



THE GREAT DEBATE

THE SHIFT FROM SHELTERED WORKSHOPS TO
COMPETITIVE INTEGRATED EMPLOYMENT

TABLE OF CONTENTS

1 —	HISTORY	1
2 —	ARGUMENTS SUPPORTING SHELTERED WORKSHOPS	3
3 —	A PARENT’S PERSPECTIVE	9
4 —	WHY IS THE MOVE IMPORTANT?	11
5 —	TIMELINE	12
6 —	COMMON ACROYNMS	14
7 —	COMMON TERMS DEFINED	15
8 —	RESOURCES	18
9 —	REFERENCES	20



THIS PUBLICATION WAS DEVELOPED BY THE IOWA DEPARTMENT OF HUMAN RIGHTS WITH INPUT FROM MANY PARTNERS INCLUDING:





Photo from: dhhs.alaska.gov

Perhaps now more than ever there is opportunity and pressure to ensure that all individuals with disabilities have equal access to **COMPETITIVE INTEGRATED EMPLOYMENT (CIE)** opportunities in their communities. Understanding the history of sheltered workshops in America and the reasons people believe they are valuable and necessary is imperative to finding an effective approach that leads to competitive integrated employment for all people. This publication was created by the Iowa Department of Human Rights in collaboration with the Iowa Chapter of the Association of People Supporting Employment First (APSE) and the Iowa Coalition for Integration and Employment (ICIE). It is intended to provide a history of subminimum wage employment and an assessment of the arguments in favor of sheltered work for people with disabilities. It is an attempt to help individuals with disabilities understand the benefits of competitive integrated employment and the resources available to assist them in reaching their employment goals.

COMPETITIVE INTEGRATED EMPLOYMENT means a job in which the person is

Earning at least minimum wage.

Working in a job typically found in the community (not created for the purpose of employing individuals with disabilities).

Interacting, for the purpose of performing the duties of the position, with other employees within the particular work unit and the entire work site, and, as appropriate to the work performed, other persons (e.g., customers and vendors) who are not individuals with disabilities (not including supervisory personnel or individuals who are providing services to such employee) to the same extent that employees who are not individuals with disabilities and who are in comparable positions interact with these persons.

HISTORY

President Franklin Delano Roosevelt signed the Fair Labor Standards Act (FLSA) in 1938. The FLSA establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in federal, state, and local governments. The FLSA is a civil rights statute that provides protections to Americans in the workforce by guaranteeing a minimum wage. The guaranteed minimum wage applies to all workers, except for those with disabilities who may be employed by companies that hold a 14(c) certificate.



SHELTERED WORKSHOP

Photo from KCChronicle.com

The term refers to an organization or environment that employs people with disabilities separately from others. The term “sheltered workshop” is considered outdated in the U.K., the U.S., and increasingly in Australia. In the U.S., both the term “sheltered workshop” and its replacement term, “work center,” are used by the Wage and Hour Division of the U.S. Department of Labor to refer to entities that are authorized to employ workers with disabilities at subminimum wages.

SUPPORTED EMPLOYMENT SERVICES

The term refers to competitive integrated employment, including customized employment, that is individualized and customized consistent with the strengths, abilities, interests, and informed choice of the individual involved for whom competitive integrated employment has not historically occurred; or for whom competitive integrated employment has been interrupted or intermittent as a result of a significant disability; and who because of the nature and extent of their disability require intensive supported employment services and extended services in order to perform the work involved.

Section 14(c) is one component of the FLSA that allows employers who apply for and are granted a 14(c) certificate to pay employees with disabilities less than the minimum wage. The intention of Section 14(c) was to give employers the opportunity to hire wounded veterans who were returning from World War II. Section 14(c) was little known and rarely used until the 1950s when **SHELTERED WORKSHOPS** began to flourish. Sheltered workshops were started with good intentions as parents were seeking a way to keep their children out of institutions. More than 65 years later, sheltered workshops are an outdated model of segregation.

Many sheltered workshops have begun to transition from facility-based programs to community-based services. The new model provides **SUPPORTED EMPLOYMENT SERVICES** to help individuals with disabilities find and maintain jobs in their communities.

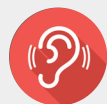
In 2016, there were 241,265 people in America with disabilities employed at subminimum wage. In Iowa alone, there were 5,568 people with disabilities employed at subminimum wage. Legislation like the Workforce Innovation and Opportunity Act (WIOA) and the Centers for Medicare & Medicaid Services (CMS) Home & Community-Based Services (HCBS) Settings Final Rule have placed limitations on the use of subminimum wage and the settings in which individuals with disabilities receiving publicly funded services can work. These rules were put into place to help transition individuals with disabilities from segregated to integrated settings. Now they can earn higher wages for their work and ensure that prevocational job training programs are short-term, rather than a stopping point.



