



How to Create Good Jobs for People with Disabilities

The Good Job Creation Matrix

The current statistics on the employment of people with disability in Australia

In 2022,

- 2.7 million Australians aged 15–64 had a disability (16.1%).
- 60.5% were in the workforce, compared to 84.9% of people without disability
- a 7.5% long term unemployment rate compared 3.1% for those without disabilities.
- Over 260,000 were job-ready but not employed.

Jobs and Skills Australia – Employment and disability in Australia, 30 March 2026

Employing people with disabilities

It is well established in the literature that employing people with disability is good for everybody

The central importance of senior leadership in employment

The commitment of an organisation's senior leadership to hiring people with disabilities is one of the most significant drivers.

Leaders and managers need business-oriented reasons for employing people with disability

The drivers of job carving and redesign from the employer (demand) side.

Role overload is one of the major reasons companies of all sizes in Australia are redesigning roles or considering doing so.

Role overload is:

- Unsustainable
- A psychosocial risk that employers must actively manage

Redesigning roles is a **risk-management strategy**, not just a wellbeing initiative.

Hickey, N. A. (2021); Kelly, E. L., & Moen, P. (2021). Overload: How good jobs went bad and what we can do about it.

Skills Shortages Are Forcing More Intentional Role Design

Australia's ongoing skills shortages mean employers can't simply "hire another person."

Instead, they are asking:

- What tasks truly require specialist skills?
- What tasks can be redistributed or carved out?
- What tasks are unnecessary or duplicative?
- How can we redesign roles to attract and retain talent?

Workforce planning guidance emphasises **capability-based planning** rather than headcount-based planning.

This is driving a shift toward **task-based role design**.

(Jobs and Skills Australia, 2025).

The 'Good Job' Creation Matrix

Why the Good Job Creation Matrix?

The matrix is a structured approach to job carving, job redesign, and job creation for all roles, senior leaders, and employers want to consider. It can create one or multiple roles.

A decision-making tool understood by managers

By creating meaningful jobs with varying levels of complexity and importance, organisations can improve the efficiency of their core business tasks and reduce role overload.

This is the sort of information senior leadership and employers need to give them a practical pathway forward that highlights the benefits to their organisation.

What is the Matrix?

The Good Job Creation Matrix categorises job tasks based on two main factors: complexity and importance.

The matrix is divided into four quadrants. Each quadrant represents a different type of task that can be bundled into jobs.

The Matrix

Relative Task Complexity	High	Tasks judged to be of relative high complexity but relative low importance e.g. complex data entry	Tasks judged to be of relative high complexity and relative high importance e.g. Skilled technicians
	Low	Tasks judged to be of relative low complexity and relative low importance e.g. Entry level positions	Tasks judged to be of relative high importance but relative low complexity e.g. Room Attendants, Kitchen Hands
		Low	High

Relative Task Importance

How to Implement the Matrix

1

Assemble Your Team

Bring together impacted employees, HR, management and preferably people with lived experience of disability.

2

Audit All Tasks

List every task — documented or not. Ask: 'What doesn't get done but needs to?'

3

Map to Quadrants

Through facilitated discussion, reach consensus on each task's relative importance and complexity.

4

Bundle Into Roles

Group tasks into coherent positions — full-time, part-time or shared — for maximum job quality.

