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**BUILDING
PARTNERSHIPS
WITH CENTERS FOR
INDEPENDENT
LIVING:
A Guidebook for Every
Business Community**



By Sara Watson

*A publication of the Washington Business Group on Health/
Institute for Rehabilitation and Disability Management*

Sponsored by grants from the

Dole Foundation, Washington, D.C.

and the

Steelcase Foundation, Grand Rapids, Michigan

U.S. Department of the Treasury

Internal Revenue Service

Office of Chief Counsel

Washington, D.C. 20224

202-566-4473

Information on income tax regulations relating to the deduction of up to \$35,000 per year for expenses incurred for the removal of architectural and transportation barriers to persons with disabilities and the elderly. Deduction is available to employers of persons with disabilities and to other taxpayers.

Workers' Compensation Research Institute (WCRI)

245 First Street

Cambridge, MA 02141

617-494-1240

WCRI provides non-partisan information about public policy issues involving workers' compensation systems. The Institute produces major research studies, source books, and research briefs that report on significant new research data and issues in the field of workers' compensation.

[Some information in this appendix came from the Resource Guide for Employers of Persons with Disabilities, produced by the Vermont Center for Independent Living and the Vermont Association of Business, Industry and Rehabilitation].

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Dole Foundation, Washington, D.C.

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April 1988

State Vocational Rehabilitation Agency

Each state has a Vocational Rehabilitation Agency, a state agency that is responsible for helping disabled people find employment and/or return to work. For more information, contact the State Department of Education in each state.

State Workers' Compensation Agencies

State Workers' Compensation Agencies are located within each State Department of Labor. Most workers' compensation agencies have rehabilitation specialists on staff.

United Cerebral Palsy Associations, Inc.

66 E. 34th St.

New York, NY 10016

212-481-6300

Provides advocacy and program support to assist persons with cerebral palsy to gain independence. Provides technical assistance on workplace modifications, information on appropriate adaptive equipment for employees with cerebral palsy, information on cerebral palsy.

U.S. Architectural and Transportation Barriers Compliance Board (ATBCB)

330 C. St., S.W., Room 1010

Washington, D.C. 20202

202-245-1591 (voice & TDD)

An independent Federal regulatory agency charged with ensuring that certain facilities designed, constructed, altered, or leased with Federal funds comply with accessibility standards issued under the Architectural Barriers Act of 1968. Provides information and technical assistance regarding removal of architectural, transportation, communication, and attitudinal barriers affecting physically disabled persons.

Paralyzed Veterans of America (PVA)

801 18th St., NW

Washington, D.C. 20006

202-872-1300

Provides free publications on tax incentives for removing architectural barriers entitled "The Tax Advantages of Section 190" and "Design Guidelines Qualifying for the Tax Advantages of Section 190."

President's Committee on Employment of the Handicapped (PCEH)

1111 20th St., N.W., Room 636

Washington, D.C. 20036

202-653-5044 202-653-5050 (TDD)

Provides information, referral, and technical assistance to employers as well as employees with disabilities and others interested in the employment of persons with disabilities, including information on tax incentives for businesses, and rights and responsibilities of employers and employees. Extensive list of free publications.

RESNA: Association for the Advancement of Rehabilitation Technology

1101 Connecticut Ave., N.W., Suite 700

Washington, D.C. 20036

202-857-1199

A society of rehabilitation engineers which provides answers to specific questions about modifying existing equipment and designing new devices.

Social Security Administration

Baltimore, MD 21235

301-876-6450

Can provide employers with information on the Social Security Disability Insurance program as well as information on work incentives in public and private sector disability benefit programs.

ACKNOWLEDGEMENTS

I would like to thank the Dole Foundation, especially President Jackie Strange and Grants Manager Jeanne Argoff; and the Steelcase Foundation, especially Executive Director Kate Pew Wolters, for supporting this project and this publication. In addition, I greatly appreciate the work of the independent living staff involved in this project: Gayle Miller, Karen Newton, Paul Tupper, Roberta Forbes, and Mary Lou Van Way. Jay Rochlin, Director of the President's Committee on Employment of the Handicapped; and Lex Frieden, Director of the National Council on the Handicapped also graciously gave their comments and advice.

Information on this project was also published in Business and Health (February 1988).

National Easter Seal Society

2023 W. Ogden Ave.

Chicago, IL 60612

312-243-8400

Publishes a free brochure entitled "The Tax Reform Act of 1986: How It Will Affect Persons with Disabilities, Voluntary Organizations, and Employers".