“Just as important as the decision on what new and different things to do, is the planned systematic abandonment of the old that: no longer fits the purpose and mission of the business, no longer conveys satisfaction to the customer and no longer makes a superior contribution...”

- PETER DRUCKER

KEY:



WHAT WE HEAR





WHAT WE'VE LEARNED

THE GREAT DEBATE

Disability rights advocates promote policies of integration, the end of the 14(c) certificate, and the move away from sheltered work. Proponents argue that sheltered workshops are necessary and vital to the lives of individuals with disabilities.

It is believed that continuing the option of sheltered employment inadvertently perpetuates a false assumption of lower expectations for people with disabilities.


ARGUMENTS SUPPORTING SHELTERED WORKSHOPS

-  **People with disabilities cannot do the jobs available in their communities.**
-  Businesses need workers. With the availability of customized employment services, the needs of both the business and the employee with a disability can be met.

Studies have shown that employees with disabilities stay at jobs longer than employees without disabilities, thus reducing the time and cost involved in retraining and replacing personnel. Other benefits reported by businesses include improvement in productivity and morale and more diversity in the workplace.

Employers may not realize that people with disabilities represent a diverse labor pool with a wide range of backgrounds and experience, capable of meeting or exceeding performance standards. A Virginia Commonwealth University survey of 250 supervisors in 43 businesses indicated that supervisors were satisfied with the performance of their employees with disabilities, rating their performance similar to that of their nondisabled peers.

 **It saves money to keep people with disabilities in sheltered employment.**

 Research indicates that employees receiving supported workshop services generate lower cumulative costs than employees receiving sheltered services. The cost trend of employees who receive supported employment services shifts downward over time.

According to the Collaboration to Promote Self-Determination (CPSD):


“Shifting Medicaid long-term services and supports (LTSS) funding toward supported employment services and away from workshop-based ‘training’ programs not only increases access to competitive integrated employment but also improves workers’ overall economic well-being, even after accounting for reduction in benefits.”

	TOTAL COST OF SERVICES	COST PER MONTH OF SERVICE	COST PER HOUR WORKED
SHELTERED EMPLOYMENT	\$45,684	\$605	\$17.02
SUPPORTED EMPLOYMENT	\$19,101	\$601	\$11.81


Collaboration to Promote Self-Determination (CPSD) March 9, 2017

According to the Job Accommodations Network (JAN) 46 percent of employers report that accommodations needed by employees and job applicants with disabilities cost absolutely nothing (i.e., they are simple, no cost adaptations). For those accommodations requiring a cost, the typical one-time expenditure was \$500. JAN has provided expert consultation on cost-effective accommodations, the ADA, and assistive technologies for more than 25 years.


 **People in sheltered workshops need the safety and supports. It’s not safe for them to work in the community.**

 With the right supports that include both professional job coaches and natural supports in the work environment, such as co-workers or supervisors, individuals with disabilities are performing their jobs while maintaining their personal safety and the safety of others. Wraparound is a planning process designed to create an individualized plan to meet the needs of individuals and their families by utilizing their strengths. Wraparound supports help ensure an individual’s ability to engage meaningfully in both their professional work and their personal time so they can lead active lives in their communities.

Working will jeopardize one's Social Security benefits.

 Individuals receiving Social Security benefits often do not realize that Social Security provides ways in which they can maintain their benefits while returning to work full or part time. They may need help from skilled benefits planners who can assist them in understanding how to work and maintain needed assistance. Additionally, the Social Security Administration provides employment support and work incentive programs that can assist.


Some people are just too disabled.

 Everyone who wants to work can work. The right job match and appropriate accommodations enable people with disabilities to engage in meaningful, productive work. In addition, technological advances have made workplaces even more accessible for people with disabilities. To learn more, visit askresource.org/wp-content/uploads/2017/03/FINAL-Elst-family.pdf.

Each person, regardless of ability, brings their own unique strengths to the workplace. Businesses have begun to recognize the benefits of diversity in the workplace as more persons with disabilities are transitioning into competitive integrated employment. It creates a culture where all employees benefit. Individuals with disabilities often have to think outside of the box in their daily lives and may offer similar creative solutions in the workplace.