5

Apply Job Quality Lens

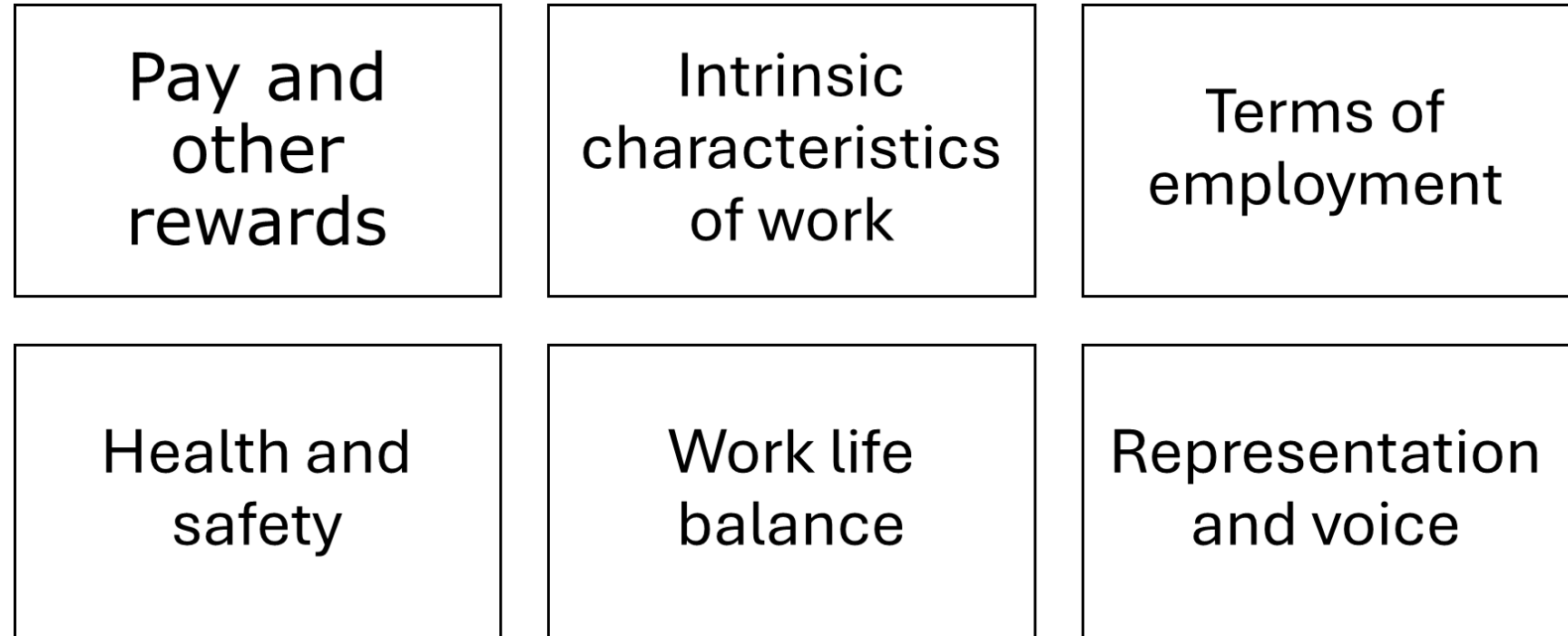
Filter every new role through the Six Dimensions. Ensure pay is fair, terms secure, work meaningful.

6

Embed in Performance Plans

Use the matrix to guide career progression conversations over time.

The Six Dimensions of Job Quality



As cited and sourced in Ingold et al., 2025

Benefits of implementing the matrix

Enhances workflows across the organisation

Increases productivity and gains efficiencies - importance of focusing on the core responsibilities of technicians and essential roles

Provides clear career progression pathways for all employees

Positioning as Employers of Choice

Strategic employment for people with disabilities leading to workforce inclusion

Putting it into Practice: Hypothetical Case Study

No Name Therapy Inc

No Name Therapy Inc is a medium-sized multidisciplinary clinic (Physio, OT, and Speech) that wants to walk the talk.

They have realised that their clinicians are burnt out by "low-complexity" tasks that are essential but don't require a university degree.

They decided to use the Good Job Creation Matrix to reimagine and realign their organisation to ensure they focus on their core objectives – providing therapy – and to redesign their existing role descriptions to mirror this, as well as to create positions and career pathways for people with disabilities.

How the Matrix Was Applied

Step 1

Stakeholder Workshop

Clinicians, HR and management gathered all relevant job descriptions to map all current tasks — including undocumented tasks and "What doesn't get done but needs to?"

