

Originally Processed With FOIA(s):

S

FOIA Number:

S

FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the George Bush Presidential
Library Staff.**

Record Group/Collection: Donated Historical Materials
Collection/Office of Origin: Frieden, Lex, Collection
Series: Related Materials
Subseries: Conferences

OA/ID Number: 52081
Folder ID Number: 52081-013

Folder Title:

"National Workplace Forum: Setting a National Agenda for Increasing the Employment of Individuals with Disabilities, September 10, 2001"

Stack:

Row:

Section:

Shelf:

Position:

NATIONAL WORKPLACE FORUM

Setting a National
Agenda for Increasing
the Employment of
Individuals with Disabilities

September 10, 2001

Hosted by:

Center for Workforce Preparation,
U.S. Chamber of Commerce



Virginia Commonwealth University,
Rehabilitation Research & Training
Center on Workplace Supports





July 26, 2001

Lex Frieden
3634 N. Braeswood
Houston, Texas 77025

**Rehabilitation
Research and
Training Center on
Work Place Supports**

1314 West Main Street
P.O. Box 842011
Richmond, Virginia 23284-2011

804 828-1851
Fax: 804 828-2193
TDD: 1-804-828-2494
Website: www.worksupport.com

Dear Lex:

The Virginia Commonwealth University Rehabilitation Research and Training Center on Workplace Supports (VCU-RRTC) and the U.S. Chamber of Commerce Center for Workforce Preparation would like to thank you for agreeing to be a speaker at the National Workplace Forum: Setting a National Agenda for Increasing the Employment of People with Disabilities. As you know, the one day Forum is scheduled for Monday, September 10, 2001 at the U.S. Chamber of Commerce located on 1615 H. Street in Washington D.C. We are excited about this invitation only Forum and look forward to your comments regarding this important issue.

As we all know, businesses today are facing a severe shortage of skilled and unskilled workers and so this is a perfect time to examine research findings, policies and practices in the workplace that impact the employment of people with disabilities. We have invited speakers and participants who represent business, education, government and people with disabilities to share information which will shape the disability agenda in the future. Each speaker will be asked to share information, data and recommendations from their specific industry or field of expertise.

We appreciate you attending the Forum and agreeing to be our lunch speaker. As we discussed your topic will be in the area of People & Technology. I am sorry we can only give you fifteen minutes but we are on a tight schedule for the one day event. At this time, Mr. Michael Losey, formally with SHRM, will introduce you but that might change before the day of the meeting.

For your information the other speakers are being asked to consider the following areas for their comments:

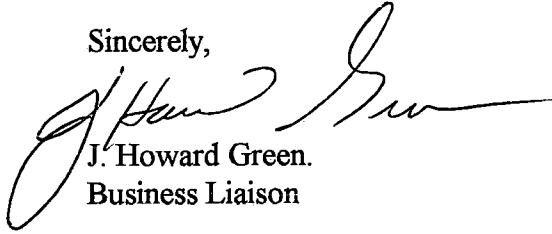
- (1) Where is your industry at this time as it relates to the hiring of People with Disabilities?
- (2) What are the challenges facing your particular industry?
- (3) What initiatives are you aware of which either help or hinder the employment of people with disabilities?
- (4) What do you suggest needs to be implemented which would make a difference in the hiring and advancement of people with disabilities?
- (5) What future issues should be addressed through research, policies, programs or practices?

I would like to organize a conference call with you. I will call to coordinate a time that will be convenient for everyone. To keep everything moving, I would appreciate you taking a few moments to complete the enclosed "Presenter Information" form and mail it or fax (804-828-

2193) it back to us.

I am enclosing the travel request forms for you and Mr Brodie to sign and mail back to me. I will get the tickets and book your room at a hotel near the Chamber. Once again, thanks you so much for being a part of the Forum.

Sincerely,

A handwritten signature in cursive script, appearing to read "J. Howard Green".

J. Howard Green.
Business Liaison

cc: Paul Wehman, VCU-RRTC
Beth Buehlmann, U.S. Chamber of Commerce

The Virginia Commonwealth University's Rehabilitation Research & Training Center on Workplace Supports and the U.S. Chamber's Center for Workforce Preparation cordially invites you to a one day National Workplace Forum, hosted by the U.S Chamber of Commerce in Washington D.C. This event will examine current research findings, policies, and practices in the workplace that impact the employment of people with disabilities. The Forum is an *invitation only* event which is designed to focus on perspectives from businesses, government leaders, and researchers.

The theme for the Forum is Setting a National Agenda for Increasing the Employment of Individuals with Disabilities. With the low unemployment rates and businesses struggling to fill positions, it is time to discuss and explore future research efforts, new policy initiatives, and best practices strategies that are being implemented throughout the United States.

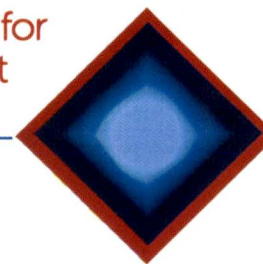
As you can see from the agenda, this will be a full day long event. Invited speakers are experts in their specific industry and will be sharing information that is meant to inform and challenge. Please come prepared to offer your ideas.

Enclosed you will find an RSVP card that will secure your reservation. Once we receive your commitment to attend, you will receive a confirmation letter with additional resource materials and information on the Forum. The back page of this invitation contains information on hotels, specific accommodation needs, and directions. Thank you and we are looking forward to seeing you at the U.S. Chamber on September 10th, 2001.

Questions regarding this event can be directed to:

Howard Green
(804) 828-1851 VOICE
(804) 828-2494 TTY
jhgreen@atlas.vcu.edu

Setting a National Agenda for Increasing the Employment of People with Disabilities



AGENDA

- | | |
|--------------------|--|
| 8:30 - 9:00 a.m. | Coffee & Registration |
| 9:00 - 9:15 a.m. | Welcome and Introductions -- Paul Wehman, Virginia Commonwealth University and Tom Donohue, U.S. Chamber |
| 9:15 - 10:15 a.m. | Opening Panel (with cybercast) -- Senator James Jeffords; Pat Morrissey, Booz Allen & Hamilton; and Leslie Hortum, Korn Ferries |
| 10:15 - 11:45 a.m. | ADA Ten Years Later -- Moderator, Judy Huemann, Huemann Associates; John Williams, Business Week On-Line; John Kregel, Virginia Commonwealth University; and Terry Henenke, Manpower |
| 11:45 - 12:15 p.m. | LUNCH -- Box lunch provided |
| 12:15 - 12:30 p.m. | Introduction for Lunch Presentation by Michael Losey, Manpower; Presentation: Investing in People Through Technology -- Lex Friedan |
| 12:30 - 1:45 p.m. | Hiring and Advancement -- Moderator, Craig Gray, National Organization on Disability; John Bateman-Ferry, Lee Hecht Harrison; Richard Wahlquist, American Staffing Association; and Susan Meisinger, Society for Human Resource Management |
| 1:45 - 2:00 p.m. | BREAK |
| 2:00 - 3:00 p.m. | Return-to-Work -- Brian McMahon, VCU/MCV; Bruce Flynn, Watson and Wyatt; and David Compton, Philip Morris |
| 3:00 - 3:15 p.m. | Closing Speaker (Invited speaker, Secretary of Labor and the Secretary of Education) |
| 3:15 - 3:30 p.m. | Closing Remarks -- Tom Donohue, U.S. Chamber and Paul Wehman, VCU |

U.S. Chamber of Commerce Location

The U.S. Chamber of Commerce is located at 1615 H Street, N.W. in downtown Washington, D.C. on the north side of Lafayette Park across from the White House. The Farragut West (orange & blue lines) and the Farragut North (red line) metro stations are each within two blocks of the Chamber.

Airport Locations

Three airports serve the Washington, D.C. area. Reagan National Airport is the closest to the Chamber, located approximately five miles. Dulles Airport is located about 25 miles from the city. Baltimore/Washington International (BWI) Airport is about 35 miles from the D.C. area. When scheduling your arrival and departure times avoid the rush hours due to heavy traffic.

U.S. Chamber of Commerce Parking

There are several parking garages near the Chamber. The ones on H Street fill up quickly. It is recommended that you take the Metro or a taxi if at all possible.

Accessible Entrance to the Chamber

Accessible entrance for the U.S. Chamber of Commerce Office is from Connecticut Avenue.

Hotel Locations

The Hay-Adams Hotel

One Lafayette Square
16th & H Street, N.W.
(202) 638-6600

The St. Regis Hotel

923 16th Street, N.W.
16th & K Street
(202) 638-2626

Renaissance Mayflower Hotel

1127 Connecticut Avenue, N.W.
(202) 776-9182

The Capital Hilton

16th & K Street
(202) 393-1000



Virginia Commonwealth University, Rehabilitation Research & Training Center on Workplace Supports is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation, or disability. If special accommodations are needed, please contact Howard Green at (804) 828-1851 VOICE or (804) 828-2494 TTY. This activity is funded through grant (#H133B980036) with Department of Education, National Institute on Disability and Rehabilitation Research (NIDRR).

NATIONAL WORKPLACE FORUM♦♦♦♦

Setting a National
Agenda for Increasing the
Employment of Individuals with
Disabilities

September 10, 2001
Washington, D.C.

Hosted by:



U.S. Chamber of Commerce,
Center for Workforce Preparation



Virginia Commonwealth University,
Rehabilitation Research & Training
Center on Workplace Supports



COMMONWEALTH of VIRGINIA

Office of the Lieutenant Governor
Richmond 23219

John H. Hager
Lieutenant Governor

August 31, 2001

(804) 786-2078
FAX: (804) 786-7514
TTY/TDD: 1-800-828-1120
EMAIL: ltgov@ltgov.state.va.us

Greetings & Welcome:

Employment is one of the most critical issues facing millions of Americans with disabilities. Certainly, there are many other barriers that must be examined, but the ability to earn a living and support oneself is central for individuals with disabilities to fully participate in today's society. The theme for this one-day Forum - *Setting a National Agenda for Increasing Employment for People with Disabilities* - is a great way to start the dialogue for identifying new policies, research agenda items, and existing practices that have proven successful across the country.

It is most appropriate that we are holding this meeting at the U.S. Chamber of Commerce and our speakers are well known business leaders who have demonstrated excellence in the hiring and advancement of people with disabilities. I know you will be challenged today by the panel members. Yet, in order for the Forum to be successful, participants will need to listen and engage the speakers with their own reactions, experiences, and examples, which will help set a new agenda.

Let me say thanks to both the Virginia Commonwealth University Rehabilitation Research and Training Center (VCU-RRTC) on Workplace Supports and the U.S. Chamber of Commerce Center for Work Force Preparation for organizing this event. This type of activity must continue. It is important that we pull business leaders, government policy makers and researchers together to learn from each other.

I know the members of the Chamber of Commerce have a special interest in this topic because it will impact their ability to be successful in today's global economy. With the labor shortage growing, it is important we assist businesses to learn about this untapped market of qualified people. In addition, it is important that President Bush's New Freedom Initiative is fully implemented which will increase opportunities for millions of Americans with disabilities.

As Chairperson for the VCU-RRTC Workplace Supports Business Roundtable let me welcome you to the National Workplace Forum. This is an excellent opportunity to make an impact on the future direction for employment of people with disabilities in America.

Sincerely,

A handwritten signature of John H. Hager in black ink, written over a large, stylized, handwritten "A" or "H" shape.

John H. Hager

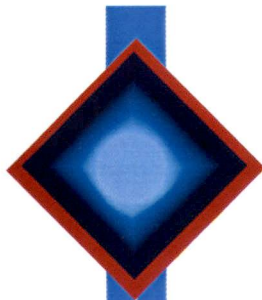
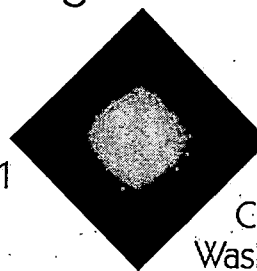


Table of Contents

	Page
Conference Agenda	1
Forum Presenters	3
Research to Practice on Workplace Supports:	13
Employer Attitudes in the Post-ADA World: Results from VCU-RRTC's Charter Business Roundtable's National Study of Employer's Experiences with Workers with Disabilities	
The Progression of Disability Benefits	15
by: Brian T. McMahon, Carolyn E. Danczyk-Hawley, Chris Reid, Bruce S. Flynn, Rochelle Habeck, John Kregel, and Pat Owens	
Resources	29

National Workplace Forum: Setting a National Agenda for Increasing the Employment of People with Disabilities

September 10, 2001



AGENDA

U.S. Chamber of
Commerce,
Washington, D.C.

