



Cornell University
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From Knowledge-User to Outcome Gatekeeper

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Can you recommend strategies for how researchers, practitioners and policy makers can better collaborate in order to improve the research agenda in disability employment?



Shift from “knowledge user” to “outcome gatekeeper”

Knowledge User:

*...An individual who is likely to be able to use the knowledge generated through research to make informed decisions about health policies, programs and/or practices.**

Outcome gatekeeper:

Those who are positioned on the ground to make decisions which most powerfully impact employment outcomes for people with disabilities

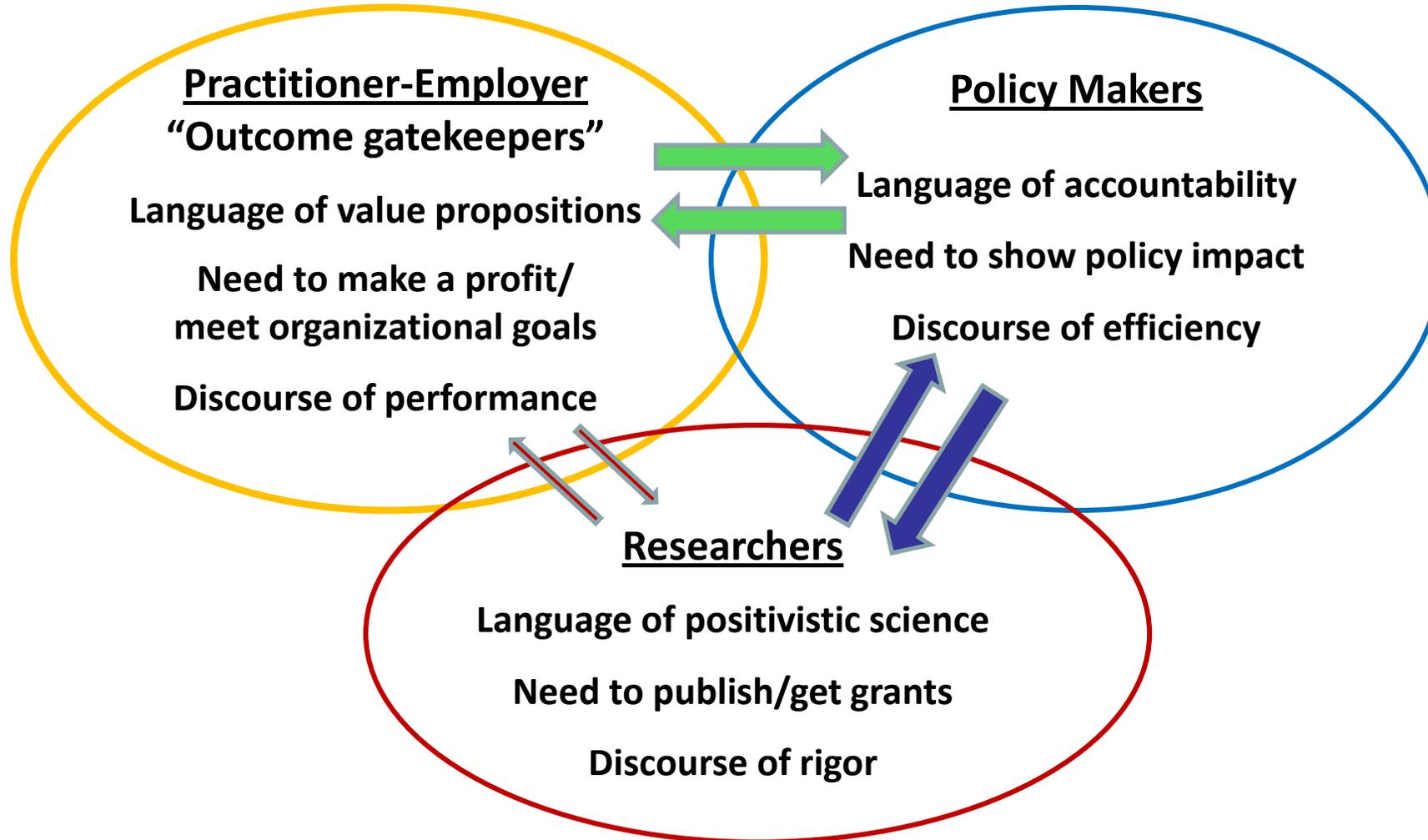
*CIHR (2014). About Knowledge Translation at CIHR. Accessed at <http://cihr-irsc.gc.ca/e/39033.html#Knowledge-Users>

**Rudstam, H., Gower, W., & Parker, L. (2013). *The Just-in-Time Program: Reaching Outcome Gatekeepers*. Presented at the EEOC Excel Conference, Denver, CO.



Different worlds:

Different questions; different conversations; different ways of knowing





**Who gets
hired?**

**Who gets
accommodated?**

**Who gets
terminated?**

**Who gets
promoted?**



**Who gets
developed/
trained?**

**Who gets
invited to the
table?**

**Managers/
Supervisors**

**Key arbiters of disability
inclusiveness in
employment**

**Who gets
coached?**



The Just-In-Time Initiative

Research on outcome gatekeepers (managers/supervisors):



- What is the life of a manager/supervisor?
- How have their lives changed in ways that influence how they make decisions about applicants/employees with disabilities?
- What are the situations/events—the “micro-context” where they make these decisions?
- What kind of knowledge would turn their decisions?
- Where/how/how long will they be willing to look for this knowledge?



Managers/Supervisors: Key Gatekeepers of Disability Inclusion

“...managers work at an unrelenting pace...their activities are characterized by brevity, variety, and discontinuity, and that they are strongly oriented to action and dislike reflective activities.”

(Mintzberg, 1990)

“Managers account for at least 70% of variance in employee engagement scores across business units”

(Beck & Harter, 2014)

70% (of managers) were more likely to choose time over money as being the major impediment to new development initiatives.

(Walsh, 2015)



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)



Do workers with disabilities take more of a managers' time?

How do people with disabilities perform compared to others?

Are workers with disabilities more likely to be absent from work?



How productive are workers with disabilities compared to others?

What is the turnover rate for workers with disabilities compared with other workers?

**Managers/
Supervisors**
What are their pivotal questions?

Are workers with disabilities more likely than others to be violent in the workplace?



The Just-In-Time Initiative

The right knowledge to the right people
in the right way at the right time



Shifting our conversation...

From “knowledge user” to “outcome gatekeeper”

Knowledge user

- General idea: Practitioner
- Attention to rigor of evidence
- Real-life user context often rendered invisible
- Assumption: If the evidence is rigorous, they will use it....



Outcome gatekeeper

- Who is the most powerful decision-maker
- Attention to worth of knowledge in meeting a goal
- Real-life micro-context factors frame uptake decisions
- Assumption: If the question is right, they will use it



Returning to our original question...

Can you recommend strategies for how researchers, practitioners and policy makers can better collaborate in order to improve the research agenda in disability employment?