Step 2

Quadrant Mapping

Each task was discussed and consensus was reached on its relative importance and complexity, placing it in the appropriate quadrant

Step 3

Role Bundling

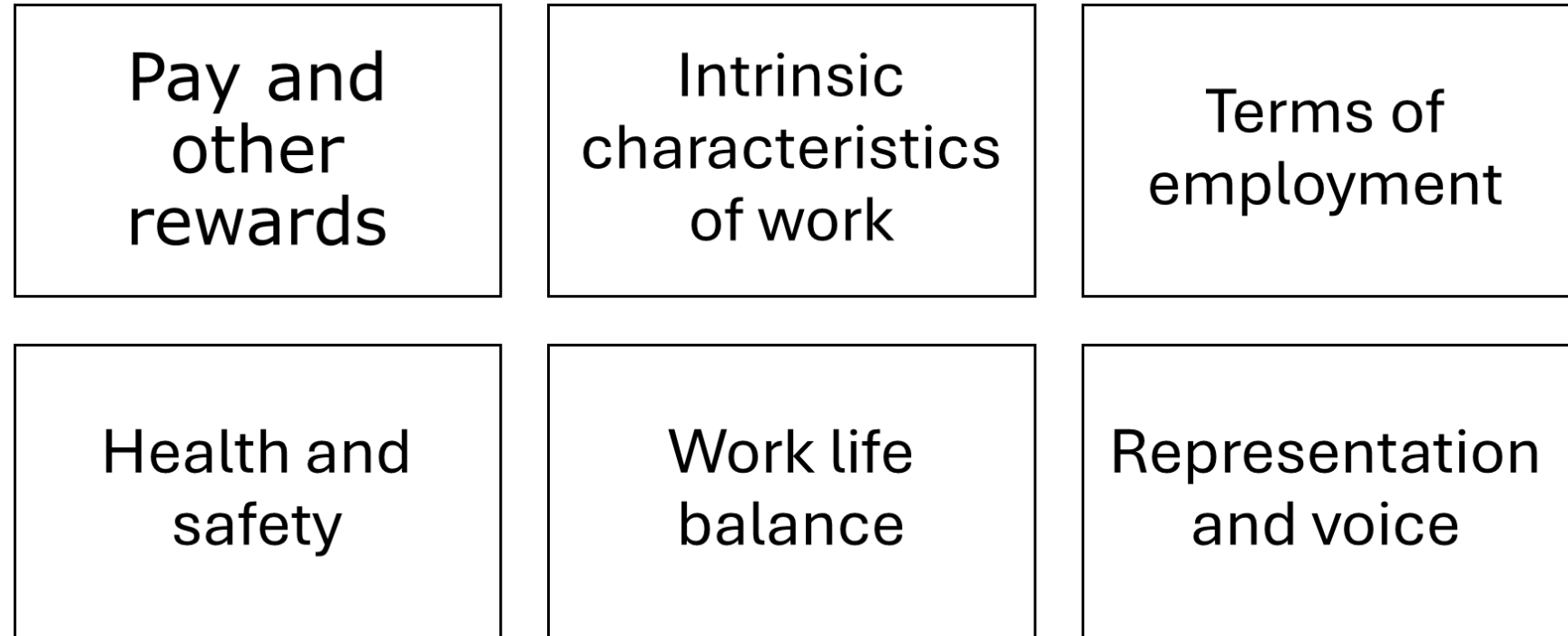
The mapped tasks were then bundled into jobs.

Step 4

The Six Dimensions of Job Quality

The newly created jobs were then discussed using the six dimensions of job quality lens

The Six Dimensions of Job Quality



As sourced and cited in Ingold et al., 2025

Examples of tasks created from positions that were bundled to create new jobs

Room Prep: Sanitising equipment & setting up sensory tools.

Tech Sync: Uploading exercise videos for NDIS home programs.

Resource Creation: Laminating visual aids & communication boards.

Intake Prep: Checking if the clinic ramp is clear and accessible, and the clinic rooms and toys are clean and welcoming.

Additional administrative positions were also created, including tasks such as appointment booking and checking, car booking, customer liaison, case note filing, photocopying and supporting clinicians with additional administrative tasks as required.

How do I bring this to employers?

Every situation is different

But leaders and managers will be familiar with a 2 x 2 matrix

It's practical and sets out the steps

Potentially solves a problem they are facing

The way in is to show them how it might help the business



Thank you

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