

Ready and Able: National Research on Partnerships with Employers Webinar

January 2010

[Robb Sewell] Good afternoon. This is Robb Sewell. And on behalf of the NTAR Leadership Center, I'd like to welcome you to today's webinar, *Ready and Able: National Research on Partnerships with Employers*. Before we begin, I'd like to take a few minutes to review some important information. For those unfamiliar with this particular webinar format, the presentation slides will appear on the right side of your screen. A chat feature on the left side of your screen enables you to communicate with me should you have any questions or encounter any problems. Simply type your message and click send. The full screen option will maximize the area where the presentation slides appear. It will minimize your chat box, so that it appears as a floating window. Please note that this webinar has been arranged so that during the presentation, the only voices you'll hear are those of the presenters. We have a lot of time after the presentation for Q and A. At that time, I'll provide you with information about how to ask questions. This webinar is being recorded. A direct link to the webinar including audio and web content will be available on the NTAR Leadership Center Web site by 12 p.m. eastern time Friday, January 29. The NTAR Web site can be accessed at www.ntarcenter.org that is W-W-W dot N-T-A-R-C-E-N-T-E-R dot org, O-R-G. Finally, after you exit the internet portion of today's webinar, your web browser will take you to a brief survey where you can give us feedback about your experience as well as provide suggestions for future webinar topics. Please take a few minutes to complete that survey. And at this point, I'd like to turn things over to Nanette Relave, who is the Director of the Center for Workers with Disabilities at the American Public Human Services Association. Additionally, Nanette is the director of the NTAR Leadership Center, State Peer Leaders Network, Nanette?

[Nanette Relave] Hi, thank you Robb and good afternoon to all of our webinar participants or maybe good morning if you're on the West Coast. And Robb, if we could move to slide number four. Thank you. Before we begin today, I would like to get started just by providing a little bit of information about the NTAR Leadership Center for folks who might be new to our center or new to us on the webinar. We were established in September 2007 through a grant from the U.S. Department of Labor, Office of Disability Employment Policy. And our center is really a collaboration of partners with expertise in a variety of fields including workforce and economic development, disability employment, asset development, and leadership development. And we were created for the purpose of building capacity and leadership at federal, state, and local levels to help facilitate change across workforce development and disability-specific systems to help increase employment opportunity for adults with disabilities. And if we could move to slide number five. We have a set of guiding principles that help to provide a framework for the work that we do and this includes increasing partnerships and collaboration across a variety of different systems. Increasing the use of self direction as well as blending and braiding of resources. Increasing economic self sufficiency through things like work incentives and asset development and other types of strategies. Increasing the use of the universal design in employment services and increasing the use of customized employment and other forms of flexible work options for people with disabilities and others in the workforce. And really, I think our webinar topic today was just focusing on employer partnerships, as certainly ones that kind of tend to cross all of the sort of work and guiding principles that we have. Employers are a very important partner and user of the types of services that we provide. And if we can move along to slide number six. And I'm delighted that we have three presenters today to share some great information and research with us on this critical topic of employer partnership. And our presenters include Bob Nicholas, who was a senior visiting fellow for Disability Research at the

Heldrich Center for Workforce Development at Rutgers University. And the Heldrich Center is also the primary partner for the NTAR Leadership Center Project. We also have Ronnie Kauder, who is a Senior Practitioner-in-Residence at the Heldrich Center. And Dan Baker is associate professor at the Boggs Center on Developmental Disabilities at the University of Medicine and Dentistry, New Jersey. And our three presenters today really bring just a tremendous wealth of experience and knowledge in the field to this topic of employer partnership across the generic workforce development system as well as disability-specific employment systems. So I think they just bring so much to this topic and I'm ready to learn a lot in terms of hearing about some of the findings and the research that they have from this effort, this national study effort. And with that if we could turn to slide number seven, I'm also going to turn it over to our first presenter, Bob Nicholas and Bob, I'm not sure if you're sitting with Robb or not. But if you're not, you'll need to unmute your line and you can do that by pressing star 7.