8:30 - 9:00 a.m.

Coffee & Registration

9:00 - 9:15 a.m.

Welcome & Introductions

Beth Buehlmann, Executive Director U.S. Chamber of Commerce, Center
for Work Force Preparation
Honorable Lt. Governor John H. Hager, Commonwealth of Virginia
Paul Wehman, Director, Virginia Commonwealth University's Rehabilitation
Research & Training Center

9:15- 10:15 a.m.

Opening Panel

Steve Bartlett, President, Financial Services Roundtable
Lex Frieden, Professor at Baylor College
Leslie Hortum, Managing Director, Korn Ferry International
Paul Wehman, VCU-RRTC on Workplace Supports (panel moderator)

This panel will provide an historical perspective on the efforts of Congress and the business community to increase employment opportunities for people with disabilities across the United States. The panel members will discuss their vision for the future. This panel will be cybercast to Chamber offices throughout the country.

10:15 - 10:30 a.m.

Break

10:30 - 10:40 a.m.

Introduction by Lt. Governor John Hager, Virginia
Remarks -- Thomas J. Donohue, President & CEO, U.S. Chamber
of Commerce

10:40 - 11:30 a.m.

The Americans with Disability Act Ten Years Later

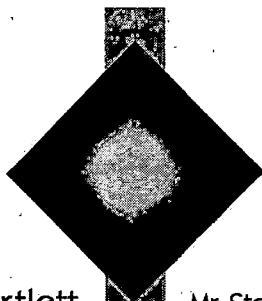
Peter Blanck, Professor, University of Iowa
Judith Heumann, President, Heumann Associates (panel moderator)
John Williams, Business Week On-Line; Terry Hueneke, Executive Vice President,
MANPOWER International

The panel will reflect on the impact of the ADA after years of implementation, and the challenges still facing businesses. Each panel member will spend a few minutes to reflect on their specific industry and offer solutions to the challenges from a research, policy, and/or best practice perspective. The panel will concentrate their comments on issues such as technology and skill development.

11:30 - 12:00 noon

Audience Response to ADA Panel -- Lead Responder: Lt. Governor
John Hager and John Kregel

- 12:00 - 12:30 p.m. Lunch
- 12:30 - 12:45 p.m. **Investing in People Through Technology**
Lex Frieden, Professor at Baylor College
- Investing in technology has been a business strategy that has been a win-win for both employers and employees with disabilities. The speaker will share examples of success.
- 12:45 - 1:30 p.m. **Hiring and Advancement**
John Bateman-Ferry, Manager, Lee Hecht Harrison
Bradley Bellacicco, President, Salisbury Maryland Chamber of Commerce
Craig Gray, Employment Director at the National Organization on Disability (panel moderator)
Susan Meisinger, Executive Vice President, Society for Human Resource Management
Richard Wahlquist, Executive Vice President, American Staffing Association
- Panel members will share what their organization is doing in the area of hire as advancing people with disabilities.
- 1:30 - 2:00 p.m. **Audience Response to Hiring and Advancement Panel** -- Lead Responder: John Luna and Millie Hewett
- 2:00 - 2:15 p.m. Break
- 2:15 - 3:00 p.m. **Return to Work**
David A. Compton, Chief Occupational Health Director, Philip Morris USA
Bruce Flynn, Senior Consultant, Watson & Wyatt
Brian McMahon, Professor Virginia Commonwealth University School of Rehabilitation Counseling (panel moderator)
- This panel will focus on the need for businesses to be proactive in their efforts to return people to employment. Panel member will be prepared to discuss productivity, benefits of a strong disability management program and suggestions for implementing new return to work strategies.
- 3:00 - 3:30 p.m. **Audience Response to Return to Work Panel** -- Lead Responder: Ruth Brannon and Katherine Mullholand
- 3:30 - 4:15 p.m. **Closing Speakers**
(Invited speakers: Honorable Secretary of Education H. Roderick Paige
Honorable Secretary of Labor Elaine Chao)
- 4:15 - 4:30 p.m. **Closing Remarks**
Beth Buehlmann, U.S. Chamber, Center for Work Force Preparation
Paul Wehman, Director, VCU-RRTC on Workplace Supports



Forum Presenters

Steve Bartlett

Mr. Steve Bartlett was elected President of The Financial Services Roundtable in June 1999. Previously, he served as the Mayor of Dallas, Texas (1991-95), a Member of the United States Congress (1983-91), and on the Dallas City Council (1977-81). Mr. Bartlett grew up on a small farm in Texas.

While in Congress, Mr. Bartlett served on the House Banking Committee, served as a Deputy Whip, and was a sponsor or principal cosponsor of 18 major pieces of legislation, including the Enhanced Secondary Mortgage Market Act, FHA deregulation, Fair Labor Standards Act Reforms, and the Americans with Disabilities Act.

While Mayor, Mr. Bartlett led Dallas to reduce violent crime, adopt a \$5 billion capital improvements plan, and achieve significant economic revitalization, major corporate relocations, a downtown renaissance, and 30,000 new residential units within or adjacent to downtown Dallas.

Mr. Bartlett has served on the Board of Directors of IMCO Recycling, Inc. (NYSE), Kaufman and Broad Home Corporation (NYSE), and Sun Coast Industries (NYSE). He has served on the Fannie Mae National Advisory Council, the Dallas-Fort Worth International Airport Board, the Board of Directors of BIPAC, YMCA of Metropolitan Washington, Urban Center of the Brookings Institute, United States Consensus Council, Guest Choice, and the Board of Governors of the National YMCA, Dallas Can!, Grace Presbyterian Village, Co-chair of Character Counts of Dallas, and Chair of the Trinity Trails.

Mr. Bartlett's leadership has been recognized by the National Association of Manufacturers; National Federation of Independent Business; Ebony, Essence and Jet Magazines; Texas Association for Retarded Citizens; Anti-Defamation League; National Council of La Raza; American Electronics Association; Watchdogs of the Treasury; and Best Dad by NF Foundation.

He graduated with a BA from the University of Texas, Austin in 1971. He has served as an adjunct professor and guest lecturer at the LBJ school of Public Affairs.

John Bateman-Ferry

Mr. Bateman-Ferry is Senior Vice President and General Manager of Lee Hecht Harrison's Rochester, New York office. His primary responsibilities are business development and customer relationship management, P&L performance, and operational oversight of our Rochester practice. In addition he participates in client relations and maintaining the highest levels of service quality and satisfaction. Mr. Bateman-Ferry joined Lee Hecht Harrison in early 1998 as a Certified Associate providing training and consulting and he also managed career centers.

Over the last twenty years Mr. Bateman-Ferry has held leadership positions in both for-profit and non-profit business sectors. His employment included a large statewide human services organization and his own consulting/services company which focused on personal development career management and employment services. His earliest work involved providing employment services to individuals with disabilities and displaced homemakers before it was popular.

Mr. Bateman-Ferry has a Bachelor of Science degree in Management and Business from the State University of New York and also holds an honorary Ph.D. from Lemoyne College in Syracuse, New York for outstanding community service and leadership. He is a past officer and current member of the Board of Resource Center for Independent Living. Mr. Bateman-Ferry is a guest speaker and columnist and consultant to government, business and industry in the area of employment and people with disabilities with specific expertise on access, accommodations and employment.

Bradley Bellacicco

Bradley A. Bellacicco is the Executive Director of the Salisbury Area Chamber of Commerce, a very active business organization with over 750 member companies on the Maryland Lower Shore. After a 22-year career in the United States Air Force, Brad joined the Chamber in June 1998. One of the new programs he has brought to the Salisbury Area Chamber is the Lower Shore Business Leadership Network, the first Chamber to sponsor such an employment advocacy group for the disabled. Brad has a B.A. in Mathematics from The Citadel and a M.S. in Systems Management from the University of Southern California.

Peter David Blanck

Dr. Blanck is a Professor of Law, of Psychology, and of Occupational Medicine at the University of Iowa. He received his Ph.D. in psychology from Harvard University and his J.D. from Stanford Law School, where he served as President of the *Stanford Law Review*.

Dr. Blanck is the Director of the Law, Health Policy & Disability Center at the Iowa College of Law. He is a member of the President's Committee on Employment of People with Disabilities, and has been a Senior Fellow of the Annenberg Washington Program in which he explored the implementation of the Americans with Disabilities Act (ADA). Dr. Blanck has also written articles and books on the ADA, received grants to study the law's implementation, and has been received national and international attention for his endeavors.

Dr. Blanck has been a Commissioner on the American Bar Association Commission on Mental and Physical Disability Law, Chair of the American Psychological Association's Committee on Standards in Research, and President of the American Association on Mental Retardation's Legal Process and Advocacy Division. He also has been a Fellow at Princeton University's Woodrow Wilson School, and a Mary Switzer Scholar.

Valerie Brooke

Ms. Brooke has been a faculty member at Virginia Commonwealth University (VCU) working in the field of employment for people with disabilities since 1979. She earned her M.Ed. from VCU in Special Education with an emphasis on employment. Ms. Brooke had served as principal investigator for many personnel training and technical assistance

Beth B. Buehlmann

grants and contracts using innovative formats, to include distance education technologies. Ms. Brooke is the Associate Director of Training for VCU's Rehabilitation Research and Training Center on Workplace Supports as well as the Project Director for the U.S. Department of Education's Work Incentives Transition Network (WITN), and the Social Security Administration's regional technical assistance center on Benefits Planning Assistance & Outreach. Most recently, she served as the guest editor for a special issue of the *Journal of Vocational Rehabilitation* that is exclusively devoted to a business perspective regarding the employment of people with disabilities. Valerie Brooke is interested in all aspects of employment related issues and concerns which impacts the employment rate and advancement of people with disabilities. She is frequent speaker, consultant and author of numerous book chapters, journal articles, newsletters, and fact sheets in all areas of employment.

Prior to becoming Executive Director of the U.S. Chamber's Center for Workforce Preparation, Beth Buehlmann held a number of senior level roles where her primary focus was education and workforce development. Beth served as the Director of Federal Relations for California State University from 1991 to 1998, where she developed public policy positions and legislative strategies. She also worked as a Senior Legislative Assistant and Education Staff Director for the House Committee on Education and Labor under the direction of both Senator James Jeffords of Vermont and Representative Bill Gooding of Pennsylvania. Her work at the federal level also includes policy research as an analyst at the National Institute of Education, now the Office of Educational Research and Improvement in the Department of Education.

In addition to these positions, Dr. Buehlmann has held numerous teaching positions as an adjunct professor and instructor for Nova Southeastern University, the University of Nebraska, and Illinois State University. She received here Ph.D. in Higher Education Administration and Masters of Science degrees from Illinois State University and earned her Bachelor of Science from Chicago State University.

David A. Compton

Mr. Compton is Director of Occupational Health Services for Philip Morris USA. He is responsible for design and implementation of fitness, wellness programs, and the prevention and treatment of injury and illness for employees. In addition to national program management activities, he is actively involved in provision of disability and accommodation evaluations, emergency medical services, and mental health and substance abuse intervention at Philip Morris facilities in Virginia and North Carolina.

Mr. Compton holds degrees in science, medicine and public health and is trained in Occupational Medicine, a subspecialty of Preventive Medicine. Compton has held positions in government and private industry over the past 15 years, joining Philip Morris USA in 1995. In addition to his role with Philip Morris, he has an active role in the community instructing medical students, nurses, and residents through his affiliation with VCU and participates on the Greater Richmond United Way Homeless Action Council. He is also a member of the Lieutenant Governor's Charter Business Roundtable on Employment of People with Disabilities, the Virginia Business Leadership Network, and has been a featured speaker on workplace and domestic violence at local and regional conferences.

