training on the first day. On the second day the cohort of employees with disability participated in a dedicated session with their manager focused on career development planning, which included discussions about career pathways, and the implementation of workplace adjustments. Providing support to current supervisors of employees with disability is a theoretically sound approach to effectively build the skills of managers as it allows supervisors to apply their learnings from disability confidence training to their current practice (which research suggests supports effective learning).

The session concluded with employees with disability and their manager developing an Individual Development Plan (IDP), which they would progress over the remaining 12-month duration of the pilot. This resulted in team members having an IDP that reflected their individual aspirations and tailored growth activities to support them to meet their goals for progression – whatever that looks like for that employee.

Participating employees with disability and managers were also able to connect through a closed group peer-to-peer platform where pilot participants were able to connect, ask questions, and share their experiences.

This practical on-the-job support was particularly effective, with 32 of the 36 employees with disability progressing their individual development plan and 22 of the 36 employees with disability achieving a career growth outcome as defined by the pilot's objectives. A career growth outcome was defined broadly, acknowledging that desired career growth does not always involve leadership opportunities. Types of progress employees with disability reported included:

• participating in internal leadership training (n=3) or moving into a leadership role (n=3)

• moving from casual to a part-time employment (n=6)

• completing an individual development plan (n=13)

• upskilling to be able to perform a different role within their workplace (n=20)

• moving locations to access new opportunities (n=2).

Employer group leads at this organisation noted this approach also contributed to broader organisational disability confidence as when supervisors moved into new roles, they took the skills they had developed through this training and coaching activity with them into their new teams.

Learning: Consider opportunities to concurrently build the capability, skills and confidence of employees with disability and their current supervisors through on-the-job coaching activities, supplemented by specific disability confidence training for supervisors.

Typical approaches to support participant engagement in monitoring and evaluation activities can be less effective in the context of delivery in large corporate employers.

To understand if activities and initiatives such as the CPP are able to achieve their intended outcomes, monitoring and evaluation activities are critical. However, it can be challenging to engage participants in large corporate employers – particularly those who work in frontline roles, with additional monitoring and evaluation activities (e.g. participating in interviews, completing surveys, or other forms of providing feedback about their experiences). As was found with the delivery of pilot activities, it can be challenging for staff to be able to complete these activities during work hours, and it can be problematic for employers to suggest that employees engage in monitoring or evaluation activities outside of work hours. Additionally, whether an individual chooses to disclose their disability (which can be

impacted by a range of factors, including previous responses to disclosure) , can impact how monitoring and evaluation activities can assess the impact of pilot activities for employees with disability within an organisation. These challenges, in addition to the limited data collected as part of pilot delivery, impacted the extent to which this evaluation was able to examine the direct experiences of participants. In future evaluations, the timeframes over which outcomes are expected to be achieved should be reviewed, to ensure that outcomes are realistically able to be assessed within the timeframe of the evaluation.

Learning: Require implementing organisations to collect standard minimum data relating to activity implementation (e.g. number of activities/sessions delivered, number of participants). Additionally, consider more opportunities for embedding data collection into activity delivery.

The activities delivered during the pilot, as well as the resources developed or tailored as part of the pilot, have the potential to drive ongoing and sustainable change for employers.

The potential for creating sustainable and enduring impact was a key motivator for employer groups to participate in the pilot. The CPP can have ongoing impacts for current and future employees with disability through:

- the continued delivery of activities that provide support to employees with disability, including mentoring, coaching, and peer networks

- reviewed and revised organisational policies, including updated workplace adjustment policies, and frameworks for inclusive meetings

- ongoing strengthened relationships between employees with disability and their coaches and mentors

- the availability and use of new organisation-specific resources (e.g. mentoring framework, guides to inclusive meetings) developed by AusDN.

As part of the delivery of this pilot, AusDN also has developed a range of resources that have been shared with the BCA and are available for BCA members to use. The BCA has shared a range of resources with their members, including:

- access to the CPP Manager's disability confidence helpline

- A Director's Guide: Improving Access and Inclusion in the boardroom

- the 'It's Not Hard to be Inclusive' video developed by AusDN

- a range of 'top 10 tips' documents developed by AusDN in response to the needs analysis, which addressed organisationally inclusive approaches to: attitudes, communication, digital meetings, dignified access, face-to-face meetings, recruitment and workplace adjustments.

Following review by DSS, the BCA will circulate additional resources developed by AusDN as part of the pilot with their membership.

Learning: Ensure that resources that have been developed as part of the pilot and shared with the BCA are promoted to BCA members, to create more opportunities for the work that was done as part of the pilot to drive ongoing and sustainable change for employers.

What the evaluation did

DSS engaged ARTD to conduct an evaluation of the CPP between August 2023 and February 2025. This final evaluation report draws on:

A document review of:

- literature between August and December 2024

- the AusDN Need Analysis report (n=1) between August and May 2024

- AusDN activity work plans (AWPs)(n=1) in July 2024, September 2024 and December 2024

- employer group project plans (n=4) between August and September 2024

- resources created by AusDN to support employers and BCA members (n=80) between December 2024 and April 2025

- employer reports (n=3) in April 2025

- the AusDN Final Report (n=1) between April and May 2025.

Qualitative data from:

- online interviews with AusDN disability consultants and program staff (n=6) and employer group leads (n=6) conducted in March 2024, September 2024 and February to March 2025

- online interviews with BCA representative (n=1) conducted in September 2024

- online interviews of managers and senior leaders (n=2) who participated in the pilot conducted between February to March 2025.

Quantitative data from:

- an online survey of employees with disability who participated in the pilot (n=10), conducted between February to April 2025

- analysis of financial data submitted by AusDN as part of their funding agreement, reports of in-kind financial contributions submitted by employer groups, and DSS financial data relating to the administration of the pilot.

We were able to implement most data collection and analysis methods as intended, and have sufficient data to answer most key evaluation questions. However, we have limited data on experience and outcomes from employees' perspectives as no employees with disability that participated in the pilot agreed to be interviewed, and we only have survey feedback from employees with disability from one organisation. Additionally, we were only able to speak

with two middle managers/supervisors who participated in the pilot. As a result, we are less confident in our understanding of the outcomes the pilot achieved for these stakeholder groups. It is also early to be reporting on outcomes as some activities had not concluded until after the evaluation period, and career progression outcomes would be expected to take longer to eventuate.

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