[Bob Nicholas] So we can get started. Thank you very much Nanette for that introduction. Good afternoon to all of you. I'm Bob Nicholas and I'm here at the Heldrich Center at Rutgers University with my colleagues Ronnie Kauder and Dan Baker. And we are excited to have the opportunity this afternoon to present some preliminary findings on our research on National Partnership Models, where local partnerships assist employers to recruit and retain people with disabilities. I need to emphasize that these are preliminary findings that the full report has not yet been cleared by the Office of Disability Employment Policy. And so it will be available over the next month or two for you. But we wanted to give you an overview of the findings so we can begin a dialogue and indicate some of these important issues. Next slide are up. Our agenda for today is we'd like to talk a little about how we zeroed in on the topic for the research, to give you a brief overview of the results of a literature review that we conducted to support the research. Then talk about the research process and itself. Talk a little bit

about what's called the "Ready and Able findings." We were in a position where we are accumulating a great deal of information on the partnerships and needed to have some glue in conceptual themes that we could relate all of the diverse information we are receiving to and that's what we're calling "Ready and Able findings." You'll learn more about what they are in the presentation. We see this as a story of mutual success and a win-win situation for employers, for job seekers with disabilities, and for disability and workforce systems that are responsible for finding employment opportunities for people with disabilities. We think the report has important implications for the future and we want to use the profile that we've done in the research to highlight lessons learned that we can use to plan for the future. Next slide Robb. The NTAR Leadership Center accepts as a premise that people with disabilities can work and want to work. There's a growing body of research and evidence that indicates that people with disabilities either meet or exceed job performance of coworkers. Yes, we're troubled by the continuing high levels of unemployment and low levels of workforce participation of people with disabilities. And our goal is to try to identify successful strategies to address the issues and provide greater and broader opportunities for people with disabilities. And we specifically want to look at employer-initiated and market-driven approaches to the employment of people with disabilities as a focus of the study. Next slide, Robb. Basically, in leading into the research, we the research team, Ronnie, Dan, and I recognize that there is some extraordinarily good research in the field which is focused on "why employers don't hire people with disabilities?" And various corporate culture issues and various corporate issues. We think that research is extraordinarily helpful and there is a growing body of knowledge on that topic. What we decided to do is to go in a different direction with the research and study what works. What does it look like when an employer initiates the recruitment effort for people with disabilities and try to develop a process by which to outreach to screen, train, hire, and retain people with disabilities? And how can we learn from that in

terms of what employers are looking for? And so as we initiated a literature review, we focused the literature review on that particular topic. And the literature review as you can see from the slide basically has four sections to it. The first was actually two sections: the recruitment and hiring initiatives by private sector businesses as well as the public sectors. So there is government model employment section and there's a private section on that. Well, what's exciting to us about that is to think of me as someone whose been in the disability field for a very long time with the whole notion of major national corporations recruiting people with disabilities, just really an exciting and I think hopeful concept in and of itself. But the next level was the recruitment and hiring initiative by staffing companies. And again that is exciting as well in terms of some of the outcomes and experiences we found. The third area was partnerships between employers and workforce intermediaries, specifically for the recruitment and training of employees with disabilities. And by intermediaries, we are primarily talking about public and private entities in both the workforce system and in the disability services system and school districts and major national organizations that serve as an intermediary that assist employers in recruiting job seekers with disabilities. Basically in terms of the strategies for the literature review, we did the basic things that you would do on a literature review in terms of looking at books and there's a couple of very good ones which you may be familiar with one of them is Hidden Talent. Another which describes how companies have hired and benefited from employing people with disabilities. We also looked at journal articles and basic publications. Quite frankly, in total, there is not a lot written in terms of scholarly research, in terms of the positive experiences of businesses employing people with disabilities. So, we happened to dig further, looking at Web sites and newsletters and informational material on some of the information of models that we found. Next slide. Basically represent a very global overview of the findings of our literature review. We did find numerous innovative approaches for hiring, recruiting, and retaining people with disabilities, which again