Thomas J. Donohue

Mr. Donohue is president and chief executive officer of the U.S. Chamber of Commerce. Since assuming his position in September, 1997, Mr. Donohue has revitalized the venerable business lobby, attracting additional large and small companies as members; strengthening relations with state and local chambers; and significantly expanding the organization's policy expertise, lobbying muscle and national profile.

Prior to his current post, Mr. Donohue served for 13 years as the president and chief executive officer of the American Trucking Association (ATA), the national organization of the trucking industry. During his tenure at ATA, he tripled the organization's revenue base and increased membership by 100%.

Before heading ATA, Mr. Donohue was a group vice president of the U.S. Chamber of Commerce for eight years. Prior to that, he was deputy assistant postmaster general in Washington, D.C.; regional assistant postmaster general in San Francisco and New York City; and vice president of Fairfield University in Fairfield, Connecticut.

Mr. Donohue is also a member of the Business Advisory Committee of the Transportation Center at Northwestern University. He is also President of the Center for International Private Enterprise, a program of the National Endowment for Democracy, which is dedicated to the development of market-oriented institutions around the world.

Born in New York City in 1938, Mr. Donohue earned a bachelor's degree from St. John's University and master's degree in business administration from Adelphi University. He also holds honorary doctorate degrees from Adelphi, St. John's, and Marymount Universities.

Bruce G. Flynn

Mr. Flynn is currently with the Washington, DC office of Watson Wyatt Worldwide providing consulting support nationally in the development of integrated health and disability management programs. He also directs the annual *Staying @ Work* national survey of employers regarding best practices in disability management.

With over 25 years experience in disability management practice, Mr. Flynn is a national leader in the area of workplace disability. He has served as Director of Disability Management for the Washington Business Group on Health; has been manager of the Wells Fargo Bank Disability Management Program overseeing all disability benefits including workers' compensation, short and long term disability, life and accident, and the bankwide return to work program; and has also served as Manager of Disability management Services for the University of California/San Francisco where he led efforts to create an integrated disability management program for the UCSF campus and medical center. Mr. Flynn is also a founding member of the Northern California Chapter of the Disability Management Employer Coalition.

Mr. Flynn is an Assistant Clinical Instructor in Rehabilitation Counseling at Virginia Commonwealth University and a professional member of the International Association of Rehabilitation Professionals. He has been a Certified Rehabilitation Counselor since 1979.

Lex Frieden

Mr. Frieden, Senior Vice President, for the Institute for Rehabilitation and Research in Houston, Texas and is Director of the Independent Living Research Utilization Program (ILRU) and Professor of Physical Medicine and Rehabilitation at Baylor College of Medicine. Mr. Frieden currently serves as President of Rehabilitation International, working for the equalization of opportunities and the rehabilitation persons with disabilities and is a member of the United Nations Panel of Experts on the Standard Rules for Disability, and served as Executive Director of the National Council on the Handicapped from 1984 to 1988 (which is now the National Council on Disability) where he was instrumental in conceiving and drafting the Americans with Disabilities Act (ADA).

Mr. Frieden graduated from Tulsa University and has been honored as a Distinguished Alumnus. He has a master's degree in social psychology from the University of Houston and has been awarded a World Rehabilitation Fund Fellowship to study programs for disabled people in Europe. He has received two Presidential Citations for his work in the field of disability, and he was honored by the US Jaycees in 1983 as one of America's Ten Outstanding Young Men. In 1998, he received the Henry B. Betts Award for "efforts that significantly improve the quality of life for people with disabilities."

Mr. Frieden, a quadriplegic due to a spinal cord injury, has organized several groups for disabled individuals including the American Coalition of Citizens with Disabilities, the Coalition of Texans with Disabilities, and the Houston Coalition for Barrier Free Living. He has published several books and papers on independent living. He has served as a consultant panel member for the US House of Representatives' Committee on Science and Technology, and prepared the background paper on Community and Residential Based Housing for the White House Conference on Handicapped Individuals in 1977.

Craig Gray

Mr. Gray is the director of EmployAbility Programs and Website Operations for the national Organization on Disability, and serves as a consultant specializing in integrating business and disability for several companies and organizations. A former Paralympian, Gray has been profiled on national Public Radio's *All Things Considered*, and is a frequent guest lecturer. He resides in Scarborough, Maine with his wife Julie, and Great Dane, Phoebe.

J. Howard Green

Mr. Green presently serves as the Business Liaison for Virginia Commonwealth University, Rehabilitation Research & Training Center on Workplace Supports providing training and technical assistance to direct service providers, rehabilitation agencies, and businesses on issues relating to disability and business.

Mr. Green has been a strong advocate for people with disabilities with over 25 years of experience working with individuals and organizations to promote full employment and active citizenship for people with disabilities. He has been with VCU since 1990 and has wealth of experience working with employers on the national, state and local levels.

Mr. Green is a member of the Association for Person's in Supported Employment (APSE), National Rehabilitation Association (NRA), Interna-

John Hager

tional Telecommuting Association and Council (ITAC), and participates in many activities involved with the American Staffing Association (ASA), Society for Human Resource Management (SHRM), and the Chamber of Commerce at the local, state, and national levels.

John Hager has been Lieutenant Governor for the Commonwealth of Virginia since his election in 1997. In his official duties as Lieutenant Governor he devotes much of time to organizations making Virginia a better place to work and raise a family. He is a strong believer in the community-based approach to solving problems. His philosophy of community, partnership, and leadership is ever present in his presentations to groups and organizations.

Prior to being elected he served as President or Chairman of more than 30 boards and commissions, including Children's Hospital, the Virginia Health Care Foundation and two-terms as Chairman of the Leadership Metro Richmond. He also served as Director of the Sorensen Institute of Political Leadership, American Red Cross and the Make-A-Wish Foundation, the Virginia Chamber of Commerce, and the Partnership for Urban Virginia.

Lt. Governor Hager worked with local business leaders in all areas of our state to recruit new businesses for the Commonwealth, to create jobs for the next generation, to promote technology, and to protect Virginia's mature industries.

Judith E. Heumann

Ms. Heumann has served in the Clinton Administration's Department of Education as the Assistant Secretary for the Office of Special Education and Rehabilitative Services for the last eight years. She was responsible for national programs in special education, disability research, vocational rehabilitation and independent living, serving youth and adults with disabilities. Ms. Heumann now heads her own consulting firm, Heumann & Associates, Inc. She has assisted in legislation such as the Individuals with Disabilities Education Act and the Americans with Disabilities Act and has also helped to establish the first public policy research think tank devoted to disability issues, the World Institute on Disability. An internationally recognized leader in the disability community, Ms. Heumann is a lifelong civil rights advocate for disadvantaged people.

Leslie Hortum

Ms. Hortum is the Managing Director at Korn/Ferry International's Washington, D.C. office, heading-up the firm's association/public policy practice. Prior to joining Korn/Ferry, Ms. Hortum spent 20 years in association management, most recently as Senior Vice President of the United States Chamber of Commerce in Washington, D. C. She was responsible for rebuilding relationships with the 3,000 state and local chambers and 1,000 trade associations that are members of the U. S. Chamber. She also served as Executive Vice President of the U. S. Chamber's Center for Workforce Preparation.

From 1984 to 1997, Ms. Hortum served in a number of roles at the American Trucking Associations, beginning as Chief of Staff and ending her time there as Senior Vice President and chairman of the Management

Terry A. Hueneke

Committee. Ms. Hortum serves on the President's Committee on Employment of People With Disabilities; the board of The Washington Center for Internships and Academic Seminars; the corporate advisory board of S.O.M.E. and board of directors, World Child, Incorporated.

Ms. Hortum received a BA in economics from Mary Washington College and attended the Advanced Management School at the University of Virginia's Darden School of Business.

Mr. Hueneke, Executive Vice President, Manpower, Inc., joined the company in 1974. Hueneke is Manpower's chief executive responsible for North and South America, Australia, Japan and Southeast Asia. The geography is populated with a network of 1,500 offices. Previously Senior Vice President-Group Executive for Manpower in the U.S., he is also a member of the Board of Directors.

Prior to joining Manpower, Mr. Hueneke was Director of Marketing for a national proprietary schooling organization from 1969 to 1974. He was also Director of Advertising and Sales Promotion for 9 years with nation's largest supermarket chain.

Mr. Hueneke serves on the Boards of Trustees of the Wisconsin Conservatory of Music, the Milwaukee Art Museum, and the Board of Discovery World Museum. Mr. Hueneke received his marketing and business education at the University of Wisconsin in Milwaukee.

John Kregel

Dr. Kregel is the Director of Research and Associate Director of the Rehabilitation Research and Training Center at Virginia Commonwealth University (VCU). In this role, he coordinates the efforts of a 17 member research team investigating a wide range of issues related to the employment of individuals with disabilities. Dr. Kregel is a Professor of Special Education at VCU, coordinates the Urban Services Leadership Track, School of Education Doctoral Program, overseeing policy and program development for 24 doctoral students. Dr. Kregel's recent activities include co-editing a recently published (1998) book - *More than a Job: Securing Satisfying Careers for People with Disabilities* from Brookes Publishing. He also serves as co-editor of the journal *Focus on Autism and Developmental Disabilities*, a quarterly journal reaching 3,000 individuals and organizations. In 1993, he was the recipient of the NARF Research Award from the American Rehabilitation Association for his efforts to investigate barriers to employment for people with disabilities. In 1997, Dr. Kregel provided testimony to the Subcommittee on Social Security, Committee on Ways and Means, of the U.S. Congress on barriers preventing Social Security recipients from returning to work. In 1996-97, he presented papers at the National Press Club and the Institute of Medicine, National Academy of Sciences on innovative strategies for enabling SSI and SSDI beneficiaries to return to work.

Brian McMahon

Dr. McMahon is currently Professor and Chair of the Rehabilitation Counseling Department at Virginia Commonwealth University and also holds appointments in Psychology and Physical Medicine and Rehabilitation at VCU. Dr. McMahon is the founder and President of the Virginia Council on Problem Gambling and has co-authored over 100 publications and four books on matters of employment and disability. He is a leading educator in the area of implementing the Americans with Disabilities Act.

Susan R. Meisinger

Dr. McMahon is a Licensed Psychologist and Certified Rehabilitation Counselor, is a Fellow in the American Psychological Association. He recently completed a three year term on the Governing Council of the American Counseling Association, and also served on the boards of four national professional associations, including a term as President of the American Rehabilitation Counseling Association. His awards include "Outstanding Rehabilitation Educator of the Year" from the International Association of Rehabilitation Professionals, the "Alumni Association Award for Teaching Excellence" from the University of Wisconsin—Milwaukee, the "James F. Garret Career Research Award" from the American Rehabilitation Counseling Association, and the "George N. Wright Varsity Award for Outstanding Achievement by an Alumnus" from the University of Wisconsin—Madison. Dr. McMahon's clinical and research interests include addiction, mental health, disordered gambling, deafness, traumatic brain injury, and disability policy and legislation.

Ms. Meisinger is the Executive Vice President and Chief Operating Officer for the Society for Human Resource Management (SHRM), a professional membership organization with more than 165,000 domestic, foreign and international human resource professionals in business, government and education dedicated to the advancement of personnel and human resource management. Ms. Meisinger is responsible for the day-to-day operations of the Society. Previously, Ms. Meisinger served as Deputy Under Secretary for the Employment Standards Administration in the U.S. Department of Labor. Before her appointment with the Department of Labor, she served as special legal counsel for the Associated Builders and Contractors in Washington, D.C., providing advice to contractors on their wage and hour and nondiscrimination and affirmative action obligations.

Ms. Meisinger received a BA degree from Mary Washington College and a law degree from the National Law Center of George Washington University. She is a member of the District of Columbia Bar Association and has served as a member of the Employer Subcommittee of the President's Committee on Employment of People with Disabilities, and served on the Board of the National AIDS Fund, President Bush's Department of Labor Transition Advisory Team. She also serves as a Board member of the Human Resource Certification Institute, Women's Policy, Inc., and the Ethics Resource Center.

Patricia Morrissey

Dr. Morrissey, who holds a Ph.D. in special education from Pennsylvania State University, is currently a senior associate with Booz-Allen & Hamilton, an international technology and management consulting firm headquartered in McLean, Va. There, Dr. Morrissey oversees efforts to assist federal agencies with making their electronic and information technology accessible to and useable by individuals with disabilities.