Employment First (Elst) is based on the idea that “employment is the first priority and preferred outcome of publicly funded services for people with disabilities.” Elst requires a positive view of everyone’s work potential in integrated community settings. Iowa’s systems no longer ask whether a person can work but instead ask what employment best matches a person’s strengths, skills, interests and conditions for success. To summarize, Elst changes the employment question from “Can a person work?” to “What does a person need to work?” Elst emphasizes that with a good job match and the right supports everyone CAN work!

Businesses rely on their contracts with sheltered workshops.


 People with disabilities represent the third largest market segment in the U.S. (ADA National Network). Businesses can hire people with disabilities instead of contracting with sheltered workshops.

Progressive employers everywhere are learning that businesses inclusive of people with disabilities benefit from a wider pool of talent, skills, and creative business solutions. In addition, there are several tax incentives for businesses who employ people with disabilities. More information and a list of these incentives are included in the appendix.

Transportation is not accessible.

 Transportation has been a source of anxiety as individuals move from sheltered work to the community. Funding sources for transportation are considered essential to the Elst initiative and are included in the designation for a “high-quality funding system.” This indicates that transportation must be a separate allocation. The separation of service from transportation funding must occur across all day and employment services, not just integrated employment services.


They tried competitive integrated employment and it didn't work.

 Competitive integrated employment involves a commitment from the employer, the employee, and the employee's support system. When everyone works together, a successful employment strategy can be achieved. That strategy includes appropriate accommodations and a desirable job match. When employees work within a supportive environment and are engaged in work they've chosen, based on their skills and the type of work they desire, they are more likely to continue working.

As with nondisabled persons, it may take multiple attempts to find a good fit. Current research indicates that the average person changes jobs 10 to 15 times (with an average of 12 job changes) during his or her career. The critical factors listed for finding a good fit include the job tasks, supervisory style, and workplace environment (Bureau of Labor Statistics).

Having persons with disabilities who work in sheltered workshops talk to those who have transitioned into competitive integrated employment can provide insight into how the change has positively impacted the quality of their lives. Such conversations can encourage and support decision-making and reduce anxieties surrounding the fear of failure.


People with disabilities only want to work with other people with disabilities.


 Competitive integrated employment offers opportunities to experience a work environment where everybody uses their abilities in different capacities to do their jobs. Being exposed to a diverse environment provides benefits to people with and without disabilities. Through work, people forge new friendships, develop interpersonal relationships, and form bonds. Additionally, people with disabilities are afforded the same opportunity to the employment experience as everyone else. Much of the anxiety around this belief comes from lack of understanding or experience. Providing opportunities for individuals to see and experience community-integrated workplaces allows for a more comfortable transition.


Employers may have opportunities for workers to engage with each other (e.g., joining committees or work potlucks). Employees who experience disabilities should be encouraged and expected to participate in workplace traditions.

The individual can maintain important relationships outside of work by keeping in touch with friends and staff, such as through holiday events and other social gatherings.


People with disabilities learn valuable skills to transition into the community through workshops.

 Funding for prevocational services in Iowa remains an option. The time-limited service allows individuals to gain skills and then transition to competitive integrated employment. According to the National Council on Disability, sheltered workshops are historically ineffective at transitioning people with disabilities to integrated employment, and individuals are not proven to be more "work-ready" after employment in sheltered settings. In the systems approach, employers, people with disabilities, families, caregivers, and vocational rehabilitation providers work together to build on the skills already developed, make the appropriate accommodations, provide mentors, and assist in developing new skills. People without disabilities are afforded the same opportunities when entering a new job. They work to develop their skills, overcome learning curves, and receive guidance as they learn how to perform in their new position.

 **Community rehabilitation programs (CRPs) are businesses, and closing workshops puts people out of work.**

 People want to work. CRPs already spend money on staff. CRPs play a valuable role in helping individuals with disabilities find employment in their communities. As sheltered workshops close, staff are able to transition with individuals to support them in community-based services.

 **Sheltered work is real work for real pay.**


 Elst maintains that individuals have the right to earn a fair and prevailing wage alongside individuals without disabilities in fully integrated settings. Most people working in workshops do repetitive production work for “piece-rate pay,” which measures the rate of pay by how fast one works. This pay usually results in less than minimum wage, although some sheltered workshops pay minimum wage.

Unlike sheltered workshops, jobs in the community allow opportunities for bonuses and pay raises as well as the chance to meet new people who can become natural supports and friends.