National Information Center on Deafness

Gallaudet University

800 Florida Ave., NW

Washington, D.C. 20002

202-651-5051

Collects and disseminates information for hearing-impaired persons, including job accommodations for hearing-impaired workers.

National Organization on Disability (NOD)

2100 Pennsylvania Ave., N.W., Suite 234

Washington, D.C. 20037

1-800-248-ABLE 202-293-5968 (TDD)

A private non-profit organization that promotes the acceptance and full participation of disabled persons in their communities. Provides information and referral about services available through government agencies and private organizations, and information about disability.

National Rehabilitation Information Center (NARIC)

8455 Colesville Road

Silver Spring, MD 20910

800-34-NARIC (voice and TDD)

Database to provide information on disability/rehabilitation topics: REHABDATA contains 18,000 citations in its bibliographic database of rehabilitation research, including reports, journal articles, and reference texts. Provides information on research relating to job accommodation, attitudes, and benefits.

National Association of Rehabilitation Facilities (NARF)

P.O. Box 17675

Washington, D.C. 20041

703-556-8848

A membership organization representing the interests of private rehabilitation vendors serving the needs of disabled persons. NARF has 23 state chapters that seek solutions to local and state problems concerning rehabilitation facilities.

National Center on Employment of the Deaf

One Lomb Memorial Dr.

P.O. Box 9887

Rochester, NY 14623-0887

716-475-6219 716-475-6205 (TDD)

Serves as corporate liaison with companies interested in hiring deaf students; performs career development consultations to help employers chart career paths of deaf employees; provides information about hiring, training, and integrating deaf employees; clearinghouse of information and research relating to the employment of deaf persons; information on deafness.

National Council on Independent Living (NCIL)

815 W. Van Buren, Suite 525

Chicago, IL 60607

312-226-5900

A coalition of user directed independent living centers (ILCs), which are non-profit organizations designed to help disabled persons live as independently as possible. Many ILCs offer services useful to employers, such as job accommodation assistance and counseling on benefits. A directory of Independent Living Programs can be obtained for \$8.50 from the Independent Living Research Utilization Project, 3400 Bissonnet, Suite 101, Houston, TX 77005.

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Job Opportunities for the Blind (JOB)

1800 Johnson St.

Baltimore, MD 21230

301-659-9314

Provides employment referrals to blind persons nationwide. Provides employers with information and technical assistance on reasonable accommodation techniques and devices. Publications.

Mainstream, Inc.

1030 15th St., N.W., Suite 1010

Washington, D.C. 20005

202-898-1400 (voice & TDD)

An advocacy organization that works to increase awareness of the rights of disabled persons in employment. Seeks to create greater employment opportunities for persons with disabilities. Provides information and technical assistance on making the workplace accessible, reasonable accommodation, attitudes, and legal requirements. Publications list and newsletter.

Multiple Sclerosis Society

205 E. 42nd St.

New York, NY 10017

212-986-3240

Non-profit health agency which provides services to people with multiple sclerosis. Provides information about multiple sclerosis; provides in-service training to agencies and employers.

Muscular Dystrophy Association

810 Seventh Ave.

New York, NY 10019

212-586-0808

Provides information and referral about forty diseases covered by the Association.

Institute for Rehabilitation and Disability Management (IRDM)

Washington Business Group on Health

102 Irving St., NW

Washington, D.C. 20010

202-877-1946

Helps corporations improve their retention and hiring of disabled employees through the use of progressive disability management strategies. Works with the disability community, policymakers, service providers, and employers to provide information on the cost-effectiveness of hiring persons with disabilities.

Inter-National Association of Business, Industry and Rehabilitation (I-NABIR)

12100 Portree Drive

Rockville, MD 20852

301-468-6142

Through Projects With Industry (PWIs) nationwide, employers and rehabilitation professionals work in partnership to secure competitive employment for people with disabilities. Nearly every metropolitan area in the country is served by PWI, and virtually every major corporation is involved. The Inter-National Association of Business, Industry and Rehabilitation, Inc. (I-NABIR) is an association of organizations operating and participating in PWI-like programs.

Job Accommodation Network (JAN)

P.O. Box 468

Morgantown, WV 26505

1-800-526-7234

An information system developed by employers for employers, to exchange ideas about practical steps they have taken to accommodate functional limitations of employees and applicants with disabilities. Sponsored by the President's Committee on Employment of the Handicapped.

INTRODUCTION

The Washington Business Group on Health (WBGH) is a non-profit (501(c)3) coalition of over 200 of the nation's largest employers. WBGH educates its members on health programs and gives its members a voice in the formulation of health policy. The Institute for Rehabilitation and Disability Management (IRDM) concentrates on improving corporate disability programs by working with employers, unions, insurers, policy-makers, academicians and disability organizations.