Dr. Morrissey has worked for both the Senate and the House of Representatives and for President Ronald Reagan during her 26 years in the Washington area. She was a contributor to President George W. Bush's New Freedom Initiative and in 1999, while with the Senate, worked with then-Wisconsin Governor Thompson's office during the development and passage of the Ticket to Work and Work Incentives Improvement Act.

Richard Wahlquist

Mr. Walquist is the Executive Vice President and CEO of the American Staffing Association, in Alexandria, Virginia and is responsible for managing all aspects of the association's operations.

For the eight years prior to his appointment as Executive Vice President in he served as the association's Vice President, Administration and Government Affairs. In addition to being deputy CEO, he helped direct legislative and regulatory activities affecting the staffing industry at the state and federal level, and was in charge of Chapter Relations for the 78 ASA Chapters in the United States.

From 1980 until 1989, Mr. Walquist directed the Government Affairs Department of Kelly Services. During that time, he coordinated lobbying efforts and testified on behalf of the temporary help industry at the Federal level. Mr. Walquist's contributions to the staffing industry have been recognized by staffing associations throughout the United States and Canada. He is the author of several articles on regulatory issues affecting the staffing industry and regularly addresses staffing groups and other business associations at both their chapter meetings and annual conferences.

John M. Williams

Mr. Williams has been a professional writer for 30 years, writing about disability issues and is a weekly columnist for Business Week Online Magazine. He also writes a weekly column for the National Organization on Disability called Closing the Gap. Its url is NOD.ORG.

For 21 years, Williams has been writing on assistive technology's benefits for people with disabilities. Since he started writing his column three years ago, he has interviewed President George Bush, former President Bill Clinton, former Vice President Al Gore, former first lady Hillary Clinton, Attorney General Janet Reno, Clint Eastwood, Governor Jesse Ventura, former Speaker of the House Newt Gingrich, Senator Max Cleland, Congressman Jim Langevin, Vinton Cerf, one of the founding fathers of the Internet, Country Western singer Mel Tillis, Microsoft's CEO Steve Ballmer and other noted people in the disability arena.

Mr. Williams' column has won the Easter Seals Equality, Dignity and Integrity Award, Stuttering Foundation of America's 2000 Journalism Award and California Media Access Award. His contributed to Business Week Online receiving the 2000 New Media Excellence Award and for Easter Seals giving Business Week its leadership corporate award in 1999. In 2000 McGraw Hill Publishing Company received the American Foundation for the Blind's Lifetime Achievement Award for 20 years of writing about products benefiting blind people, and in November 2000 he received the Charles Van Riper Lifetime Achievement Award for his work in writing about stuttering and his leadership in this promoting opportunities for people with speech impediments.

Paul Wehman

Dr. Wehman is Professor in the Department of Physical Medicine and Rehabilitation at the Medical College of Virginia and Director of the Rehabilitation Research and Training Center on Workplace Supports at Virginia Commonwealth University. He is internationally recognized for his service and scholarly contributions in the fields of special education, psychology, and vocational rehabilitation. Dr. Wehman received the 1990

Joseph P. Kennedy, Jr., Foundation Award in Mental Retardation and the Distinguished Service Award from the President's committee on Employment for Persons with Disabilities in October, 1992. He is the author and/or editor of more than 150 books, research monographs, journal articles, and chapters in the areas of traumatic brain injury, mental retardation, supported employment, and special education. He also is Editor of the *Journal of Vocational Rehabilitation*, an international journal published by IOS Press.



Research to Practice on Workplace Supports

VIRGINIA COMMONWEALTH UNIVERSITY
REHABILITATION RESEARCH & TRAINING CENTER ON WORKPLACE SUPPORTS

Dr. Paul Wehman
Center Director

Dr. John Kregel
Associate Director
& Director of
Research

Valerie Brooke
Associate Director
of Training

Dr. Brian
McMahon
Research Project
Director

Dr. Michael West
Research Project
Director

Dr. Darlene Unger
Research Associate

Dr. David Dean
Research Project
Director

Dr. Katherine Inge
Research Associate

Ming Zhu
Information
Systems Director

Howard Green
Business Liaison

Jennifer Todd
McDonough
Training Associate

Employer Attitudes in the Post-ADA World: Results from VCU- RRTC's Charter Business Roundtable's National Study of Employers' Experiences with Workers with Disabilities

Researchers at VCU-RRTC on Workplace Supports completed a national study of employers' perceptions of workers with disabilities and their knowledge and utilization of workplace accommodations. The information was gathered from 46 human resource professionals and 255 supervisors of a specific employee with a disability in 43 large businesses. A brief discussion of several of the key findings follows.

Overall, employers view employees with disabilities as capable and productive employees.

- Supervisors reported satisfactory ratings of the work performance of employees with disabilities for all work performance measures. Measures of work performance included: timeliness of arrival and departure, punctuality, attendance, task consistency, and work speed.
- Employees with disabilities were rated the same or better than their non-disabled co-workers in almost all work performance areas, except work speed.

Employees with disabilities that are perceived as having work-related functional limitations received less favorable work performance ratings.

- When supervisors perceived employees with disabilities as needing assistance in caring for basic needs, communicating to and understanding others, or moving from place to place it did not effect supervisors' ratings of work performance.
- In contrast, when employees with disabilities were perceived as needing assistance in managing his or her work day, making decisions on the job, and performing the essential functions of the job, it negatively impacted supervisors' ratings of work performance.

Employers' believe they are most effective in retaining existing workers who acquire disabilities and arranging accommodations as opposed to hiring new workers with disabilities. They also rely exclusively on their own organizational resources in identifying and implementing accommodations.

- Employers identified a variety of internal organizational resources that are available to assist in the accommodation process.
- Employers have implemented several policies and procedures in an effort to implement the ADA and integrate persons with disabilities in their workforce.
- Supervisors are confident in their ability to identify/develop accommodations and indicated they have provided numerous low cost accommodations to workers with disabilities.

(continued)

- The most prevalent accommodations provided to employees with disabilities involved changing one's job duties or purchasing materials and equipment. Accommodations were most often required in the employment areas of employee scheduling and employee work areas. Accommodations were most often needed in these work areas to address limitations in work tolerance or work skills.
- Employers indicated they are doing a good job of retaining existing employees with disabilities and returning workers who are injured or become disabled back to work.

Employers have limited awareness of the variety of human service programs intended to promote the employment of persons with disabilities.

- While there is general awareness and familiarity with vocational rehabilitation, supported employment and welfare-to-work programs, these programs played virtually no role in recruitment, training, or technical assistance in the businesses interviewed.
- Employers have even less familiarity with government-funded training and technical assistance programs directly targeting business and industry, such as the Job Accommodation Network and the Disability Business and Technical Assistance Centers.
- In general, human resource professionals believe persons with disabilities lack the experience and prerequisite skills needed for many of the positions within their organizations. Therefore, they do not readily view applicants with disabilities as a viable source of labor in addressing their organizations' personnel needs.
- Employers do not believe that there are additional costs associated with employing persons with disabilities. The vast majority of human resource professionals indicated that the costs of accommodations, training employees with disabilities, or supervision of employees were not barriers to employment for persons with disabilities.

The costs of employing workers with disabilities were not viewed as a significant issue for employers in this study.

- Human resource professionals did not view the costs of accommodations, the costs of training, or the costs of additional supervision for employees with disabilities as barriers to employment for persons with disabilities.
- The vast majority of accommodations provided to employees in this study cost less than \$100.00.

A monograph, which further describes the research as well as elaborates on key findings, will be available October 1, 2001 from the VCU-RRTC on Workplace Supports. The monograph will contain several articles that summarize findings from human resource professionals and supervisors of employees with disabilities regarding their experiences with workers with disabilities and their knowledge and utilization of accommodations.

For further information contact:

Darlene Unger, Research Associate
(804) 828-1851 VOICE -- (804) 828-2494 TTY

or visit our web site
www.worksupport.com

Va. Commonwealth University, School of Education and Dept. of Physical Medicine and Rehabilitation is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation, or disability. If special accommodations are needed, please contact Vicki Brooke at (804) 828-1851 VOICE or (804) 828-2494 TTY. This activity is funded through a grant (#H133B980036) with the Dept. of Education, National Institute on Disability and Rehabilitation Research (NIDRR).



The progression of disability benefits

Brian T. McMahon,
Carolyn E. Danczyk-Hawley, Chris Reid,
Bruce S. Flynn, Rochelle Habeck,
John Kregel and Pat Owens
*Virginia Commonwealth University, Richmond, VA
23298, USA*

Progression of Disability Benefits refers to the migration of workers with work-limiting disabilities as they move through a system of economic disability benefits resulting in their ultimate placement into the Social Security disability system. This article documents and describes this phenomenon by examining the phases of short term, long term, and social security disability compensation systems. Implications for disability policy, disability management programming, and future research directions are discussed.

Keywords: Progression of Benefits, disability management, disability policy, disability benefits

1. Introduction

In the early 1980s, many leading employers were looking for ways to protect themselves against the rapidly rising costs of health care, worker compensation, and other disability-related expenses that had risen dramatically in the previous decade [7]. Voluntary, private sector initiatives followed, stimulated by the need to reduce these costs while maintaining the health and productivity of valuable human resources. These motivations were broadened in the next decade by the need to comply with new legal requirements such as the employment provisions of the Americans with Disabilities Act (ADA).

The Washington Business Group on Health and other proponents of disability management (DM) stressed that coordinated management of all disability-related programs was desirable in order to realize the full potential of these initiatives. These programs included worker compensation, short and long-term disability, and medical care [21]. In the absence of an integrated approach to health and disability, employers experienced cost shifting among internal benefit programs

without a real reduction in overall costs. For example, Butler et al. [5] documented that, when moving claimants from health benefits or absenteeism to worker compensation, the "moral hazard" of unaccountable cost-shifting resulted in increased benefits use and reduced overall productivity for the organization.

In 1999, the Washington Business Group on Health and Watson Wyatt conducted a survey of DM practices involving 178 companies with 1,000 or more employees. Results indicated that some DM program components were in place among virtually all major employers. Furthermore, these initiatives are becoming more focused on the integrated administration of disability benefit plans. The need to optimize employee health and productivity for business survival has compelled both companies and insurers to adopt a more internally consistent approach to the management of work disability. In 1998, 46 percent of respondent employers reported having integrated DM programs in one coordinated system, compared to 26 percent only three years earlier [24].

Despite these positive developments, less progress has been made with respect to the resolution of disability claims of long duration. In these instances, the strategy of choice in the private sector has been and continues to be to actively assist individuals in obtaining Social Security Disability Income (SSDI) benefits [10, 21]. Thus, when private sector employers fail to accommodate individuals and return them to work, the final solution is one of cost-shifting to public disability programs.

When the concepts of early intervention and work-site rehabilitation (critical components of DM) were first presented to the American rehabilitation community in 1980 by Finnish rehabilitation experts, their ultimate goal was described as the prevention of individuals passing from productive activity to social security rolls [11]. Without question, the proliferation of DM and accommodation activities by employers has slowed the departure of individuals with disabilities from the workforce. It appears inevitable, however, that some portion of workers will continue to migrate to public sector disability systems [2].

The U.S. General Accounting Office (GAO) has documented a significant increase in the number of public

disability beneficiaries every year since 1982. Factors contributing to this problem include:

- Emergence of new types of participants;
- Structural changes in the labor market;
- Declining availability of employer-based insurance benefits;
- Extensions of the length of time over which benefits are continued; and
- The lack of an effective return-to-work focus [18].

With respect to this final point, in recent years only 1 in 500 SSDI beneficiaries has departed the disability rolls to return to work. The US GAO estimated that nearly \$3 billion could be saved in lifetime cash benefits for every 1% of working-age beneficiaries who return-to-work. The US GAO further identified successful return-to-work practices among private sector employers around the world that could help beneficiaries return to work [18]. So, just as spiraling costs led to active coordination of health and disability programs in the private sector, similar motivations and dynamics are occurring in the public disability program.

