



# Benchmarking Manager Confidence in Disability Inclusion Training

Measuring real progress. Building genuine confidence.

## Why Benchmarking Is Part of Effective Training

Disability inclusion training should lead to change — not just participation. Too often, organisations invest in sessions without any clear way to know whether confidence, understanding, or behaviour has actually shifted. Benchmarking closes that gap.

Built directly into training delivery, benchmarking makes learning visible. It shows what has changed, where growth has happened, and where further support is still needed. Outcomes become clear and evidenced — not assumed.

*"Learning that cannot be measured cannot be improved."*

## How Benchmarking Works in Practice

The process is simple, structured, and designed to sit seamlessly within any training session. It places almost no burden on delegates while generating genuinely useful data for HR, People, and L&D; teams.

- **Before the session:** Delegates complete a short set of structured questions covering confidence, understanding, and application.
- **After the session:** The same questions are answered again, enabling a direct before-and-after comparison.
- **Anonymised responses:** All answers are anonymous, encouraging honest reflection rather than performative answers.
- **Simple and quick:** The process takes only a few minutes and requires no preparation from participants.

### Three areas of focus:

Confidence	Understanding	Application
How comfortable do managers feel having conversations about disability at work?	Do managers know their responsibilities — including reasonable adjustments and legal duties?	Can managers translate learning into practical, day-to-day action?

## What the Data Shows

Benchmarking data gives organisations a clear, honest picture of where their managers are — before training, immediately after it, and where further work remains. It shifts the conversation from activity to actual progress.

- **Starting point:** A baseline of current confidence and understanding across the manager group.
- **Learning growth:** A clear view of where confidence has increased and understanding has deepened.
- **Remaining gaps:** An honest identification of areas that still need attention, follow-up, or targeted support.

## How This Supports Organisations

Benchmarking strengthens both the impact and the credibility of disability inclusion training. It gives People, HR, and L&D; teams the evidence they need to demonstrate progress and make informed decisions about future investment.

- **Measurable outcomes:** Learning is evidenced rather than assumed, providing a solid foundation for internal reporting.
- **Internal reporting:** Results can be shared with leadership, DEI leads, or board-level stakeholders with confidence.
- **Manager capability:** The data makes visible where individual or team-level capability sits and how it develops over time.
- **Targeted future training:** Gaps identified through benchmarking allow future sessions to be better focused and more effective.
- **Consistent inclusion:** A more intentional, evidence-led approach to inclusion across the organisation.

## Questions Worth Asking in Your Organisation

Before introducing benchmarking — or reviewing how training is currently evaluated — it can be useful to sit with the following questions. They help shift focus from *what we are doing* to *what difference it is making*.

- Q** *How is learning currently measured after training takes place?*
- Q** *What evidence exists that manager confidence has genuinely increased?*
- Q** *Where might gaps in understanding or application still remain?*
- Q** *What would meaningful, measurable progress look like across teams?*
- Q** *How could benchmarking data inform broader inclusion strategy?*

## Next Steps

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Benchmarking is built into Celebrating Disability's inclusion training delivery as standard. It is not an add-on — it is part of how the training works and how its impact is understood.

If you are exploring how to strengthen your approach to inclusion training, it is worth considering how benchmarking fits alongside your current reporting requirements, manager development priorities, and wider DEI commitments.

To find out more about how benchmarking is used within disability inclusion training, or to explore how it could support your organisation's goals, get in touch with the Celebrating Disability team.