IRDM is working with five Centers for Independent Living (CILs) to form partnerships with their local business community to help promote employment opportunities for disabled persons. CILs are small, nonprofit organizations that help disabled persons live as independently as possible. This project was funded by the Dole Foundation and the Steelcase Foundation. The CILs involved are the Boston CIL; Houston CIL; Grand Rapids (Michigan) CIL; the North Central West Virginia CIL in Morgantown, WV; and Resource Network for the Disabled, in Valley Falls, KS.

Currently, over sixty employers are participating in the partnerships, including representatives from AT&T; Sears, Roebuck & Co.; Digital; IBM; Tenneco; Federated Department Stores; J.C. Penney; Marriott; DuPont; Houston Lighting and Power; Houston Industries; General Electric; Honeywell; Polaroid; Wang; Conoco; Texas Eastern; Southwestern Bell; and New England Telephone. The partnerships have undertaken a variety of activities, such as internships in local companies, a computerized referral system to match job applicants and employers, employer seminars for community-wide Disability Awareness Days, and disability awareness seminars at local worksites.

For more information on forming partnerships with the local business community, or for additional copies of this guidebook, contact Sara Watson at IRDM, 102 Irving Street NW, Washington, D.C. 20010. Telephone (202) 877-1946.

PURPOSE OF THIS GUIDEBOOK

This brochure draws on the experiences of the five partnerships described above in order to give other businesses ideas on how they can form mutually beneficial partnerships with the CIL(s) in their local community. It explains how CILs work, how they can help businesses, and how businesses can contact them.

Epilepsy Foundation of America

4351 Garden City Dr.
Landover, MD 20785
301-459-3700

Provides information (print material, videos, and workshops) and technical assistance to promote understanding of epilepsy among employers and others.

Executive Enterprise Publications, Inc.

33 W. 60th St.
New York, NY 10023
212-489-2670

Publishers of a book entitled Complying with Equal Employment Regulations for Handicapped Persons.

IBM National Support Center for Persons with Disabilities

P.O. Box 2150
Atlanta, GA 30055
1-800-IBM-2133 (voice & TDD)

Responds to requests for information and technical assistance from professionals and others who wish to learn how computers can enhance the work and lifestyles of people with disabilities. Executive briefings and demonstrations of adaptive equipment at national conventions. Free resource guide available.

Industry-Labor Council

National Center on the Employment of the Disabled
Human Resources Center
I.U. Willets Rd.
Albertson, NY 11507
516-747-6323

A nationwide non-profit membership organization of major corporations and labor unions committed to successfully integrating persons with disabilities into America's workforce. Assists human resources professionals in planning and implementing their affirmative action plans for people with disabilities. Provides architectural accessibility surveys.

Apple Office of Special Education Programs

Apple Computer
20525 Mariani Ave., MS23D
Cupertino, CA 95014
408-973-6484

Deals with rehabilitation and special education technologies using Apple computers to meet the needs of people with disabilities.

Clearinghouse on the Handicapped

U.S. Dept. of Education
Room 3132, Switzer Bldg.
Washington, D.C. 20202
202-732-1245

Compiles and provides information on any programs and organizations serving persons with disabilities, especially in the areas of employment and education.

Closing the Gap, Inc.

P.O. Box 68
Henderson, MN 56044
612-248-3294

Provides current information on how microcomputer technology can assist disabled people in meeting their needs in employment, education, and independent living. Publishes newspaper and resource directory; provides training in the use of computers.

Compliance Assistance Service

Information Development Corporation
300 St. Alban Court
Winston-Salem, NC 27104
919-765-2321 (voice & TDD)
Architectural consulting firm specializing in barrier-free design.
Technical assistance kits and self-surveys available.

WHAT ARE CILS AND WHY CREATE PARTNERSHIPS WITH THEM?

The first CIL was founded in Berkeley, California in 1972 when disabled students at the University of California decided they wanted to live independently and organized themselves to obtain the services necessary to do so. The underlying philosophy in this and other CILs is that disabled people themselves, rather than only nondisabled service providers, should be in the position of deciding what disabled people need and want in order to choose and maintain their own lifestyles. Now there are over 300 independent living programs in the U.S.