gave us great hope for the future in terms of their experiences and success. Second was an important point which is a common and growing recognition by companies of the business case for employing people with disabilities and the value that people with disabilities bring to a company's workforce and the positive effect that people with disabilities have on their bottom line. And finally, it was a very common thing on the successful initiative, the broad range of successful initiative that we saw, that partnerships with local workforce intermediary. Again, disability services agencies workforce systems, there were chambers of commerce, there was a whole range of entities that serve that role. But employers were seeking out partners at the local level to assist them with this process. And we thought that that particular piece was particularly important. And we chose that as the focus for our study. So the study is on specifically highlighting the experiences where partnerships have led to successful recruitment strategies by employers. What I'd like to do is to turn over to Ronnie Kauder, who will lead us into the research in slide 12.

[Ronnie Kauder] Thank you very much Bob. If we could go to the next slide Robb, please. So Bob said the unit research for our in-depth research was a partnership or collaboration, rather than a company or a service provider. We specifically looked at the partnership and the collaboration. And we looked at six different types of partnerships and collaborations. And I should say that the present working title of the study is *Ready and Able: Addressing Labor Market Needs and Building Productive Careers for People with Disabilities Through Collaborative Approaches*. So what you see on this slide are the first three types of partnerships and collaborations that we looked at. And we'll get into the specific case examples within each one in a minute or two. So the first category, were large national companies that organize local partnerships with service agencies. The second type as you can see, were industry-specific or what we sometimes call the sector initiative that

featured intermediaries with multiple employers in particular, occupational or industrial areas. The third type was staffing companies. Types of partnerships that coordinated outreach and disability services and work with multiple employer customers. If we go to the next slide, Robb. The other three types of partnerships and collaborations we looked at were national intermediary organizations that connect employers to students with disabilities in higher education. The fourth were local networks such as chambers of commerce that assist multiple local employers to accept people with disabilities. And the last were organizations, local organizations that foster and promote partnerships. So if we could move to slide 14, Robb. Now we're going to just get into exactly who the cases were that we looked at. The large national companies that we examined in detail were first, the Walgreens Distribution Center in Anderson, South Carolina and Windsor, Connecticut. We looked at Lockheed Martin's Seamless Transition Apprenticeship Program, which primarily targets returning veterans with disabilities. In the second category, the sector initiative, we looked at an initiative that the International Association of Jewish Vocational Services had with the financial services industry. Three of these affiliates, the three were San Francisco, Los Angeles, and metro New Jersey. Yeah, metro-west, New Jersey. The third group were the staffing companies and here we looked at one of what's now called alternative staffing service, either often run by nonprofit organizations so particularly when we looked at that, it was a good attempt which serves the New York City Metropolitan Area in New York City and in Northern New Jersey and of some of the suburbs of New York. And we looked at a private staffing company, Manpower and something that they operated in Albuquerque, New Mexico. Next slide Robb. The fourth category was the national intermediary organizations that worked with higher education. And these three are the National Disability and Business Council's Emerging Leaders Program, Career Opportunities for Students with Disabilities and Lime Connect and we'll show examples of what they did. But these two here