Benefits that community employment opportunities may have that sheltered workshops don't:

- Guaranteed minimum wage
- Privileges of collective bargaining
- Benefits of unemployment compensation
- Benefits of Old Age, Survivors, and Disability Insurance


 **Eliminating workshops takes away choice.**

 Asking individuals in a sheltered workshop, who essentially have no real job experience, if they want to work is putting them at an unfair disadvantage. People need to see, hear, and feel work opportunities so they can make their own informed decisions rather than just being asked, “Do you want to work?” The question should be, “Where do you want to work?”

When individuals with disabilities are integrated into the competitive workforce, they have informed choice. An individual can explore their interests and skills and find a work match that suits their needs.

WHAT EACH INDIVIDUAL DOES NOT HAVE THE RIGHT TO DO IS TAKE AWAY OPPORTUNITY, FROM ANYONE.


Employment plays a key role in someone's sense of well-being and facilitates and solidifies community inclusion and self-sufficiency. Real jobs and income are how most people maintain independence and create economic security for themselves and their families, nationally and in Iowa. Community-based integrated employment is now the gold standard in employment service outcomes, receiving national attention.




The Olmstead Decision is a ruling that requires states to eliminate unnecessary segregation of persons with disabilities and to ensure that persons with disabilities receive services in the most integrated setting appropriate to their needs.

THE OLMSTEAD DECISION

On June 22, 1999, the United States Supreme Court held in *Olmstead v. L.C.* that unjustified segregation of persons with disabilities constitutes discrimination in violation of title II of the Americans with Disabilities Act. The Court held that public entities must provide community-based services to persons with disabilities when (1) such services are appropriate; (2) the affected persons do not oppose community-based treatment; and (3) community-based services can be reasonably accommodated, taking into account the resources available to the public entity and the needs of others who are receiving disability services from the entity.

 **Family members feel their children perform better and are more comfortable working within sheltered workshops. A move into competitive integrated employment will be hard on the family, and they will lack support.**

 There are resources to support families making the transition from sheltered workshops into competitive integrated employment. They can be found at the back of this publication. Parents and families can be impediments to competitive integrated employment. While their fears come from a deep-rooted place of love, their fears may pose a barrier to their loved one experiencing employment in the community.

A PARENT'S PERSPECTIVE:

My son Kyle is 27 years old. He has Down syndrome. It was always the goal for him to be included in school from the time he started preschool. It took a great deal of advocacy on our part to make this happen. The early years, although difficult, were more successful than junior high and high school. At that point, it seemed easier to focus on his finishing school and utilizing waiver services to help Kyle be more independent. High school for Kyle in a segregated setting was not bad, just less inclusive than what I had envisioned for him in the early years. We sort of went through the motions with respect to transition. We visited work sites that were entirely segregated. I can't say I totally understood his options at this point. At the time it looked as if the sheltered environment would be good for Kyle. I don't recall receiving much information regarding employment in an integrated setting. I'm really not sure if it didn't happen or if I just didn't get it. Either way, Kyle settled into work at subminimum wage. He enjoyed work and was doing fairly well. From my perspective, he had something that felt meaningful and he was paid, albeit at subminimum wage. He also used city transportation (door to door). This continued for about five years.

In 2013, while serving on the Developmental Disabilities Council I began to learn more about integrated employment and became active in the Iowa Coalition for Integration and Employment. I began listening to webinars on employment and attending conferences. With much guidance from members of the coalition we started to explore employment for Kyle. We began the process with vocational rehabilitation. During this process Kyle was offered employment from a friend who was managing a local pizza franchise from a national chain. Kyle had worked with this person before, helping out informally at a small bar/restaurant cleaning tables and performing other small tasks during the summer. With the assistance of vocational rehabilitation and supported employment services funded through the waiver, Kyle remains competitively employed. However, we find ourselves once again in transition. We are starting the process of backing off on job coaching. It was frightening at first, but it is getting better. My fears have continued to diminish through discussions with service providers and other families.

Looking back at the whole process, I have to acknowledge that I was a bit of a barrier to assisting Kyle to become employed in an integrated setting. The sheltered workshop had become comfortable for all of us. Kyle enjoyed what he was doing, and I was also content that he had a place to go every day. I was not knowledgeable about the true options or how to start the process of transitioning to competitive integrated employment. Kyle and I have become advocates for competitive integrated employment and share our experiences to help others make the transition from sheltered work at subminimum wage to community-based employment.



BILL STUMPF



The system continues to evolve ...

... as we move away from a “charity”
mindset

... as we value people with disabilities’ real
contributions to their communities

... as we learn to fully respect the civil
rights of all persons!

WHY IS THE MOVEMENT FROM SHELTERED WORKSHOPS TO COMPETITIVE INTEGRATED EMPLOYMENT IMPORTANT?