Many CILs were formed as self-help groups: disabled persons helping other disabled persons learn to accommodate for their disabilities. Usually, disabled persons manage and staff the CIL. CILs may be autonomous or connected to a larger organization such as a rehabilitation facility. They are funded through a variety of sources: federal, state and local grants; private funds; and user fees and contracts. CILs undertake a wide variety of services that can help persons with disabilities perform their duties on the job, become more independent, and recover from a disabling accident or illness more quickly. They can also help businesses become more accessible to employees and customers with disabilities.

Businesses can benefit from forming partnerships with CILs for a variety of reasons. Below are some general types of assistance that CILs can provide:

- Cost-Effective, Efficient Services for Persons With Disabilities: The implications of disability, whether the disabled person is the employee, or a family member or friend of an employee, can weigh heavily on an employee. Many CILs are expert at providing a variety of services that can minimize the disruption to the workplace, such as job accommodation assistance, personal counseling, and support groups. CILs can provide these services to a variety of employees:
 - employees who become disabled and return to work
 - newly-hired employees with disabilities
 - employees who care for an elderly parent

- employees who care for a terminally or chronically ill relative
- employees with a disabled child
- Accessibility Assistance: CIL staff have expertise in making facilities such as businesses, homes, churches, schools, and community buildings accessible to persons with disabilities. Most CILs are also geared towards finding solutions that are reliable, easy to maintain and relatively inexpensive.
- Contacts with the Disability Community: Since most CILs have disabled persons on their staff, they are excellent sources of personal contacts in the disability community who can answer questions about hiring a disabled person or returning a disabled employee to work.
- Sources of Qualified Job Applicants: Many CILs have vocational training programs and access to qualified disabled persons seeking employment.

APPENDIX THREE **AGENCIES AND ORGANIZATIONS** **PROVIDING ASSISTANCE TO DISABLED** **EMPLOYEES AND EMPLOYERS OF** **DISABLED PERSONS**

AT&T National Special Needs Center

2001 Route 46

Parsippany, NJ 07054

1-800-233-1222

Advice on communications technology and devices for people with disabilities.

American Foundation for the Blind

15 West 16th St.

New York, NY 10011

212-620-2037

Provides consultation to employers of blind persons in the areas of affirmative action, career development, employee counseling, employer education, job modification, placement, and training in job analysis. Maintains AFB Job Index, a listing of jobs performed by blind persons and linkages to those persons.

American Heart Association

7320 Greenville Ave.

Dallas, TX 75231

214-750-5300

Public health education and information regarding cardiovascular disease and rehabilitation after heart attack or bypass surgery.

WHAT TYPES OF ORGANIZATIONS CAN BENEFIT FROM CIL SERVICES?

- Employers: Many employers need and use the types of services that are provided by CILs: home or workplace accommodation assistance, accessibility reviews, counseling on government benefits, peer counseling and tax credit counseling. Businesses may pay high fees to consultants to perform those services. Yet many CILs are capable of providing these services, at a much lower cost.
- Other Local Businesses: Many local businesses need to become accessible, perhaps because of a need to comply with a local or federal law, or because the business wants to attract more customers. These organizations may go to expensive architectural firms to give them advice on accessibility — or they can start with CILs.
- Rehabilitation Facilities: When a newly-disabled person at a rehabilitation facility is ready to leave the hospital, s/he often needs the types of services that CILs provide. Many small rehabilitation facilities do not have the resources to provide a comprehensive range of services. CILs can help these facilities fill in the gaps. Even though it already provides a wide range of services, the National Rehabilitation Hospital in Washington D.C. uses CILs to help counsel patients, identify accessible housing, and to locate services for patients moving out of the area.

WHAT CAN CILS DO FOR THESE ORGANIZATIONS?

CILs in general provide a wide range of programs, with most individual centers emphasizing particular services. However, most CILs can assist businesses by either providing the desired service or referring the employer to an organization that does provide it. Below are some specific services that CILs can provide to businesses.

Job Training and Placement

Many CILs, especially larger ones, conduct their own job training and placement programs, often in collaboration with state rehabilitation agencies. (According to a survey of CIL services conducted by the Research and Training Center on Independent Living in Houston, 44% of CILs conduct vocational counseling, and 21% conduct vocational skills training.) If an employee becomes disabled and cannot resume his or her former duties, the CIL can help the employer place the employee in a new job with the same or a different employer. The CIL can also help the employer hire new employees who are disabled, by referring persons who have the relevant skills, or by helping to train other people in the skills that the employer needs.

For example, the Boston Center for Independent Living (Boston CIL) has published Employment & Disability: A Source Book on Benefits and Financial Incentives. The book discusses ways to find jobs, how to accomplish the necessary tasks to maintain a job, disability benefits, and government job training programs. To obtain a copy, contact BCIL, 50 New Edgerly Road, Boston, Massachusetts 02155, telephone (617) 536-2187.