The costs of disability and the growing rate of participation in disability benefit programs (particularly among younger, working-age applicants) are now widely recognized as threatening factors to both public and private sector budgets [16]. These trends have brought renewed attention to the need to reduce unnecessary work disability, provide more effective and more timely interventions, and design benefit policies to create stronger incentives to control costs and achieve employment outcomes whenever possible [16,20].

In the last decade, it has become clear that the action and inaction of employers, insurers, and rehabilitation providers have important implications for the public disability program. There is a definite need to study interventions that promote work retention, and strategies that inhibit the transfer of individuals with enduring work disabilities to the Social Security (SS) system. Exploring the connection between the impacts of positive, private sector actions such as DM and their effects on the costs and utilization of public disability benefits is the purpose of a research program undertaken by the Rehabilitation Research and Training Center (RRTC) on Workplace Supports at Virginia Commonwealth University. The present study attempts to document the migration of workers who develop work limiting disabilities. It describes their predictable and progressive movement through a system of economic disability benefits resulting in their ultimate placement into the SS disability system. This phenomenon is referred to as the Progression of Disability Benefits (PODB).

2. Purpose

The purpose of this study is to document, describe and measure the PODB phenomenon and its dynamics as they exist among the 4,285 employers who participated in this study. The specific objectives of this study are to:

1. Document and describe the PODB phenomenon. Specifically, is the movement between disability payment systems systematic?
2. Explore selected characteristics of claimants and employers, describe their relationship to the likelihood of progression. Specifically, is the movement between disability payment systems related to claimant age, gender, residence, disability, and/or employer industry classification?

3. Planning and data collection

A series of planning meetings was conducted in 1998–1999 involving principals from collaborating organizations. These included the RRTC on Workplace Supports at Virginia Commonwealth University, the Washington Business Group on Health, and UNUM/Provident Life Insurance Company of America. The research questions, hypotheses, variables, accessibility of data, confidentiality issues, methods of data analysis, and timelines were deliberated, and a final research protocol was developed.

3.1. Description of the database

The database was extracted from the UNUM/Provident Life Insurance Company, a large disability insurer, in April 1999. It included 115,438 consecutive short-term disability (STD) claims filed from January 1, 1994 to December 31, 1996 (the filing period). Every case of STD filed with UNUM during that three-year period was included in the extracted data set if the claimant was also insured for long term disability insurance (LTD) by UNUM. From this group, 35,996 cases involving pregnancy and/or complications from pregnancy were removed. Cases involving claimants who died were removed ($N = 1,187$). Finally, 958 cases whose LTD status resulted from STD claims filed prior to the review period were eliminated. With these deletions, the final sample available for the study included 77,297 claims for STD, 285 (0.4%) of which involved missing data for one or more of the variables studied. When data were missing for a particular vari-

able, that case was excluded from the sample only for the examination of that particular variable. For each complete case, the following data were available:

Claimant:

- Age (5 categories)
- Gender (male, female)
- ICD-9 disability code (11 categories)
- Region of residence (4 regions)
- Length of time in STD status (number of days, paid and unpaid)
- Representation in LTD status (number of yes/no)
- Length of time in LTD status (number of days, paid and unpaid)
- Representation in SSDI status (number of yes/no)

Employer:

- Standard Industry Classification code (5 categories)

The distribution of claimants by gender, age, geographic region, and the employer industry classification is given in Figs 1, 2, 3, and 4, respectively. Each figure includes benchmark data reflecting national averages for the summer of 1995, the midpoint of the claimant filing period.

These figures allow for examination regarding the relationship of this sample to the national population. For example, the UNUM sample has proportionately more females, more service workers, more workers 25-44 years old, and more workers from the Northeastern United States as compared to national averages at the time. Conversely, the UNUM sample had fewer workers in government, transportation, and wholesale/retail trades; fewer workers age 15-24; and fewer workers from the Western United States as compared to national averages at the time.

3.2. Limitations of the data

Several unique features of this data set may bear upon the interpretation or generalization of findings. First, in order to minimize variations in the data attributable to claims handling, the sample includes only claimants' insured for both STD and LTD by UNUM. In 1991, only 44% of American workers were insured for STD, and 25% were insured for LTD [13]. Thus, the UNUM sample represents a minority of workers whose employers provided both forms of coverage in an integrated manner.

Second, claimants represent 4,285 employers, including 251 with 100 or more claims (85 of these were

healthcare institutions) and 3,218 with 20 or fewer claims. The 100 employers with the most claimants in this sample accounted for 41,854 claims or 54.2% of the total. Most claimants in this sample work for larger employers (500 or more workers) that appear to offer integrated benefit programs. These employers are likely to have higher levels of accommodation and DM activity than would be expected of employers in general. Finally, no work-related injuries were included in this study; those injuries are addressed through a different disability benefit system; i.e., worker compensation.

4. Documenting and describing the progression of disability benefits

The migration of claimants from STD ($N = 77,297$) to LTD ($N = 8,880$) to SSDI ($N = 3,013$) status was documented and is represented in Fig. 5. Of the 77,297 STD claimants who comprised the sample, 8,880 (11.5%) continued on to receive LTD benefits. From this group, 3,013 (33.9% of the LTD group; 3.95% of the STD group) progressed to SS disability benefits by the end of the study period. Approximately one in nine STD recipients progressed to LTD status; approximately one in three of these claimants progressed to SS status. The median length of time spent in STD status was 145 days ($M = 254$ days, $SD = 293$; median paid days = 39). The median length of time spent in LTD status was 190 days ($M = 281$ days, $SD = 245$; median paid days = 129).

5. Maturation of claims

Previous studies suggest that the average lag time from application for SSDI to final eligibility (including appeals) is approximately 500 days [2]. It is reasonable to ask, then, whether all STD claimants had sufficient time to "mature" or progress all the way to SSDI status. To examine this issue, it was determined that the last subject could enter this study by filing a STD claim on 12/31/96, precisely 843 days before the database was extracted (4/24/99). A series of analyses was conducted on separate cohorts of 1994, 1995, and 1996 claimants who ultimately reached SSDI status. The following was found: of all STD claimants who eventually reach SSDI status, 99.2% did so do so in less than 843 days. From these studies it was concluded that the overwhelming majority of claims had

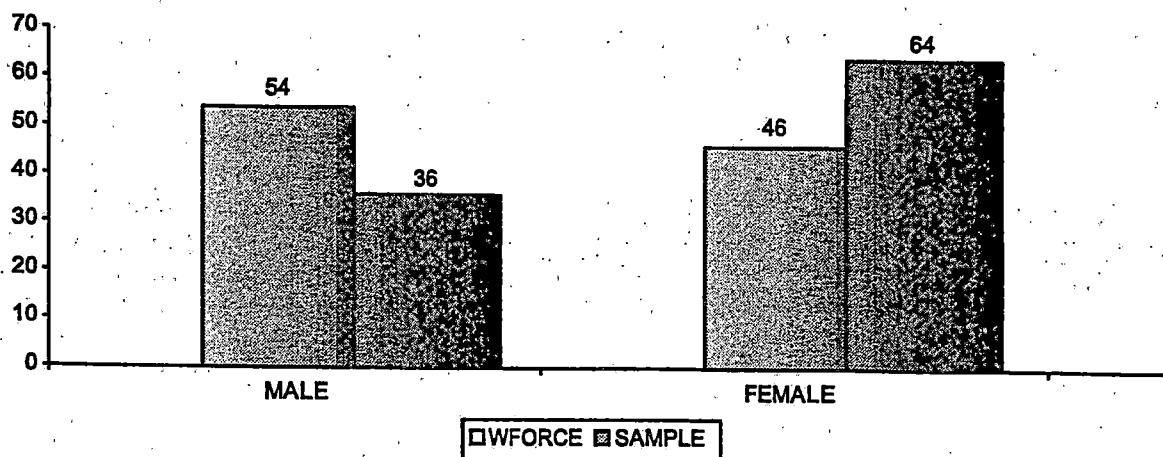


Fig. 1. Distribution by gender, workforce vs. study sample.

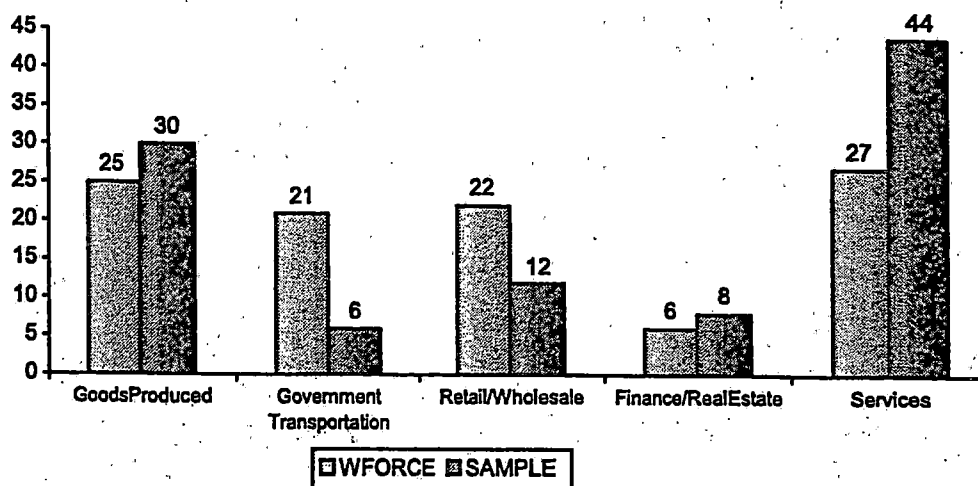


Fig. 2. Distribution by industry, workforce vs. study sample.

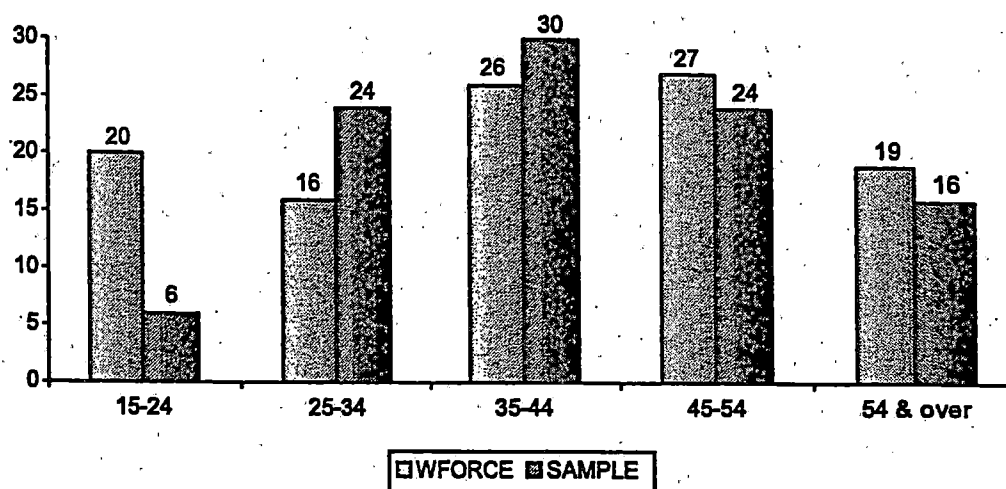


Fig. 3. Distribution by age, workforce vs. study sample.

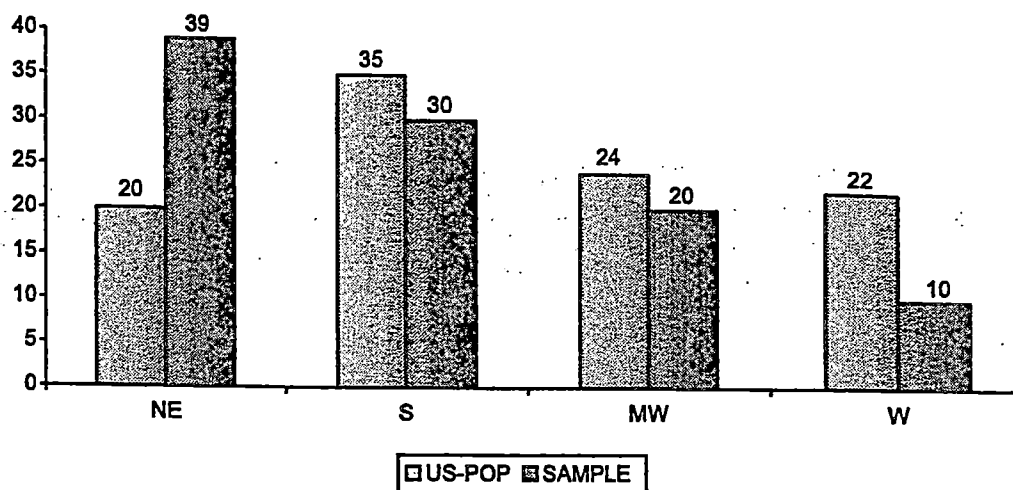


Fig. 4. Distribution by region, workforce vs. study sample.