- The ineffectiveness of sheltered workshops in assisting people with disabilities to learn skills and progress to integrated employment is well established through data and anecdotal information.
- All HCBS settings must be integrated in and support full access to the greater community; be selected by the individual from among setting options; ensure individual rights of privacy, dignity and respect, and freedom from coercion and restraint; optimize autonomy and independence in making life choices; and facilitate choice regarding services and who provides them.
- Subminimum wage is not consistent with human dignity and rights protection.
- Old models of “train then place” are proven ineffective. People have been in training for far too long. Workshops celebrate when people have been attending for 10, 20, 30, or even 40 years. Any training program that doesn’t have results for over 40 years is ineffective.
- In *Olmstead v. L.C. ex rel. Zimring*, (“Olmstead”) the United States Supreme Court held that it is discrimination to deny people with disabilities services in the most integrated setting appropriate.

Source: The Council on Quality and Leadership

The odds of people with disabilities having fair wages is:

2X HIGHER when:

- The person has opportunity to experience different employment options
- The organization knows the person’s interests for work, or efforts are being made to learn

3X HIGHER when:

- The person decides where to work or what to do
- The organization responded to the person’s desires for pursuing specific work or career options with supports
- The person chooses where to work and has supports in place

4X HIGHER when:

- The organization provides the person with access to varied job experiences and options

Source: The Council on Quality and Leadership



HOW WE GOT TO EMPLOYMENT FIRST

1937

THE FAIR LABOR STANDARDS ACT, subminimum wage provision 14c exempts workshops from minimum wage and builds public support for facility-based vocational services.

1971

THE FIRST CENTER FOR INDEPENDENT LIVING (CIL) is established in Berkeley, CA, by Ed Roberts, a man who contracted polio in 1953.

1980

CIVIL RIGHTS OF INSTITUTIONALIZED PERSONS ACT protects the rights of people in public (federal, state, or local) institutions, including mental health facilities and institutions for those with intellectual and developmental disabilities.

1981

IOWAN KATIE BECKETT spent the first three years of her life in a hospital breathing through a ventilator 12 hours/day because Medicaid would only pay for it in a hospital, even though doctors had cleared her to receive the care at home for one-sixth the cost. In 1981 President Ronald Reagan listens to Katie's mother and forges a method to waive standard Medicaid rules so Katie can go home. The "Katie Beckett Waiver" is the advent of Home & Community-Based Services waivers for people who are institutionalized. Former DHS Director Chuck Palmer commented on the waiver in 2010, "This is an example of where a committed and determined family can change the system not only for their family but for many other vulnerable people." Katie Beckett died in 2012 at age 34.



Katie Beckett
Photo from:
New York Times, 2012

1973

REHABILITATION ACT authorizes grants to the states for vocational rehabilitation services.

1960s-70s

THE CIVIL RIGHTS MOVEMENT, ANTI-WAR MOVEMENT, AND FEMINIST MOVEMENTS inspire disability leaders who hold sit-ins and protests that eventually lead to the passage of the right to education and the ADA.



1990s

INDIVIDUALS WITH DISABILITIES EDUCATION ACT (IDEA) replaces Education for all Handicapped Children Act (EHA), guaranteeing students with disabilities a free and appropriate public education based on their individual needs.

AMERICANS WITH DISABILITIES ACT (ADA), landmark legislation, passes.

THE NUMBERS OF PEOPLE in community integrated employment grow.

1999

"OLMSTEAD" DECISION is handed down by the U.S. Department of Justice.

2011

33 STATES have an E1st grassroots policy, and over 17 have E1st legislation or formal policy.

2019

HCBS SETTING RULE takes effect, placing a two-year time limit on prevocational services when utilized independently of community-based services.

2017

33 STATES have an official E1st policy, and 19 have E1st legislation. 18 states (including Iowa) have E1st initiatives and directives without a formal policy.

16 STATES have an E1st executive order.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

Section 511 takes full effect placing limitations on the use of subminimum wage employment.

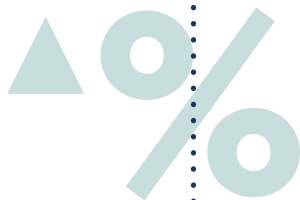
2001

PEOPLE WITH I/DD in integrated employment peak at 24.6%. The concept of Employment First (E1st) emerges.

1988-2002

A PROLIFERATION of segregated settings for day services, sheltered workshops occurs.

"INTEGRATED EMPLOYMENT has not changed substantially in 20 years (group employment declined and individual jobs increased slightly), although the role of nonwork services has grown (Metzel et al., 2007)," as quoted in Gidugu and Rogers.