Accommodation Assistance

Since one of the primary goals of most CILs is to prevent disabled persons from being institutionalized, staff have considerable experience in helping clients make accommodations in the home, school, and workplace. Much of this experience can be used by employers to help disabled employees perform more of their

more assistance than other employees. Most disabled employees want to be as independent on the job as possible. Many disabled employees also may need somewhat more orientation to the job in the beginning but then can become much more independent as they learn the job.

QUESTION: Will disabled workers cause company workers' compensation rates to rise?

ANSWER: Workers' compensation rates are based primarily on industry type and company size and only secondarily on a company's individual accident rate. Since disabled people have been shown to have better safety records than average, they should help lower, not raise, the workers' compensation rates.

Furthermore, employers do not have to worry about paying extra costs for an accident that contributes to a pre-existing disability. All states provide second injury funds that cover the difference between an employer's liability for a new injury and the total benefits paid to an injured worker. Therefore the employer is not financially liable for any increase in the severity of injury due to a pre-existing disability.

QUESTION: Will disabled workers cause company health insurance rates to rise?

ANSWER: It is true that, on average, disabled persons are hospitalized more than are non-disabled persons. However, this situation is mitigated by the fact that, depending on the disability, disabled persons may tend not to engage in the more dangerous physical activities that cause non-disabled persons to need medical attention. For example, blind people do not drive cars or motorcycles and mobility-impaired persons do not play much football, thereby avoiding some of the major causes of traumatic injury. Furthermore, health insurance rates may not be higher for a disabled person if the disability is not due to a progressive disease, or if the disability is not one which tends to cause secondary health problems. For instance, a person who becomes deaf due to a one-time childhood illness that has no other health repercussions may very well not use any additional health benefits than would a non-hearing-impaired person.

QUESTION: Will disabled workers be absent more than non-disabled workers?

ANSWER: Disabled workers may be even more motivated to come to work than are non-disabled workers. In a study of its employees, E.I. DuPont de Nemours & Co. found that 85% of its disabled workers rated average and above on attendance, only slightly less than the 91% rating achieved by non-disabled employees. However, a study by International Telephone and Telegraph of a 2,000 member plant with 125 disabled workers found that the disabled workers had fewer absences than their co-workers.

QUESTION: What salary range would be fair to the employer and the employee?

ANSWER: The salary offered depends on the same factors as with a non-disabled employee. The employer should consider the productivity of the employee, the nature of the work, the skills required, additional benefits offered, the difficulty s/he has had in filling the position, etc. The employer should not feel compelled to offer the employee more money to "compensate" for the disability, nor should s/he offer the disabled employee less than what s/he would offer a comparable non-disabled applicant. The salary expense can also be partially offset by tax credits during the early stages of employment. Employers can contact their state department of vocational rehabilitation or the IRS for more information. The National Easter Seal Society also publishes a free pamphlet on the disability issues in the Tax Reform Act of 1986.

QUESTION: Can a disabled employee do the same work without supervision or assistance that a non-disabled person could do?

ANSWER: Most disabled employees would not necessarily need any more supervision than other employees, and the level of assistance would depend on the nature of the disability. The employer can hire someone whose disability does not substantially affect their performance on the job and who would require no

responsibilities in the workplace. Staff can visit worksites and help employers devise specific accommodations for particular situations. CIL staff can also refer employers to local and national sources for accommodation information.

For example, the Job Accommodation Network (JAN) in Morgantown WV, is a free national referral service for accommodation techniques. To contact JAN, call 1-800-JAN-PCEH. Another resource is the Resource Guide for Employers of Persons with Disabilities, compiled by the Vermont Center for Independent Living under a grant from IBM. To obtain a copy, contact the Vermont Association of Business, Industry and Rehabilitation, Champlain Mill, One Main Street, Winooski, Vermont 05404. Telephone is (802) 655-7215. (Other sources of assistance are listed in Appendix Three.)

CILs can also help an employee who is relocating and needs to find services for him/herself or a family member with a disability. Similarly, rehabilitation professionals can use CILs to help identify services for patients who are being discharged from a rehabilitation facility to a distant community. A local CIL is often knowledgeable about accessible housing, community facilities, and schools.

Many CILs can help persons increase their ability to perform the daily tasks that are necessary to allow them to stay in their home. This experience can help retirees or persons on long-term disability benefits avoid entering institutions, thereby saving the enormous costs of nursing home care.

