

Appendix 1

What 3C Delivered

This appendix provides details on what 3C delivered, including its activities and participants, background information about how the program was organised, and an overview of lessons learned by the organisers. It then provides a summary of findings from the qualitative evaluation conducted by the Social Policy Research Centre, including an assessment of the impact of the program on participants (see Appendix 2 for research methodology).

3C Activities

The 3C program had three components:

- 1 A 60-minute online information session providing details of the existing support, policies, and resources in place at UNSW to support staff with caring responsibilities. The information session was developed and delivered by UNSW HR staff. The session included an extensive Q&A for those attending live and was available subsequently as a recording for all staff.
- 2 Seven 90-minute small-group online career coaching sessions led by facilitator Charity Becker, which aimed to support participants to:
 - Share experiences of caring and identify career impacts.
 - Imagine a career plan that acknowledges

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Level C	7
Level B	9
Level A	9

Organisational lessons learned

Impact of COVID-19

3C was developed in response to the impact of the first wave of COVID-19. By the time the program was delivered in Spring 2022 the effects of the pandemic were still being felt. COVID-19 had a long-lasting impact on many carers capacity to participate in-person, due to caring for those with reduced immune systems or the elderly. As a result, all coaching sessions, and qualitative research sessions were held online. The creative workshop in March 2023 was the only part of the program to take place in person.

Partnership with UNSW Human Resources

The partnership with UNSW HR was vital to the success of 3C. Staff from Culture and Development advised on the design of the program and recommended the facilitator, Charity Becker, who had previously delivered leadership training for UNSW. Early feedback from Charity emphasised that participants should be informed of practical support available to them from UNSW prior to workshops, so that coaching could focus on personal development rather than institutional information. HR staff therefore developed and delivered an online information session. Two important lessons were learned through this partnership:

- The lack of existing data or knowledge about carers at UNSW, and some of the challenges faced in gathering such data.
- The lack of existing provision specifically for carers (as distinct from parental care). These gaps were surprising to both the 3C organisers and to HR staff themselves.

Recruitment and participant profile

3C aimed to include academic staff from across all faculties