COMMON ACRONYMS

ADAAA	Americans with Disabilities Act Amendments Act of 2008	IEP	Individualized Education Plan
APSE	Association of Persons Supporting Employment First	IHH	Integrated Health Home
CAP	Client Assistance Program	IME	Iowa Medicaid Enterprise
CBCM	Community-Based Case Manager	IPE	Individualized Plan for Employment
CBO	Community-Based Organizations	ISP	Individualized Service Plan
CCO	Consumer Choices Options	IVRS	Iowa Vocational Rehabilitation Services
CIE	Competitive Integrated Employment	IWD	Iowa Workforce Development
CIL	Center for Independent Living	JAN	Job Accommodation Network
CMS	Centers for Medicare & Medicaid Services	LTSS	Long-Term Services and Supports
CPSD	Collaboration to Promote Self-Determination	MCO	Managed Care Organization
CRP	Community Rehabilitation Program	MHDS	Mental Health and Disability Services
CSA	Core Standardized Assessment	NCD	National Council on Disability
DE	Department of Education	NDRN	National Disability Rights Network
DEI	Disability Employment Initiative	ODEP	Office of Disability Employment Policy
DHS	Department of Human Services	PCP	Person-Centered Plan
DOL	Department of Labor	PASS	Plan to Achieve Self-Support
DOT	Department of Transportation	SSA	Social Security Administration
DRI	Disability Rights Iowa	SSDI	Social Security Disability Insurance
E1st	Employment First	SSI	Supplementary Security Income
EFSLMP	Employment First State Leadership Mentoring Program	TTW	Ticket To Work
EN	Employment Network	TWP	Trial Work Period
FTA	Federal Transit Administration	VR	Vocational Rehabilitation
FLSA	Fair Labor Standards Act	WIOA	Workforce Innovation and Opportunities Act
GAO	Government Accountability Office	WIPA	Work Incentives Planning and Assistance
GSA	General Services Administration	WOTC	Work Opportunity Tax Credit
HCBS	Home & Community-Based Services		
ICIE	Iowa Coalition for Integration and Employment		
IDB	Iowa Department for the Blind		
ID/DD	Intellectual and Developmental Disabilities		
IDEA	Individuals with Disabilities Education Act		

“EMPLOYMENT FIRST is about more than just changing how services and supports for people with disabilities are provided. It is reflective of a fundamental cultural shift by policymakers, public officials, service systems, service providers, employers, and most importantly by individuals with disabilities themselves. This new viewpoint recognizes people with disabilities as full participants in the economic mainstream, working side by side with their fellow citizens.”

— *Association of Persons Supporting Employment First (APSE)*

COMMON TERMS DEFINED

BENEFITS PLANNING

A process that better enables Social Security Administration (SSA) beneficiaries with disabilities to make informed choices about work, via Work Incentives Planning Assistance (WIPA) projects that utilize Benefits Planners who:

- Provide work incentives planning and assistance
- Conduct outreach efforts in collaboration with SSA's Beneficiary Access and Support Services (BASS)
- Work in cooperation with Federal, State, and private agencies and nonprofit organizations that serve beneficiaries with disabilities
- Screen and refer beneficiaries with disabilities to appropriate Employment Networks
- Provide information on the availability of protection and advocacy services

Work Incentives: Special rules make it possible for people with disabilities receiving Social Security Disability Insurance or Supplemental Security Income to work and still receive monthly payments and Medicare or Medicaid. Social Security calls these rules work incentives.

Examples of Work Incentives:

- Expedited Reinstatement: if your benefits ended because you worked and had earnings but you stop working and need benefits, you can request that your benefits start again without having to complete a new application. While SSA determines whether you can get benefits again, they can give you provisional (temporary) benefits for up to 6 months.
- Impairment Related Work Expense (IRWE): An IRWE is a way to deduct disability-related expenses from the amount SSA takes from your earned income. If you work, SSA may deduct your out-of-pocket expenses for items such as medicine, medical supplies, medical devices, service animals, and disposable items such as bandages when figuring the amount of your earned income.

Career Counseling can include a wide variety of activities which help individuals with career-related issues. Career counseling can include career exploration and may include discussion or information on:

- The individual's vocational interest inventory results
- The labor market
- In-demand industries and occupations
- Non-traditional employment options
- Administration of vocational interest inventories and exploration of the results
- Identification of career pathways of interest to the individual

COMPETITIVE INTEGRATED EMPLOYMENT (CIE)

CIE is employment that provides equal opportunities for persons with disabilities as persons without disabilities and is considered full or part-time work at minimum wage or higher, with wages and benefits similar to persons without disabilities performing the same work, and fully integrated with coworkers without disabilities. CIE is based on an individualized determination of the strengths, needs, and interests of the individual, designed to meet the specific abilities of the individual and the business needs of the employer, and carried out through flexible strategies.