Businesses that want to increase their attractiveness to customers with disabilities can use CIL services to eliminate barriers and promote their desire to accommodate their clients. CILs can give businesses that are building or renovating facilities information on architectural guidelines for accessibility as well as more specialized assistance. Several publications are available that specify these guidelines, and the CIL can help businesses find the one that is most helpful to them. For example, one such publication is Design Guidelines Qualifying for the Tax Advantages of Section 190, published by the Paralyzed Veterans of America. (Other publications are listed in Appendix One.)

Most CILs provide accommodation assistance. The Berkeley (California) CIL has visited specific worksites at AT&T to help make them accessible to employees. The Boston CIL has an occupational therapist on staff who runs an adaptive equipment service. The Vermont Center for Independent Living (Vermont CIL) is completing accessibility reviews for 65 hotels and motels in Vermont. The CIL in Kansas City, Missouri, The Whole Person, has reviewed almost 1100 facilities, including bus stops, polling places, a chemical plant, churches, theaters, schools, shopping malls, apartment buildings, community centers, a restaurant, stores, a health spa, and baseball stadiums.

Personal Care Attendants

Personal care attendants (PCAs) are persons who help disabled people perform tasks of daily living (dressing, bathing, eating, household maintenance) that the disabled persons would ordinarily do for themselves. Disabled people can use PCAs either to assist them in performing the necessary tasks to get to work, or to help them at work. According to Attending to America: Personal Assistance for Independent Living. Report of the National Survey of Attendant Services Programs in the United States (World Institute on Disability, April 1987), the PCA's wages are paid by the disabled person, or through government subsidies, if the person's income is low enough to meet the required standard (usually at or near the poverty level, although many programs have a graduated cost formula for those with higher incomes). Wages usually range from \$4-\$6 per hour. Every state has at least one program to pay for and/or manage PCAs; three programs per state is the national average.

Seventy percent of CILs have established programs to help a disabled person obtain and use a PCA. The programs may counsel them on ways to pay for the PCA, teach them how to recruit, train, and supervise the PCA, and give advice on how to solve problems with the PCA. For example, the Berkeley CIL has helped employees at Bank of America; Clorox, Inc.; and a local bank find and use attendants at home, enroute to work, and at work.

With the current advances in the fields of geriatric and neonatal medicine, more employees are finding themselves with the responsibility of caring for an elderly parent or a disabled child. In these

and meetings. Again, as for other employees, employers are not expected to simply accept, uncritically, whatever work the employee is doing, without correcting him/her.

QUESTION: Will fellow employees constantly need to stop what they are doing to help the disabled employee?

ANSWER: Many disabled persons perform their jobs with no assistance whatsoever from co-workers. The key is to match the employee's abilities with the requirements of the job. Most disabled employees expect and want to do their job as independently as possible. Even if a disabled employee does require occasional assistance, this can be offset by having the disabled employee help the non-disabled employee with some aspect of his/her job.

QUESTION: Do disabled employees perform as well as non-disabled employees?

ANSWER: In the same survey by the Harris Poll mentioned above, 88% of top managers and line managers rated job performance of disabled persons as excellent or good. On several specific criteria — leadership ability, willingness to work hard, reliability, productivity, and desire for promotion — the vast majority of managers said disabled employees performed as well as or better than non-disabled employees.

QUESTION: Wouldn't most disabled people rather collect benefits than work?

ANSWER: For many disabled people, staying at home is lonely, boring and poverty-inducing. They want a chance to contribute to society, to take pride in their work and to earn a living wage. In an earlier survey by the Harris Poll and ICD (1986), two-thirds of unemployed disabled persons — over 8 million people — said they would like to give up their benefits and go to work. (Furthermore, recent changes in the Social Security laws mean that disabled persons do not need to give up all their health and income benefits immediately upon entering the workforce.) These benefits provide only a subsistence living — not enough to buy the necessities and a few of the luxuries that everyone needs.

QUESTION: Isn't accommodating disabled employees in the workplace expensive and complicated?

ANSWER: Accommodations are usually much cheaper and easier than employers anticipate. In a study by Berkeley Planning Associates of job accommodations in 915 firms, over half the accommodations cost nothing, and another 18% cost less than \$100. Furthermore, tax credits are available to help offset the cost of worksite accommodations up to \$35,000. The Paralyzed Veterans of America publishes a practical guide to accommodations, entitled Design Guidelines Qualifying for the Tax Advantages of Section 190. The President's Committee on Employment of the Handicapped also sponsors the Job Accommodation Network, a free national referral service for employers that can give them specific advice on accommodating disabled workers. Telephone is 1-800-JAN-PCEH.

