Beyond Training: The Just-in-Time Program as a Force for Diversity and Disability Inclusiveness

ADA: The State of the State
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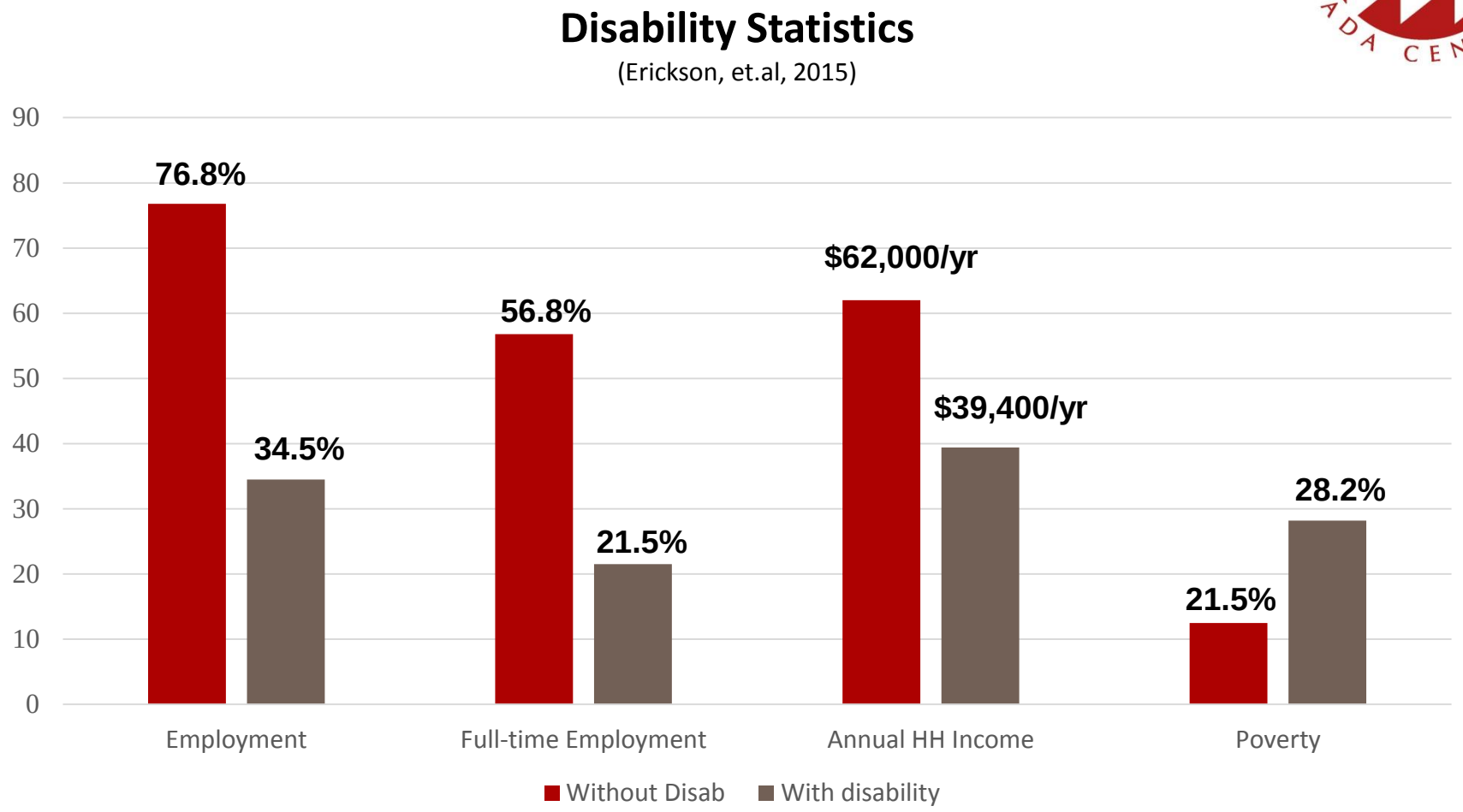
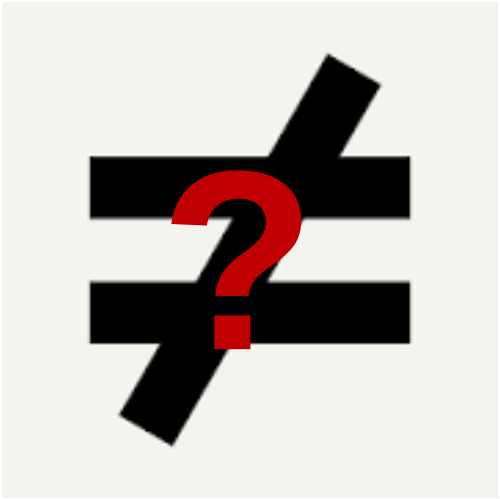
NORTHEAST ADA CENTER

Despite 25 years of the ADA…



Our original question:
The ADA necessary, but not sufficient?