was that as many of you know even college students, college graduate with disabilities have an employment rate that's half of college graduate without disabilities. So the efforts of these three organizations there are very significant and we'll talk more about them in a few minutes. In terms of the local network, we looked at three different types of local networks, one was operated by the New Bedford, Massachusetts chamber of commerce. It is a supported employment network and everything there is coordinated through it's chamber of commerce with it's member businesses. And primarily those are small businesses, which I know again, many people are interested in how do we access small businesses? The second was the Start on Success Program, which operated in several sites around the country, but we focused on the local network in Pittsburgh, Pennsylvania. A key partner there is the school system. And the last one is the Project SEARCH Model, which operated at first in Cincinnati, Ohio. And there are now, I think more than 40 replication sites around the country. We focused on the Cincinnati case and we note two different replications of one of which--by the way of that the U.S. Department of Labor in Washington, D.C., and then just started this school year. The sixth category is local organizations that foster and promote partnership. And the two examples that we examined in more detail is disabilityworks which started as a Chicago effort and now operates throughout Illinois and the Oregon Business Leadership Network which in a way like disabilityworks, I think started in Portland but now operates throughout Oregon. So these examples are drawn from around the country, rural areas, urban areas, suburban areas, so we really try to draw from different experiences and different types of partnership and collaborations. If we could go to the slide 16, please. Okay, so now we're getting into some of the meat of our findings. So after we looked at these are actually 14 profiles in all. And when we looked across all 14 profiles, we arrived at what we're calling, what Bob mentioned earlier, are Ready and Able findings and these are the four findings. The first is that employers respond to the business case for employing people

with disabilities. And one state that the business case has been seen within many organizations over the last few years, for instance EARN work. An initiative funded by the U.S. Department of Labor's Office of Disability Employment Policy had developed the business case in collaboration with employers that hire people with disabilities. Several U.S. business leadership network affiliates, two of which are profiled in our report, the one in Chicago and the one in Oregon, have also developed the business case. So this is an increasingly familiar team and we'll go into it in more detail in a minute. So the first one is employer's response to the business case. The second is that innovative collaboration with and between workforce-supplying organizations facilitating employers will make it easier for employers to recruit, hire, train, and support people with disabilities. And what we mean by workforce-supplying organizations, we're including generic employment and disability employment systems as well as service providers and staffing services, anyone that supplies workers to employers. The third finding is that collaborations to ensure that workers are qualified and productive. And, we will certainly go into ways in which several of the cases or profiles that we looked at work very hard to make sure people were qualified and able to do the job. And the last is that successful collaborations nurture and reward continuous leadership. Meaning leadership is always an important quality but the collaborations we looked at are those that in some ways don't depend on only one person. There are group of leaders in each one that have really stepped forward to make this collaboration happen and to sustain them. So we're going to explore each of these ready and able findings in greater detail and give example of each from our research. Alright, so the first one as we said, if we could go to the next slide Robb, is that employers respond to the business case and what do we mean by that? Well, what we mean, first of all is that employees with disabilities have the skill needed for the job. So that was the key finding that employers employ people with disabilities and view them as valid resource as people with the skills to do the job. And

because of this, employers see employees with disabilities meeting their business and workforce needs. The third point here is logical, success breeds success. Good experiences increase employer openness to hiring, retaining, and accommodation. And lastly, businesses listen to other businesses. In several cases and profiles, one business learns from another about how to access the population of people with disabilities and this gives the practice greater credibility. Next slide. So here are some examples of the business case. The first is from Minnesota and in this case, the Governor's Council on Developmental Disabilities spearheaded a partnership that links a business need to job seekers with disabilities. And this business need here is digital imaging work, which is a growing high-tech field. And in this, people with significant disabilities scan, index, code, and recycle files. In digital imaging, as I've said, as a growing industry, increasingly libraries and others are moving to digitized archive. It's a new field that people with disabilities can move into. And in fact, the 2005 Minnesota State Employer Survey found that most Minnesota employers that hire people with disabilities do so because they believe these individuals are qualified for the job. 69 percent of them said they hire people with disabilities because they're qualified for the job. And because it fits the values of the organization, 20 percent of them said that. So if that the people qualified for the job is really the number 1 issue for employers. The second example we're going to hear is Lime Connect; now Lime Connect is an intermediary, a nonprofit organization that was founded by a former Merrill Lynch trader, with a disability. And Lime Connect works with companies to recruit students with disabilities and Lime Connect says that they're being smart, not nice. They work with these best of class companies such as Bank of America which now Merrill Lynch is part of, PepsiCo, Target Corporation, and others and their ideas to source talented students with disabilities for full-time internship and co-op opportunities and they say they put talent first, disability second. Next slide please Robb. Two other examples from our research, again were talking about the business case. We