QUESTION: Do disabled workers have poorer safety records than non-disabled workers?

ANSWER: Disabled employees work safely and may be even more careful than their non-disabled colleagues. In a 1981 study of its employees, Equal to the Task, E.I. DuPont de Nemours & Co. showed that 96% of its disabled employees rated average or above average in safety, compared to 92% of its non-disabled employees.

QUESTION: Are disabled employees difficult to supervise?

ANSWER: Supervision issues are much the same for disabled employees as for any other employees. In 1987 the International Center for the Disabled (ICD), President's Committee on Employment of the Handicapped, and the National Council on the Handicapped together commissioned the Harris Poll to survey 921 managers on employing persons with disabilities. In the survey, 82% of managers said disabled employees are not harder to supervise than non-disabled employees. As for other employees, employers should give disabled employees regular job reviews, inform them when they are or are not performing up to the employer's standard, and invite them to participate in all company functions

cases, the time commitment alone can interfere with an employee's performance. In a study of its own employees, the Travelers' Insurance Company found that 14 to 20% of its employees were actively caring for an elderly parent or relative. PCAs can relieve some of this burden, on either a permanent or respite basis. This can minimize the interruptions during the workday, and it can help relieve some of the continuous physical and emotional strain on the employee.

Information on Tax Benefits

Most CILs can give employers specific information on the variety of tax benefits that can be used to offset any increased cost associated with hiring a disabled employee. They can also help employers locate written information on tax credits, such as "Tax Information for Handicapped Individuals," published by the Internal Revenue Service and "Tax Reform Act of 1986," published by the National Easter Seal Society.

- Targeted Jobs Tax Credit

The Targeted Jobs Tax Credit (TJTC) allows employers to deduct 40% of the first year's wages of a disabled employee, provided the employee works for at least 90 days or 120 hours.

- Barrier Removal

The Tax Reform Act of 1986 permanently extends the \$35,000 deduction that employers can take each year for the removal of architectural and transportation barriers. The Memphis CIL recently conducted a workshop for local employers to explain how to qualify and apply for this tax deduction.

- Employment Expenses

The Tax Reform Act also allows disabled employees to deduct expenses for services such as personal care attendants that enable the employee to work.

Government Disability Benefits Counseling

Disabled employees can be entitled to a variety of benefits that may vary by state, disability, employment duration, income, or other factors. It is especially difficult for small firms or worksites with limited personnel staff to know all the benefits for which a disabled employee may be eligible. Seventy-three percent of CILs provide assistance in identifying possible benefits, sorting through the various state and local programs, and determining the procedures for applying for any relevant benefits.

Peer Counseling/Support Groups

Peer counselors at CILs are persons with disabilities who can use their experiences to help other disabled persons adjust to their situation. Many CILs were founded as self-help groups: disabled people helping their peers to overcome physical and societal barriers. As a result, most CILs (85%) have a peer counseling program. CILs may also run support groups for persons with specific disabilities.

Disability can be a traumatic experience, leading the person to re-examine his or her self-worth and abilities. Peer counselors are geared towards helping the disabled employee realize that he or she can accomplish a great deal more than he or she may think possible — including at the worksite. In St. Louis, Missouri, staff at The Whole Person helped one newly-disabled employee realize that his accommodation needs on the job were not as great as he thought, with the end result that both employer and employee were satisfied with the accommodations made.

Even if an employee is not disabled, but rather has a family member who becomes disabled, the strains on the family member can disrupt the employee's attention to his or her job. The peer counselor can be another source of support for the family member and the employee. Sixty-three percent of CILs conduct family counseling.

APPENDIX TWO

QUESTIONS CONCERNING HIRING WORKERS WITH DISABILITIES

Many employers who have never employed a worker with a disability have questions on how to manage employees with disabilities, what problems might arise, and how to resolve such problems. It is important for employers to keep in mind that every employee, disabled or not, is different, with different needs, abilities, desires, limitations, work habits, tastes, and personalities. Therefore, the best way to handle questions relating to the job is not to assume what the answers are, but rather to discuss the questions with the employee directly. It is quite probable that the employee has devised means of handling any tasks that are required by the job, and if not, s/he is the best source of information on how to develop new methods of accommodation. Many accommodations are much simpler and cheaper than employers expect. The following questions and answers deal with some concerns frequently expressed by employers and are meant to allay some common fears and misunderstandings concerning the hiring of persons with physical disabilities.

QUESTION: Will a disabled worker make co-workers uncomfortable?