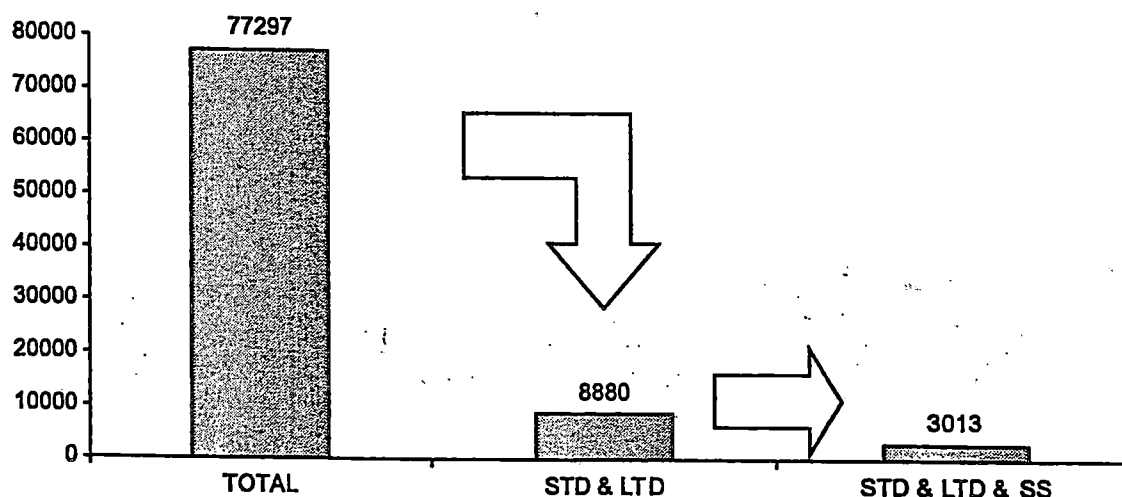


Fig. 5. Progression of disability benefits.

sufficient opportunity to "mature". These participants reach SSDI more rapidly because this population is believed to receive aggressive assistance in expediting the SSDI review process; i.e., claimant representation.

6. Hypothesis testing

Hypothesis #1: There exists systematic movement of disability claimants between disability payment systems. To test this hypothesis, a 2×2 Pearson chi-square Test was performed and the results are summarized in Table 1.

These findings are largely corroborative in that they serve to confirm that the benefit system operates according to the manner in which it was designed. It is the nature and description of the PODB (the specific

progression ratios themselves) that are of most interest. Nonetheless, for this large sample only, subject to the limitations previously described, the Progression of Disability Benefits is confirmed, documented, and described.

7. Additional hypotheses

PODB becomes more predictable when additional information about the claimant is known. The researchers were interested in how patterns of movement were altered as a function of key variables.

7.1. Claimant demographic characteristics

Three demographic characteristics (gender, age, and region of residence) and one disability characteristic (ICD-9 code) of the claimants were studied.

Table 1
Validation of progression of benefits

			SS category		Total
			no	yes	
LTD category	no	Count	68414	3	68417
		% within no LTD	100.0%	0%	100.0%
	yes	Count	5867	3031	8898
		% within yes LTD	66.1%	33.9%	100.0%
Total	Count		4281	73016	77297
	% within overall LTD		96.1%	3.9%	100.0%

$$\chi^2(1, N = 77297) = 24126.30, p < 0.0001.$$

The resulting chi-squared value was 24,126 with one degree of freedom, which is statistically significant. The hypothesis is confirmed because observed frequencies differed substantially from expected frequencies. That migration occurred is not very meaningful given the large sample size. Rather it is the pattern of migration that is meaningful. It can be accurately described as a progression because:

- the pattern of migration of claimants across disability benefit categories occurs in a manner that is statistically significant and systematic; i.e., the system operates as designed and migration is not a result of chance factors;
- when migration occurs, it does so only in one direction, from STD to LTD or from LTD to SSDI (no cases move backward); once again this is consistent with the design of the system.
- migration does not occur from STD to SS (i.e., there is virtually no "leapfrogging") without first going through LTD status - with the exception of only 3 cases;
- migration occurs according to specific, defined ratios.

7.1.1. Gender

Data were available for 77,013 claimants (99.6%) with respect to gender. A 2×3 Pearson chi-square test was performed and the results are summarized in Table 2. The resulting chi-square value was 112.7 with two degrees of freedom. Systematic movement in the PODB is related to claimant gender (see Fig. 6). Specifically, although underrepresented in STD status, males make substantial increases in representation as the PODB ensues.

7.1.2. Age

Data were available for 77,067 claimants (99.7%) with respect to age. A 3×5 Pearson chi-square test was performed and the results are summarized in Table 3. The resulting chi-square value was 1253 with eight degrees of freedom. Systematic movement in the PODB is related to claimant age. Figure 7 illustrates that claimants under the age of 45 show decreasing levels of participation in LTD and SS as the PODB ensues, whereas claimants over age 45 show rapidly increasing levels of participation.

7.1.3. Geographic region

Data were available for 77,297 claimants (100%) with respect to region of residence. A 3×4 Pearson

Chi-square test was performed and the results are summarized in Table 4. The resulting Chi-square value was 442 with 6 degrees of freedom. Systematic movement in the PODB is related to the geographic region of the claimant. Figure 8 illustrates that claimants from the Northeast have a lower level of representation in LTD status, whereas claimants from the West have considerable increases in representation in both LTD and SSDI statuses.

7.1.4. Claimant disability code (ICD-9)

Data were available for all 77,297 claimants (100%) with respect to type of disability (ICD-9 code). In the interest of parsimony, some major ICD-9 code categories were collapsed to create 11 classifications versus the original 16. An 11×4 Pearson chi-square test was performed and the results are summarized in Table 5. The resulting chi-square value was 2038 with 20 degrees of freedom. Systematic movement in the PODB is related to the claimant's disability type. Figures 9A, 9B, and 9C illustrate that claimants with infectious, neurological, sensory and circulatory impairments are increasingly represented in the progression. Conversely, claimants with digestive or genitourinary illnesses or resulting from injury or poisoning are less involved in the progression. Disabilities involving can-

Table 2
Gender category by progression

Gender category			Progression			Total
			STD	LTD	SS	
Male	Count		23990	2244	1316	27550
	% within gender category		87.15	8.1%	4.8%	100.0%
Female	Count		44177	3601	1685	49463
	% within gender category		89.3%	7.3%	3.4%	100.0%
Total	Count		68167	5845	3001	77013
	% within gender category		88.5%	7.6%	3.9%	100.0%

$$\chi^2(2, N = 77013) = 112.68, p < 0.0001.$$

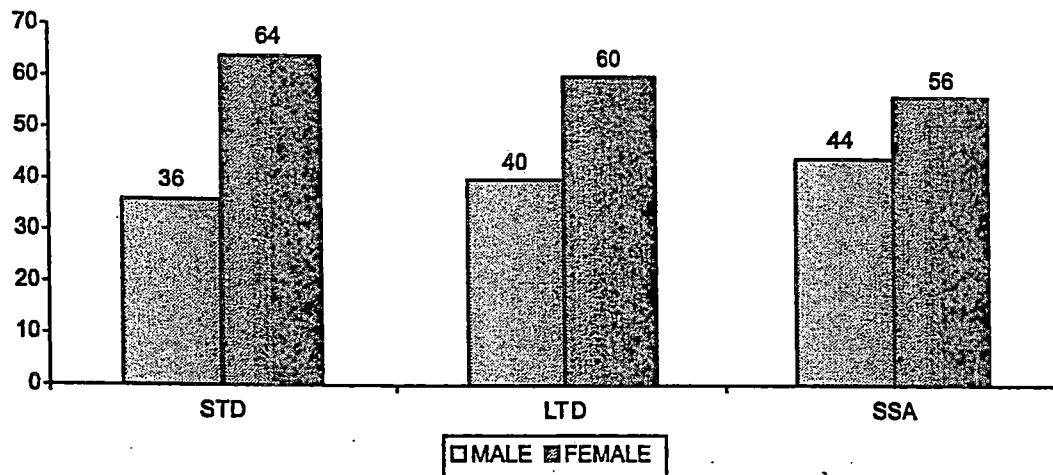


Fig. 6. Gender.

Table 3
Age category by progression

Age category			Progression			Total
			STD	LTD	SS	
15-24	Count		4161	184	33	4378
	% within age category		95.0%	4.2%	.8%	100.0%
25-34	Count		16685	1229	337	18251
	% within age category		91.4%	6.7%	1.8%	100.0%
35-44	Count		21002	1804	669	23475
	% within age category		89.5%	7.7%	2.8%	100.0%
45-54	Count		16049	1667	951	18667
	% within age category		86.0%	8.9%	5.1%	100.0%
55 and over	Count		10311	971	1014	12296
	% within age category		83.9%	7.9%	8.2%	100.0%
Total	Count		68208	5855	3004	77067
	% within age category		88.5%	7.6%	3.9%	100.0%

$$\chi^2(8, N = 77067) = 1253.64, p < 0.0001.$$

cer, respiratory, musculoskeletal, or other disorders are either stable or non-directional in terms of their representation in the progression.

7.1.5. Employer standard industry classification (SIC) code

Data were available for 77,264 claimants (99.9%) with respect to SIC code for each claimant's employer.

In the interest of parsimony, some major SIC categories were collapsed to create 5 classifications versus the original 11. A 5×3 Pearson chi-square test was performed and the results are summarized in Table 6. The resulting chi-square value was 385 with 8 degrees of freedom. Systematic movement in the PODB is related to the industry classification of the employer. Figure 10 illustrates that claimants employed in govern-

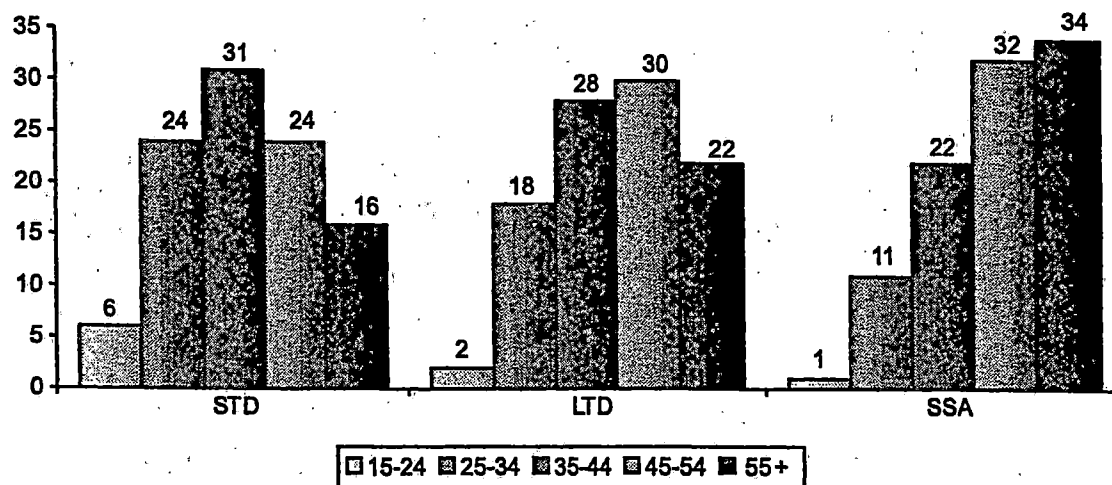


Fig. 7. Age.