CUSTOMIZED EMPLOYMENT

A flexible process designed to personalize and individualize the employment relationship between a job seeker with a disability and an employer in a way that meets the needs of both.

There are four types of customized employment:

- **Job carving:** Creating a job description based on tasks from a single competitive job. The act of analyzing work duties performed in a given job and identifying specific tasks that might be assigned to an employee with severe disabilities.
- **Negotiated jobs:** Job descriptions based on tasks from a variety of jobs.
- **Created jobs:** Job descriptions based on previously unmet needs of the job setting.
- **Microenterprises/self-employment:** Small, personalized businesses based on unmet needs of a local market.

DISCOVERY

The gathering of information from the job seeker and support team to determine the job seeker's interests, skills and preferences related to potential employment that guide in the development of a customized job.

JOB COACH

Job coaches are individuals who specialize in assisting persons with disabilities to learn and accurately carry out job duties. Job coaches provide one-on-one training tailored to the needs of the employee. They may first do a job analysis to identify the job duties, followed by developing a specific plan as to how they can best train the employee to work gradually on his/her own until completely self-sufficient and able to perform job duties accurately and effectively without assistance. Job coaches can also work with employers to explore unmet business needs so that jobs can be developed or customized. Support (to the employee and employer) in addition to skills training can consist of advocacy, disability awareness-building, job adaptations, social support, problem-solving, and the development of natural supports to allow the job coach to phase out of direct involvement (Beyer and Robinson, 2009).

NATURAL SUPPORTS

Natural supports are found in the way that a business integrates and retains any new staff member. When a new person joins the workplace, they integrate with other staff and learn the requirements of their position. The natural supports include information they receive, on the job training given to the new staff member, and the other forms of assistance available for employees.

Natural supports can be informal (assistance from co-workers and peers on the job) or formal (assistance from supervisors and company programs). Natural supports also attempt to enhance links between the new employee and social supports within the workplace. Examples of the forms of natural support available in most workplaces include:

- **Training supports:** assistance from coworkers, mentors, management, supervisors
- **Social skills supports:** workplace buddy schemes, human resources staff, social rituals in the workplace
- **Health supports:** access to employee assistance programs, wellness programs
- **Community supports in the workplace** — clubs/social groups, professional groups, faith-based groups
- **Job retention supports:** performance reviews, professional development, skill building and workshops

PRE-EMPLOYMENT TRANSITION SERVICES (PRE-ETS)

The Workforce Innovation and Opportunity Act (WIOA) requires vocational rehabilitation (VR) agencies to set aside 15 percent of their federal funds to provide pre-employment transition services to students with disabilities who are eligible or potentially eligible for VR services. Required pre-employment transition services include:

- Job exploration counseling
- Work-based learning experiences, which may include in-school or after school opportunities, experiences outside of the traditional school setting, and/or internships
- Counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs
- Workplace readiness training to develop social skills and independent living
- Instruction in self-advocacy

SELF-EMPLOYMENT

Self-employment is a vocational rehabilitation and employment (VR&E) service that is for individuals who have job skills to start their own business, have limited access to traditional employment, or need flexible work schedules or a more accommodating work environment due to a disability or other life circumstances. VR&E services may include:

- Developing a viable business plan
- Training in the operation of a small business
- Marketing and financial assistance
- Guidance on implementing a viable business plan
- Tuition for training and licensing fees

SUPPORTED EMPLOYMENT

Competitive integrated employment, including customized employment, which is individualized and customized in order to be consistent with the strengths, abilities, and interests of the individual and is based on the individual's informed choice.

SUPPORTED EMPLOYMENT PLACEMENT AGREEMENT (SEPA)

SEPA outlines the goals, hours, responsibilities and funding sources. Payment for Job Development is authorized by IVRS once a CRP accepts a job candidate for Supported Employment Services (SES) who is not funded under a Waiver and initiates SES.

SUPPORTED EMPLOYMENT SERVICES (SES)

Ongoing support services, including customized employment, utilized to support and maintain an individual with a significant disability in supported employment and help an individual achieve competitive integrated employment. These services are based on the employment outcome identified in the Individualized Plan for Employment (IPE).