mentioned earlier GoodTemps in New York and Northern New Jersey meets the needs of large and small private- and public-sector organizations through a temporary workforce of qualified individuals. And of course why do employers use a temporary service? They use the temporary service for business reasons. They want to fill in for absent employees or temporary vacancies. They want to provide extra support during busy seasons. They want to staff special short-term projects or they use the staffing services sometimes as a source of permanent employee in a temp-to-perm arrangement. The businesses or agencies at which GoodTemps places people say that feedback from employers indicate that GoodTemps placements are as good as or better than candidates from other staffing services they've worked with. And more than half of the people that GoodTemps places in temporary assignments are people with disabilities. So that's another example of a demand-driven or business case. The last one we discussed here and we will be talking about Walgreens and other contacts as well, is that Walgreens believe that people with disabilities can perform just as well as anyone else and it had staffed 1/3 of it's workforce at its new high-tech distribution centers with employees with disabilities. So more than a third of employees at Walgreens New Distribution Centers in Anderson, South Carolina and Windsor, Connecticut are people with disabilities, most of them with cognitive disabilities and these distribution centers are more productive. Walgreens wants to hire people with disabilities at all of its distribution centers. The experience has been so successful and positive. Okay, now I will turn it over to Dan.

[Dan Baker] Alright, next slide please. My name Dan Baker and I'll take the next section of this webinar. When we look, one of the themes we drew out of our research project was that innovative collaborations facilitate hiring. Part of most of these successful collaborations, most of these impressive efforts that brought people with disabilities into the workforce, involved arrangements in which it became easy to hire people with

disabilities. The first bullet notes that employers do not want to maintain relationships with a number of different workforce-supplying organizations. One of the things we heard from Erin Riley who worked in Project Search, we'll be talking about here later, was that she previously had numerous different disability organizations reaching out to her; multiple different school districts, multiple different provider organizations, multiple different employment organizations, and that for her became a headache. Employers generally want to have one single point of contact. Most businesses do not have multiple different providers giving them paper. Most businesses do not have multiple different providers selling them pens. We wouldn't want that, we would want one single point of contact and it is exactly the same with employers who love to hire individuals who have disabilities. So if there can be arrangements in which an employer has one person that he or she can talk to about finding qualified individuals with disabilities, it makes life easier. Another thing that happens when you have that single point of contact, if your single point of contact in the disability arena, if you will, will know your needs and your standards. In my clinical work with people with disabilities, if you don't know what an employer wants to see, you can't bring them the right people. So if we can arrange for a single point of contact so that the provider of workers with disabilities knows what the employer wants and take the time to build a trusting relationship, it makes everything better. Next slide please. Also, we see the provider organizations have a critical role. In that, the employer, the business knows what they want. They know the job, they know the standards, they know their hiring practices, they know the skills they want to see in their workforce, and they also know the type of people they want to hire. Are they looking for loaners who work by themselves well? Are they looking for team players? Are they looking for people who understand hospitality during the hospitality industries? The employer knows the job and the disability partner organization knows how to work with people with disabilities. So for example, the employer knows the skill that needs to be done and the disability organization