Table 4
State category by progression

			Progression			Total
			STD	LTD	SS	
State category	North-east	Count	27635	1729	965	30329
		% within state category	91.1%	5.7%	3.2%	100.0%
	South	Count	20514	1984	953	23451
		% within state category	87.5%	8.5%	4.1%	100.0%
	Mid-west	Count	13638	1292	654	15584
		% within state category	87.5%	8.3%	4.2%	100.0%
	West	Count	6627	862	444	7933
		% within state category	83.5%	10.9%	5.6%	100.0%
Total		Count	68414	5867	3016	77297
		% within state category	88.5%	7.6%	3.9%	100.0%

$$\chi^2(8, N = 77067) = 1253.64, p < 0.0001.$$

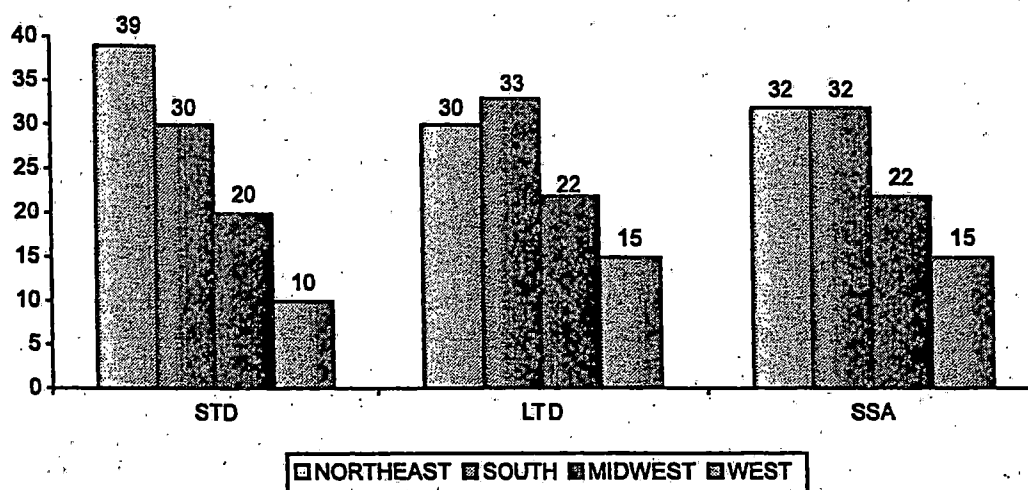


Fig. 8. PODB by region.

ment, transportation, financial, insurance and real estate industries experience increasing levels of participation in the progression. Conversely, claimants employed

in goods producing industries (predominantly manufacturing) experience decreasing levels of involvement in the progression. As one would expect, the largest

Table 5
ICD-9 category by progression

ICD-9 category		Progression			Total
		STD	LTD	SS	
Infectious, endocrine, blood	Count	2467	231	240	2938
	% within ICD-9	84.0%	7.9%	8.2%	100.0%
Neoplasm	Count	5120	566	215	5901
	% within ICD-9	86.8%	9.6%	3.6%	100.0%
Mental	Count	5041	655	339	6035
	% within ICD-9	83.5%	10.9%	5.6%	100.0%
Nervous and sensory	Count	2950	316	265	3531
	% within ICD-9	83.5%	8.9%	7.5%	100.0%
Circulatory	Count	4839	539	545	5923
	% within ICD-9	81.7%	9.1%	7.5%	100.0%
Respiratory	Count	4887	178	182	5247
	% within ICD-9	93.1%	3.4%	3.5%	100.0%
Digestive	Count	6944	319	133	7396
	% within ICD-9	93.9%	4.3%	1.8%	100.0%
Genitourinary	Count	6411	182	111	6704
	% within ICD-9	95.6%	2.7%	1.7%	100.0%
Other: Skin, congenital, perinatal, other ill-defined	Count	4548	334	202	5084
	% within ICD-9	89.5%	6.6%	4.0%	100.0%
Musculoskeletal	Count	11703	1465	552	13720
	% within ICD-9	85.3%	10.7%	4.0%	100.0%
Injury and poisoning	Count	13504	1082	232	14818
	% within ICD-9	91.1%	7.3%	1.6%	100.0%
Total	Count	68414	5867	3016	77297
	% within ICD-9	88.5%	7.6%	3.9%	100.0%

$$\chi^2(20, N = 77297) = 2038.14, p < 0.0001.$$

number of claimants is employed in service industries (particularly health care in this sample); their representation in the progression is accordingly high but stable.

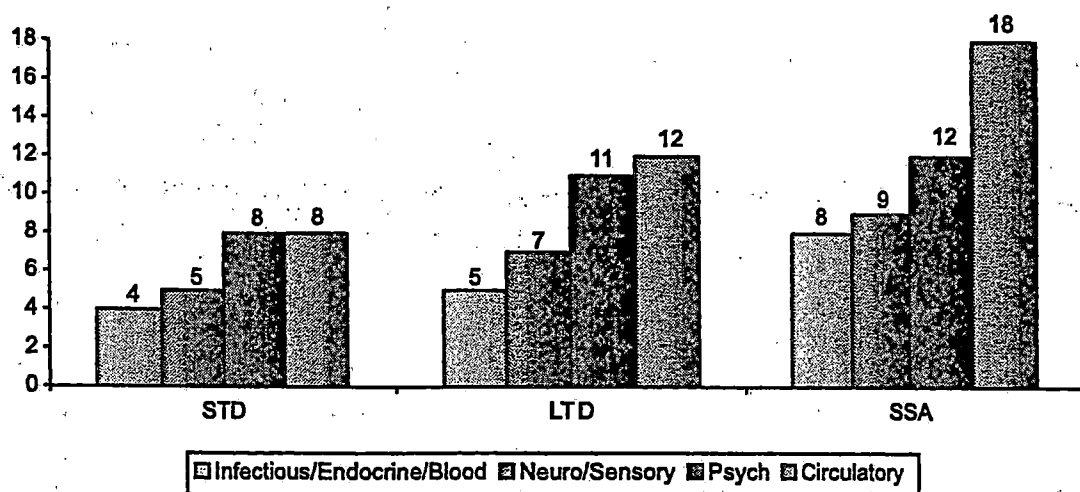
8. Implications

There exists a natural tendency by an insurer at each level of economic benefit to transfer responsibility for payment to another source. When this is possible, it represents the most financially expedient solution to the problem of ongoing exposure. This is symptomatic of a non-integrated approach in which potential cost savings and productivity gains associated with proactive DM practices are lost. Indeed, a cottage industry has emerged to expedite movement of the individual with disabilities through various levels of benefits and ultimately to the public (SS) disability payment system. "Claimant representation" firms utilize the "benefit offset" provisions of disability policies as a rationale for facilitating the PODB. As such, they provide examples of cost-shifting versus cost-aversion strategies for benefit planning. The verification of the PODB phenomenon as described in this article suggests that employers and insurers should screen LTD claimants

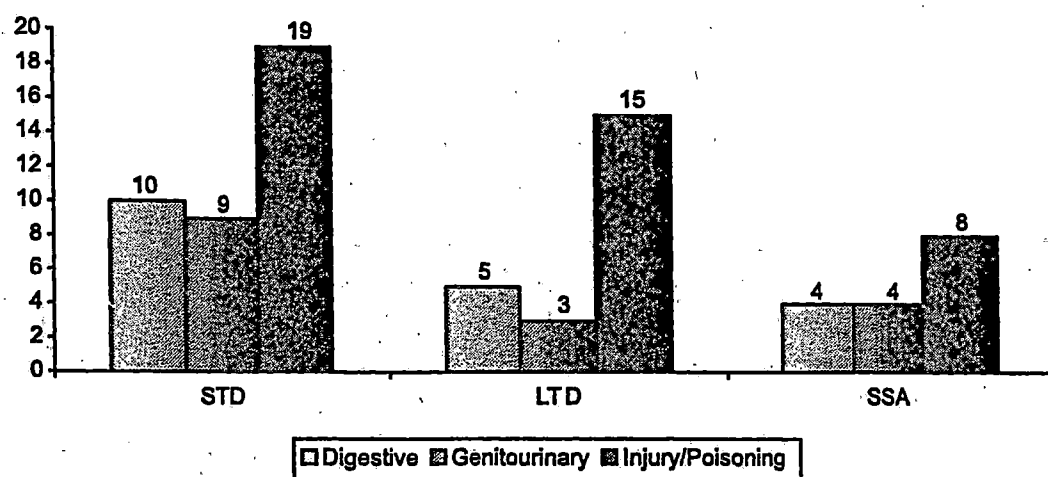
even more carefully to ensure that all reasonable efforts at return to work are exhausted.

There are other stakeholders in the disability and employment equation who presume that the worker's best interest lies in the realization of higher and more enduring levels of both disability compensation and inactivity. Stakeholders may include claimants, their attorneys, labor unions, and/or family members. All of this runs contrary to the spirit of the times as reflected in the Americans with Disabilities Act (ADA). Employers are increasingly receptive to reasonable accommodations and other ADA principles. Positive changes in their attitudes and behaviors are well-documented [14]. Ultimately, retention in or return to employment for qualified persons with disabilities results in the best outcome for workers, employers, and society.

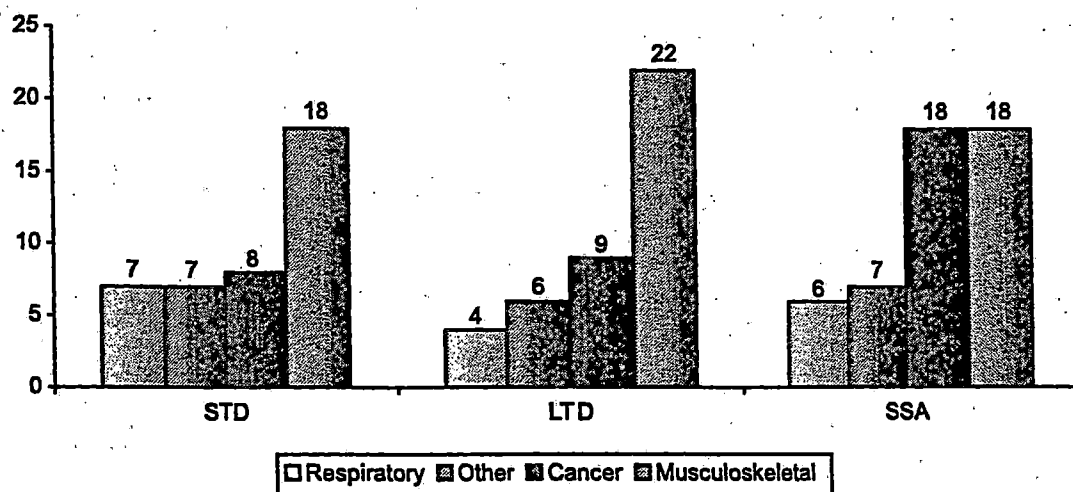
A number of factors may contribute to the PODB phenomenon. One example is what Shrey and Lacerter [22] term a "lack of employer empowerment", referring to the tendency by employers to abdicate the management of workplace disability issues to the insurer or third party administrator (TPA). Additionally, the management of disability plans in a "non-integrated" manner remains widespread. In this scenario, the employer, insurer, and/or TPA are managing sick leave, worker compensation, STD, and LTD



(A)



(B)



(C)

Fig. 9. Disability by PODB.

Table 6
Progression by SIC category

Standard industry code		Progression			Total
		STD	LTD	SS	
Agriculture, forestry, mining, construction, manufacturing	Count	21280	1303	702	23285
	% within SIC category	91.4%	5.6%	3.0%	100%
Transportation, communication, sanitary, electric/gas, Public admin	Count	3589	500	233	4322
	% within SIC category	83.0%	11.6%	5.4%	100.0%
Wholesale, retail trade	Count	8109	791	343	9243
	% within SIC category	87.7%	8.6%	3.7%	100%
Finance, insurance, real estate	Count	5506	573	318	6397
	% within SIC category	86.1%	9.0%	5.0%	100%
Services	Count	29901	2697	1419	34017
	% within SIC category	87.9%	7.9%	4.2%	100%
Total	Count	68385	5864	3015	77264
	% within SIC category	88.5%	7.6%	3.9%	100%

$$\chi^2(8, N = 77264) = 384.68, p < 0.0001.$$



Fig. 10. Industry by PODB.

plans separately and in an uncoordinated manner. The result is "siloed" plan management and shortsighted cost management. A majority of even large employers persist in this practice, even while many of them have documented the move toward integrated DM programs (e.g., [24]). The employers involved in this study: 1) tend to be large or medium in size and have the resources suggested by this fact; 2) have integrated STD/LTD claims management programs; and 3) are likely to provide above average levels of return-to-work support. These considerations remind us that the PODB ratios reported here may represent "best case scenarios" compared to the average American employer, even in similar industries.