ANSWER: Many people are at first uncomfortable around disabled persons, yet this feeling usually wears off over time. There are also many things that an employer and the disabled employee can do to ease the transition. Before the employee starts work, the employer (or someone from a disability organization) can explain to the other workers the nature of the person's disability and any special considerations, such as how to communicate with a hearing-impaired worker. The employee also is probably quite used to answering questions about his/her disability, and, if given a chance, can help the co-workers understand and be comfortable with him/her.

Technical Assistance

CIL staff are experienced in solving crises. If an employee is having difficulty finding housing or using the local transportation system, or if an employer wants information on community resources or government regulations or legal job interview questions, the CIL staff can help. Here are some examples:

- The Rochester (Minnesota) CIL runs a barrier-free apartment building for disabled people and has also compiled a guide, complete with photographs and detailed architectural descriptions, of all accessible apartment buildings in the city. (85% of CILs provide housing referrals.)
- When a deaf employee of the Kansas Technical Institute was having difficulty communicating with her supervisor, the local CIL provided a temporary sign language interpreter. In a few brief visits, the interpreter solved the individual's problem and trained the supervisor in better communication techniques.
- AT&T used the Berkeley CIL to demonstrate its new assistive telephone devices for persons with disabilities.
- The Vermont CIL organizes annual workshops in which panels of employers, employees, and service providers discuss solving employer problems.
- Steelcase Inc., in Grand Rapids, Michigan, used the Grand Rapids CIL to conduct a survey of disabled employees' perceptions of the company and their opportunities for advancement.
- Bank of America used the Berkeley CIL to help a disabled employee find a new way to get to work.

HOW DO I LOCATE AND CONTACT A CIL?

Locating specific CILs

Employers can contact the State Department of Vocational Rehabilitation for information on CILs within that state. To obtain information on CILs in other areas, a Directory of Independent Living Programs in the U.S. is available for \$8.50 from:

The Research and Training Center on Independent Living
3400 Bissonnett
Suite 101
Houston, TX 77005
Telephone (713) 666-6244

The table below shows the number of independent living programs in each state.

Table 1 - Number of CILs by State (1987)

Alabama	1	Montana	2
Alaska	4	Nebraska	4
Arizona	4	Nevada	3
Arkansas	2	New Hampshire	1
California	32	New Jersey	4
Connecticut	3	New Mexico	3
Colorado	13	New York	25
Delaware	4	North Carolina	1
District of Columbia ..	2	North Dakota	2
Florida	12	Ohio	4
Georgia	6	Oklahoma	5
Hawaii	4	Oregon	12
Idaho	6	Pennsylvania	6
Illinois	12	Rhode Island	4
Indiana	3	South Carolina	1
Iowa	3	South Dakota	4
Kansas	11	Tennessee	1
Kentucky	5	Texas	14
Louisiana	4	Utah	1
Maine	10	Vermont	1
Maryland	1	Virginia	11
Massachusetts	13	Washington	15
Michigan	19	West Virginia	3
Minnesota	12	Wisconsin	8
Mississippi	2	Wyoming	2
Missouri	9		

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----- Modifying the Work Environment for the Physically Disabled Employee (Albertson, NY: Human Resource Center, 1981)

Contacting a Local CIL

To inquire about services provided by a specific CIL, call the CIL and ask for printed materials on the CIL's scope of services and for contact person(s) in the area(s) of interest. Virtually all CILs have an Information and Referral (I&R) staff person who fields calls from the public and then directs them to the appropriate staff person.

Obtaining Information on Independent Living in General

Contact any CIL, or one of two Federally-funded Research and Training Centers on Independent Living for general information. These centers conduct research on the nature and effectiveness of independent living programs, and they train independent living staff in how to better operate these programs. These centers are:

The Research and Training Center on Independent Living
University of Kansas
348 Haworth/BCR
Lawrence, KS 66045-2930
(913) 864-4095 (voice and TDD)

Independent Living Research Utilization Project
The Research and Training Center on Independent Living
3400 Bissonnett
Suite 101
Houston, TX 77005
(713) 666-6244

There is also a national organization of independent living centers which are operated by disabled persons themselves, called the National Council on Independent Living (NCIL). It is a national advocacy organization for independent living and civil rights for disabled persons. The address is:

NCIL
815 West Van Buren, Suite 525
Chicago, IL 60607
(312) 226-5900 (Voice)
(312) 226-1687 (TDD)

APPENDIX ONE BIBLIOGRAPHY

Below are some reference materials which may help businesses. Most are available at very low cost.

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