What's going on within the organization?



Does knowing equal doing?

What interventions work?

Our thought, funding and program evolution

Kessler Foundation

Project 1

Reaching Managers

Lessons leveraged

1. Managers are key arbiters
2. Disability-related situation description

Kessler and NEADA Center

Project 2

Bridging the knowing-doing gap

Lessons leveraged

1. Traditional training ineffective
2. How managers need to access and use disability knowledge

NEADA Center

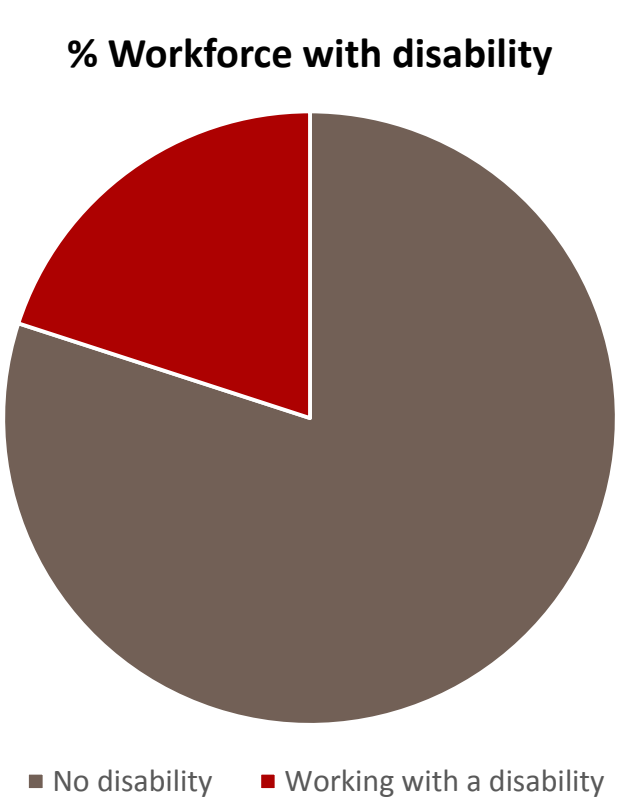
Project 3

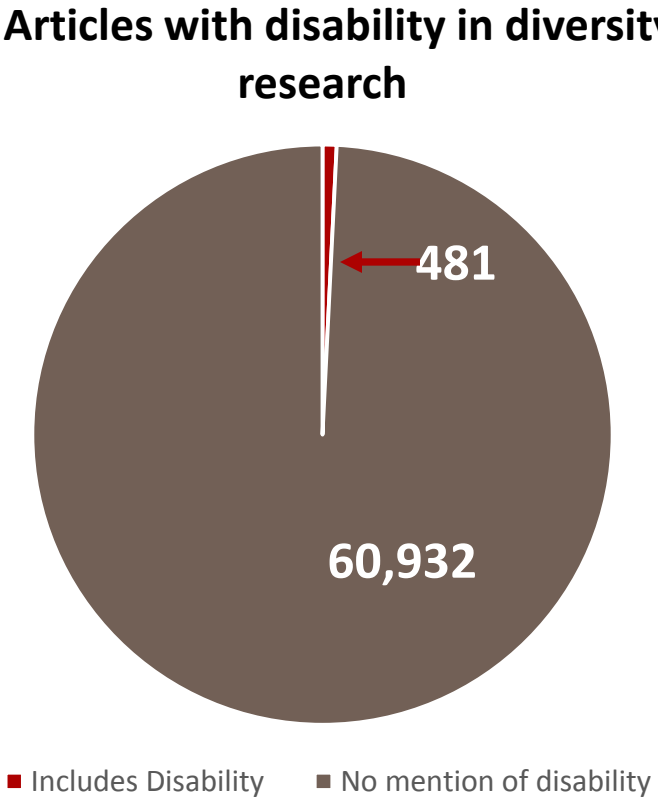
The JIT Program

Lessons leveraged

1. Blended learning
2. Customization
3. Organizational communications “ecology”

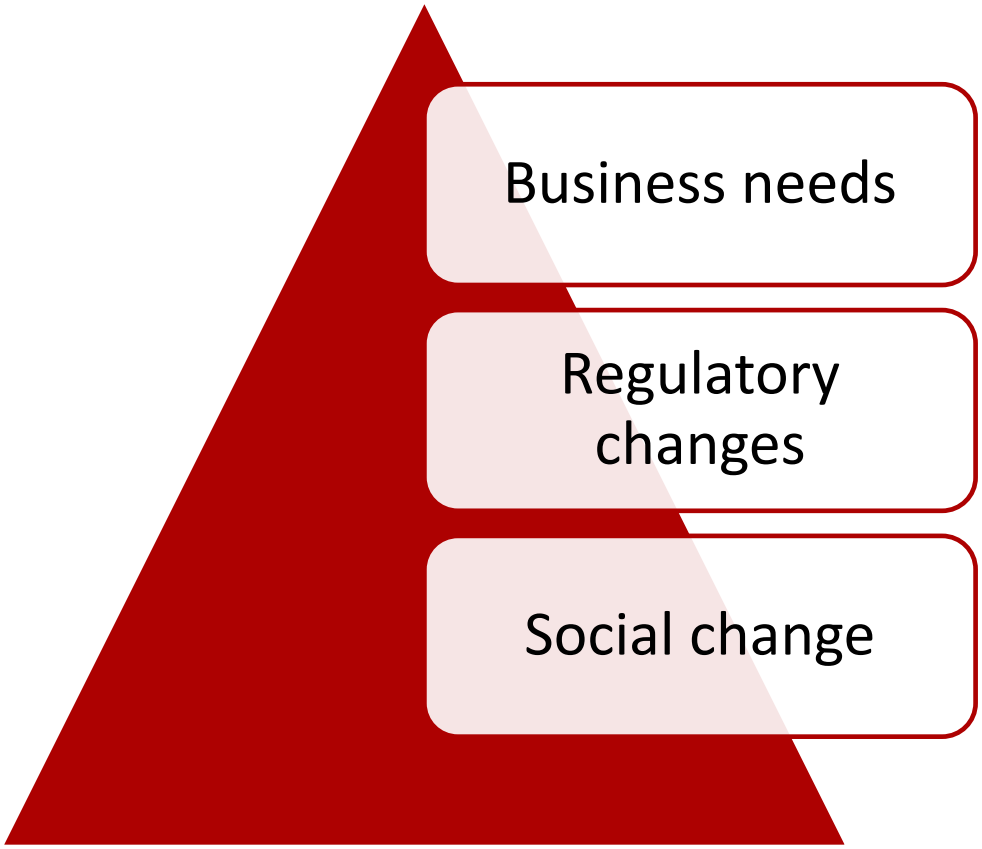
Why is disability largely absent from research discourse in diversity?





But…things are changing

The emergence of diversity/inclusion efforts



The Importance of People Managers

Who gets hired?

Who gets accommodated?

Who gets promoted?

Who gets terminated?

Who gets coached?

Who gets developed?

Managers/Supervisors: Key Gatekeepers of Inclusion

What are their "lives" like (Osterman, 2008)

- More direct reports
- Fewer resources
- Ever-increasing productivity expectations
- Complex and rapidly changing business conditions
- Increasingly must lead remotely

A "forgotten" and misunderstood role, but a very important one (Beck & Harter, 2014; HCI, 2010)

Often not rewarded for diversity/inclusion efforts (SHRM, 2012)

Clearly there is a need to switch gears
A knowing—doing gap

From…		To…
Information dissemination	→	Changing organizational cultures
Traditional training (Information dump all at once)	→	Situated learning—Learning when doing
Emphasis on legal compliance	→	An emphasis on making the case
