

Career tool

Who gets the chance to step up?

A review of how training, tickets, project experience and chances to step up are shared, and who might be missing out.

When to use it

- Every 6 or 12 months
- During workforce or project planning
- Before performance reviews or promotions
- If someone raises concerns about being overlooked

Business or team

Completed by

Date

How the check works

Use real records such as training records, rosters and project allocations, not memory. The goal is to spot patterns, not to blame individuals.

Step 1

Look at the data

For the last 6 to 12 months, see who received each opportunity.

Step 2

Look at the process

Check how opportunities are offered and decided.

Step 3

Reflect and act

Spot the patterns and choose one change for the next 90 days.

Part A: Look at the data

For each opportunity, note who received it and whether anyone is consistently missing out. Compare across groups such as men and women, full-time and flexible workers, and newer and longer-serving workers.

Opportunity	Who received it	Anyone consistently missing out?
External training or courses		
Tickets and licences		
Varied or skilled project work		
Higher-profile or larger projects		
Acting or higher duties		
Overtime		

Opportunity	Who received it	Anyone consistently missing out?
Leading a task or crew		
Client or stakeholder contact		
Mentoring or sponsorship		
Promotion or pay increases		

Part B: Look at the process

Mark each statement Yes, Partly or No.

1 Training and tickets	Yes	Partly	No
Training opportunities are communicated to everyone, not just shared informally.	☐	☐	☐
There are clear criteria for who gets training and tickets.	☐	☐	☐
Part-time and flexible workers have the same access to training.	☐	☐	☐
Training is scheduled so it doesn't exclude people with caring responsibilities, where possible.	☐	☐	☐

2 Work allocation	Yes	Partly	No
Tasks are allocated on skill and development, not assumptions about who is suited.	☐	☐	☐
Women and newer workers get hands-on skilled work, not only lighter or support tasks.	☐	☐	☐
Project allocation is discussed openly with workers.	☐	☐	☐

3 Stepping up	Yes	Partly	No
Acting and higher-duty opportunities are offered openly, not just to the "usual" people.	☐	☐	☐
There's a clear pathway from worker to leading hand, supervisor or manager.	☐	☐	☐
Workers know what skills and experience they need to progress.	☐	☐	☐
Workers returning from parental leave or on flexible arrangements are still considered for progression.	☐	☐	☐

4 Conversations	Yes	Partly	No
Every worker has had a conversation about their career goals in the last 12 months.	☐	☐	☐
Development plans exist and are followed up.	☐	☐	☐
Workers can ask about opportunities without it being held against them.	☐	☐	☐

Part C: Reflect

Are there patterns in who receives opportunities?

Are any decisions based on assumptions, such as “she wouldn’t want to travel” or “he’s always done it”?

Who hasn’t been asked what they want?

Part D: Actions

What’s one change we could make in the next 90 days?

Issue identified	Action	Who	By when

Spotted a pattern?
Pick one change and follow it through.
Work through your most important action with the 90-Day Action Plan.