TICKET TO WORK (TTW)

The TTW Program is for SSI or SSDI beneficiaries who want to work and participate in planning their employment. Participation in the TTW program increases your available choices when obtaining employment services, vocational rehabilitation services, and other support services you may need to get or keep a job. It is a free and voluntary service. You can use the Ticket if you choose, but there is no penalty for not using it. When you participate in the TTW program, you are using your ticket. You might not be subject to a continuing disability review while you are using your Ticket.



RESOURCES

■ JOB SEEKERS

EMPLOYMENT FIRST (E1ST): A FAMILY PERSPECTIVE

<http://www.ivrs.iowa.gov/partners/CRP/Employment1stGuideforFamilies.pdf>

<https://uihc.org/ucedd/employment-first-initiatives>

FAMILY TO FAMILY IOWA

For more information about Family to Family Iowa contact:

☎ (515) 243-1717 or (800) 450-8667 @ info@askresource.org www.uihc.org/ucedd/family-family-iowa

IOWA COMPASS RESOURCE DATABASE

For more information about Family to Family Iowa contact:

☎ 800-779-2001 www.iowacompass.org

IOWA MOBILITY MANAGEMENT

<https://www.iowadot.gov/iowamobilitymanagement/>

■ BUSINESSES

TAX INCENTIVES

The main tax incentives include the following:

- Work Opportunity Tax Credit (WOTC)
- Disabled Access Credit
- Barrier Removal Tax Deduction

Additional veteran-specific incentives include:

- WOTC Extension for Hiring Veterans with Disabilities
- On-the-Job Training Program for Hiring Veterans with Disabilities
- Special Employer Incentive Program for Hiring Veterans with Disabilities

Several states also offer state-specific tax credit programs to employers who hire people with disabilities, some based on the WOTC and others related to accessibility improvements.

For more information regarding Iowa's tax credit programs go to: http://www.employmentincentives.com/state_incentives/Iowa/ia_tax_incentives.htm.

A brief summary of each of these tax incentives is available in the EARN publication "Employer Incentives for Hiring People with Disabilities: Federal Tax Incentives At-A-Glance." The Job

Accommodation Network (JAN) also offers information about the various tax incentives for employers. Relevant forms and documentation guidance are available from the Internal Revenue Service.

I TRANSPORTATION

Transportation for persons with disabilities

Initiatives supporting transportation needs for persons with disabilities under the FTA:

- United We Ride
- Human Service Transportation

WHAT IS UNITED WE RIDE?

United We Ride is an interagency federal national initiative that supports states and their localities in developing coordinated human service delivery systems. In addition to state coordination grants, United We Ride provides state and local agencies a transportation-coordination and planning self-assessment tool, help along the way, technical assistance, and other resources to help their communities succeed.

WHAT IS HUMAN SERVICE TRANSPORTATION?

Human service transportation includes a broad range of transportation service options designed to meet the needs of transportation-disadvantaged populations including older adults, disabled persons, and/or those with lower income. Individuals have different needs and may require a set of different services depending on their abilities, their environment, and the options available in their community. Examples may include dial-a-ride (responding to individual door-to-door transportation requests), the use of bus tokens and/or transit passes for fixed-route scheduled services, accessing taxi vouchers, and/or mileage reimbursement to volunteers or program participants.

Other resources and supports:

Local Mobility Coordinators: The local Mobility Coordinators are a resource for linking local transportation services provided in their assigned county, region, or metropolitan area to improve overall mobility for the general public, with an emphasis on the elderly, low-income persons, and individuals with disabilities.

For the list of Iowa's Mobility Coordinators go to:

http://www.ivrs.iowa.gov/Local_Iowa_Mobility_Coordinators_contact_list%203%2010%2020121.docx

Region VII Mobility Management (Iowa, Kansas, Missouri, Nebraska):

800-659-6428 or (202) 403-8332, TDD: 202-347-7385

info@nc4mm.org

SUCCESS IN IOWA:

In 2012 the Employment First State Leadership Mentoring Program (EFSLMP) and the Iowa Coalition for Integrated Employment (ICIE) funded six community providers to support clients in finding community-based jobs using customized employment techniques. Out of 30 job seekers, many previously considered “too disabled to work,” 15 were employed within a year. By 2015, 18 pilot providers got customized jobs for 150 people, earning an average \$8.31 per hour and working an average of 16 hours per week. Since then more providers have shifted their focus to integrated employment and reached out for support and technical assistance to improve their services.



Transformational leaders don't start by denying the world around them. Instead, they describe a future they'd like to create."

- SETH GODIN

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