One-time event	→	Sustained effort, “churn” proof
Focus on HR or business leaders	→	Focus on real-life leaders (managers/supervisors)

The Just-in-Time Program

The right knowledge to the right person at the right time in the right way…

UNITED STATES DEPARTMENT OF AGRICULTURE
1862
1889

NORTHROP
GRUMMAN

Prudential

aetna

RTI
INTERNATIONAL

MERCK
Be well

MAYO
CLINIC

intel

citi
CITIBANK

AAFES
Army & Air Force Exchange Service

McKESSON
Empowering Healthcare

CORNELL UNIVERSITY
FOUNDED A.D. 1865

NASA

CardinalHealth

Mondelēz
International

Salem County
NEW JERSEY

sodexo

The Just-in-Time Program

- Situated learning framework
- Blended learning
- Designed for managers/supervisors
- Customizable
- “Scaffolded” and portable learning approach

Evaluation: Lessons learned from case analysis

What works…

- Reaching managers
- Situated learning
- Customizing
- Portability
- Integrating legal, human and practical issues
- Including veterans

What we need to change…

- Respond to disability inclusion efforts that are still in flux
- Integrate JIT program into organization's learning & communications ecology
- Respond to constantly changing key players
- Plan for JIT "Drift"
- Getting managers to recognize a "disability" issue

Evaluation: Lessons learned from core group survey

What works…

- Blended approach is needed: Value of getting beyond “spray and pray”
- Core group members satisfied with the in-person program
- Strategy-building segments most helpful

What we need to change…

- Core group may not reach those who are best disseminators of JIT program
- One session will not be enough
- More on-going attention to JIT implementation needed
- More “high-touch” needed

Questions or
Comments?

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