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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Despite 25 years of the ADA...

Disability Statistics
(Erickson, et.al, 2015)

- Employment: 76.8% Without Disab, 34.5% With disability
- Full-time Employment: 56.8% Without Disab, 21.5% With disability
- Annual HH Income: $62,000/yr Without Disab, $39,400/yr With disability
- Poverty: 21.5% Without Disab, 28.2% With disability
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

Project 2
Bridging the knowing-doing gap

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

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?

% Workforce with disability

- No disability
- Working with a disability

# Articles with disability in diversity research

- Includes Disability
- No mention of disability

60,932
481
But...things are changing
The emergence of diversity/inclusion efforts

- Business needs
- Regulatory changes
- Social change
The Importance of People Managers

Who gets hired?

Who gets promoted?

Who gets coached?

Who gets accommodated?

Who gets terminated?

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...

- Information dissemination
- Traditional training (Information dump all at once)
- Emphasis on legal compliance
- One-time event
- Focus on HR or business leaders

To...

- Changing organizational cultures
- Situated learning—Learning when doing
- An emphasis on making the case
- Sustained effort, “churn” proof
- Focus on real-life leaders (managers/supervisors)
The right knowledge to the right person at the right time in the right way...
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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