This study relates directly to the unnecessary inflation of SSDI rolls. Burkhauser and Daly [3] argue that the most effective way to decrease SSDI rolls is to initiate programs that would reduce the flow of new persons onto these rolls. These authors proposed a Disabled

Worker Tax Credit as the single best means of realizing this effect. The present article supports such innovative policy and furthermore suggests that the value of such incentives might be measured by their potential to interrupt PODB.

The Disability Policy Panel of the National Academy of Social Insurance [13] called for research that explores "... the consequences of benefit design changes or service intervention that would facilitate return to work." The same spirit is contained in the Presidential Executive Order [15]. This document provides a mission statement for the National Task Force on Employment of Adults with Disabilities: "(3) analyze ... private disability systems and their effect upon federal programs and the employment of adults with disabilities."

In this same context, one could certainly construe DM programming as one form of "service intervention". Therefore, another application of the PODB

phenomenon is to determine its value as an evaluation tool for DM programs. Historically, such traditional indicators as employee return-to-work rates have measured the effectiveness of DM programs, incidence and duration of absence (i.e., time loss), productivity, employee satisfaction, and benefit cost reductions. Although these indicators have repeatedly demonstrated the value of DM programs, they are independent measures, lack weights, and have rarely been studied in a longitudinal manner. With PODB, managers of DM Programs may now have a new tool with which to measure the effectiveness of DM strategies. Instead of relying solely upon traditional indicators, DM program managers could utilize meaningful PODB indicators to measure:

- The potential for early identification of persons at high risk to advance through the PODB.
- The ability of DM programs to interrupt the PODB.
- The impact of DM programs upon each level and type of disability benefit program.
- The organization's experience with disability in longitudinal, economic terms.
- The potential to prevent premature dependence of disability claimants upon public (SS) disability income replacement sources.
- The productivity gains associated with retention and/or re-employment of workers with disabilities.

Going forward, the RRTC research team intends to develop a simple algorithm that provides a PODB experience rating for a particular employer. The rating can be adjusted for type of industry, geography, composition of the workforce, and other relevant factors. The intent is to provide weights to such factors as employee representation and duration of time spent in STD, LTD, and SSDI status. This will allow us to place employers along a PODB continuum, and to compare the levels of DM activity in extreme groups (high PODB rating vs. low PODB rating). Accordingly, the model may provide a means for evaluating the ability of DM programs to change the PODB experience rating for employers. Also in progress is a series of follow up studies on impairment-specific PODB patterns, especially for pregnancy; psychiatric, cardiac and respiratory illnesses; and cancer.

Ideally, complete populations of employee groups across a variety of employment settings should be studied. This would allow for an improved understanding of how workers come to STD status and the factors associated with initial incidence as well as each stage

of the progression. The concurrent examination of additional variables (such as worker occupation, work environment, and employer response to impairment) would provide for a deeper understanding of the factors associated with PODB.

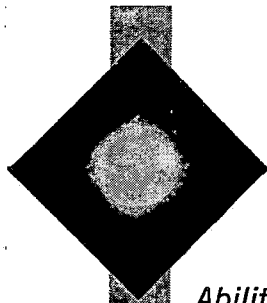
Acknowledgments

This research was conducted primarily under the auspices of the Rehabilitation Research and Training Center on Workplace Supports at Virginia Commonwealth University. Funding was provided by the National Institute on Disability and Rehabilitation Research (grant #H133B980036). Appreciation is extended to UNUM/Provident Corporation and the Washington Business Group on Health for providing the necessary data and technical assistance to execute this study. For additional information contact Brian T. McMahon at VCU/RHAB, PO Box 980330, Richmond, VA 23298-0330, USA.

References

- [1] S.M. Bruyere and D.E. Shrey, Disability management in industry: A joint labor-management process, *Rehabilitation Counseling Bulletin* 34(3) (1991), 227-242.
- [2] R.V. Burkhauser, J.S. Butler and Y.M. Kim, The importance of employer accommodation on the job duration of workers with disabilities: A hazard model approach, *Labour Economics* 2(2) (1995), 109-130.
- [3] R.V. Burkhauser and M.C. Daly, Employment and economic well being following the onset of a disability: The role for public policy, in: *Disability, work, and cash benefits* J. Mashaw, V. Reno, R.V. Burkhauser and M. Berkowitz, eds., Kalamazoo, MI: Upjohn Institute for Employment Research, 1996.
- [4] R.V. Burkhauser and D.C. Wittenburg, How current disability transfer policies discourage work: Analysis of the 1990 Survey of Income and Program Participation. Presentation to the Employment and Return to Work for People with Disabilities Conference, NIDRR, Washington, DC, 1996.
- [5] R.J. Butler, B.D. Gardner and H.H. Gardner, More than cost-shifting: Moral hazard lowers productivity, *The Journal of Risk and Insurance* 65(4) (1998), 671-688.
- [6] M.C. Daly, Characteristics of SSI and DI recipients in the years prior to receiving benefits: Evidence from the PSID, in: *Growth in Disability Benefits: Explanations and Policy Implications*, K. Rupp and D.C. Stapleton, eds., Kalamazoo: W.E. Upjohn Institute for Employment Research, 1998.
- [7] D.E. Galvin, Health promotion, disability management, and rehabilitation in the workplace, *The Interconnector* 6(2) (1983). East Lansing: University Center for International Rehabilitation, Michigan State University.
- [8] R.V. Habeck, H.A. Hunt and B.C. VanTol, Workplace factors associated with preventing and managing work disability, *Rehabilitation Counseling Bulletin* 42(2) (1998), 98-143.

- [9] C.J. Huberty, Issues in the use and interpretation of discriminant analysis, *Psychological Bulletin* 95(1) (1984), 156-171.
- [10] H.A. Hunt, R.V. Habeck, P. Owens and D. Vandergoot, Lessons from the private sector, in: *Disability: work and cash benefits*, J. Mashaw, V. Reno, R.V. Burkhauser and M. Berkowitz, eds., Kalamazoo, MI: W.E. Upjohn Institute for Employment Research, 1996.
- [11] J. Jarviskowski and E. Lahelma, *Early rehabilitation at the workplace*, New York: World Rehabilitation Fund, 1980.
- [12] D. Mont, Comments on chapter 5, in: *Growth in Disability Benefits: Explanations and Policy Implications*, K. Rupp and D.C. Stapleton, eds., Kalamazoo: W.E. Upjohn Institute for Employment Research, 1998.
- [13] National Academy of Social Insurance, Disability Policy Panel, *The Environment of disability income policy*, Washington, DC: Author, 1996.
- [14] National Council on Disability, *Annual Report to the President and Congress, Volume 19, Fiscal Year 1998*, Washington, DC: Retrieved from the World Wide Web: <http://www.ncd.gov/publications/fy98report.html>, 1999.
- [15] National Task Force on Employment of Adults with Disabilities, *Task Force Fact Sheet*, Washington, DC: Retrieved from World Wide Web: http://www.dol.gov/dol/_sec/public/programs/ptfead/factsheet.htm, 1998.
- [16] V.P. Reno, J.L. Mashow and B. Gradison, eds., *Disability: Challenges for social insurance, health care financing, and labor market policy*, Washington, DC: National Academy of Social Insurance, 1997.
- [17] V. Reno, Comments on chapter 5, in: *Growth in Disability Benefits: Explanations and Policy Implications*, K. Rupp and D.C. Stapleton, eds., Kalamazoo: W.E. Upjohn Institute for Employment Research, 1998.
- [18] J.L. Ross, Work programs lag in promoting return to work. Testimony before the Special Sub-Committee on Aging, US Senate, GAO/T-EHS-96-147, June 2, 1996.
- [19] K. Rupp and C.G. Scott, Determinants of duration on the disability rolls and program trends, in: *Growth in Disability Benefits: Explanations and Policy Implications*, K. Rupp and D.C. Stapleton, eds., Kalamazoo: W.E. Upjohn Institute for Employment Research, 1998.
- [20] K. Rupp and D.C. Stapleton, eds., *Growth in Disability Benefits: Explanations and Policy Implications*, Kalamazoo: W.E. Upjohn Institute for Employment Research, 1998.
- [21] G. Schwartz, Disability costs: The impending crisis, *Business and Health* (May 1984).
- [22] D.E. Shrey and M. Lacerte, *Principles and practices of disability management in industry*, Boca Raton, FL: CRC Press, 1997.
- [23] D. Stapleton, K. Coleman, K. Dietrich and G. Livermore, Empirical analyses of DI and SSI application award and growth, in: *Growth in Disability Benefits: Explanations and Policy Implications*, K. Rupp and D.C. Stapleton, eds., Kalamazoo: W.E. Upjohn Institute for Employment Research, 1998.
- [24] Washington Business Group on Health & Watson Wyatt, *Staying@Work-Increasing Shareholder Value Through Integrated Disability Management*. (Third annual survey report), Washington, DC: Authors, 1999.
- [25] E. Yelin, Comments on chapter 2, in: *Growth in Disability Benefits: Explanations and Policy Implications*, K. Rupp and D.C. Stapleton, eds., Kalamazoo: W.E. Upjohn Institute for Employment Research, 1998.



Resources

- Ability Forum* www.abilityforum.com
- Able to Work Alliance* www.abletowork.org
- ADA Information Center* www.adainfo.org
- America's Career Info Net* www.cabln.org
- Architectural and Transportation
Barriers Compliance Board* www.access-board.gov
- Bobby 3.2* www.cast.org/bobby
- Center for IT Accommodation* www.itpolicy.gsa.gov/cita/
- Challenging Stereotypes: An action
Guide* [www.mentalhealth.org/publications/
allpubs./SMA01-3513/](http://www.mentalhealth.org/publications/allpubs./SMA01-3513/)
- Employment & Training Adminis-
tration - Department of Labor* [www.wdsc.org/disability/htmldocs/
onestop.html](http://www.wdsc.org/disability/htmldocs/onestop.html)
- Equal Access to Software and
Information* www.rit.edu/~easi/
- Insurance Brightlane (answers questions
small business may have regarding reason-
able accommodations)* [insurance.brightlane.com/101/Articles/
a reasonable accommodation.html](http://insurance.brightlane.com/101/Articles/a%20reasonable%20accommodation.html)
- Internet News Service on Disability* www.radaraamr.com
- Job Access* www.jobaccess.org
- Office of Disability Employment
Policy* www.pcepd.gov
- Real Work* www.realwork.com
- Reasonable Accommodations for
People with Psychiatric Disabilities* www.bu.edu/cpr/reasaccom

*Society for Human Resource
Management*

www.shrm.org

*The Chartbook on Work and
Disability*

[www.infouse.com/disabilitydata/
workdisability.html](http://www.infouse.com/disabilitydata/workdisability.html)

*The Job Accommodation Network
(JAN)*

<http://janweb.icdi.wvu.edu>

*U.S. Chamber of Commerce,
Center for Workforce Preparation*

www.uschamber.com/cwp

*Virginia Commonwealth University,
Rehabilitation Research & Training
Center on Workplace Supports*

www.worksupport.com



This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is a small black triangular object in the top-left corner, possibly a clip or a piece of tape. The paper appears to be part of a notebook or a binder.

Notes



This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is a small black triangular mark in the top-left corner, possibly from a staple or clip. The paper appears to be part of a notebook or binder.



This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is no text or other markings on the paper.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or printed text on the paper. A small portion of a dark surface is visible at the bottom left corner.

Virginia Commonwealth University, Rehabilitation Research & Training Center on Workplace Supports is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation, or disability. If special accommodations are needed, please contact Howard Green at (804) 828-1851 VOICE or (804) 828-2494 TTY. This activity is funded through grants (#H133B980036, #H023D970301, H133N000015) with Department of Education, National Institute on Disability and Rehabilitation Research (NIDRR).