knows how to teach that to a worker with the disability. If this was easy, if this is straightforward, if those skills were in a common skill set of every employer across America, we wouldn't see that high unemployment we see among people with disabilities. It's not necessarily simple and straightforward, that's why we need to be sure that our disability partner organizations are collaborating very closely on the hiring, the training, and the support efforts. Now, we see that if we have public sector partners and disability partners who do a good job and reach out to employers and work with employers listening to them, listening to what they're looking for and working closely with them, that can affect the location of businesses and the hiring patterns of those businesses. And on the next slide, slide number 22, you're going to see a couple of good examples of that. First up Walgreens, my colleagues on the project previously mentioned Walgreens, Walgreens has done an amazing job of partnering with provider organizations to improve their workforce and to bring in a qualified component of the workforce, individuals with disabilities. That is only happening to the degree that people are willing to work with Walgreens in both South Carolina and Connecticut. Partnering organizations including public entities and private entities have closely worked with Walgreens to see that they get what they are looking for. And as part of that collaboration, it influenced decisions about where Walgreens was going to be putting their distribution centers. And as we noted earlier, in Anderson, South Carolina, a rural area, nearly 250 employees with disabilities were hired in 2009. Now we do need to know the fascinating fact about those 250 employees. 200 of them were brought through the partnering organization, the disability in the public sector organizations. The other 50 are people who came through the front door. They are people who applied right off the street, right off the Internet, right through the local workforce entity. They're people who did not come because they were individuals with disabilities. However, it was noted that they have disabilities and many of those workers interestingly, then received support from the disability support

organizations working with Walgreens. That is 40 percent of all employees at the Anderson, South Carolina distribution center. And again, in a rural area, those jobs at the Walgreens Distribution Center are valuable. They're meaningful and they make that community better. The goal for the Windsor, Connecticut Distribution Center is the same, 40 percent of workers with disabilities. It is important to know that those workers with disabilities are compensated just as a typical Walgreens employee, very, very impressive. Now, I'd like to say a bit about the New Bedford, Massachusetts Chamber of Commerce. The New Bedford Chamber of Commerce has operated a supported employment network for many years. This network initially was targeting transition issues with disabilities but now focuses mainly on adults with disabilities who are seeking work. Since 2005, 740 people with disabilities have been hired through this network. This network also, we need to know, is operating in an area where unemployment is high. The New Bedford Chamber of Commerce includes a wide variety of different types of employers basically sampling all the employers in the New Bedford area. But as my colleague Ronnie Kauder noted earlier, there is a significant component in the New Bedford Chamber that is looking at small business. And we know that we often focus on large corporations but we also know that a significant part of job creation in the United States in recent years has occurred within small business. The New Bedford Chamber is the club for businesses in the area, basically. And as a club for businesses, they have ready access to employers. And they make sure that in basically every contact they have with employers, there's information about hiring workers with disabilities. One of the main functions of the New Bedford Chamber Supported Employment Network is when somebody has a job opening, they disseminate that information through the New Bedford Chamber and that information goes out to all chamber members. Their first cut at finding people is completely free, completely simple, and completely easy. The opening then goes to local supported employment providers and as a function of the network, a

single supported employment provider then contacts that employer and brings people to the employer who can do the job. And again, when you look at that, it has resulted into 740 people with disabilities being hired. The employers say that these individuals are often some of their best workers. I was out touring this last summer and one of the large employers in the New Bedford area noted that during one of their very severe snowstorms, the buses weren't running, one of their workers with a disability, who by the way has worked there over 20 years, walked 10 miles through a snowstorm to get to work. You can't find that type of loyalty in most places. I don't think I have that type of loyalty but I probably shouldn't have said that. So now, on to slide number 23. Interestingly, we so far have been talking a lot about businesses that are finding people. One of the ways that people get employed, however, is through participating in higher education. We know that simply stepping foot into a community college is one of the best ways to assure that you get better--okay, I'll be honest, make more money over the course of your work career. We noted earlier though that the rate of employment for graduated students with disabilities is half of the rate for students without disabilities. One of the things that can happen that makes that challenging is students with disabilities often are focused just on making it through school. They don't consider the things they need to do following graduation to make sure they get work. Well luckily, the Career Opportunities for Student with Disabilities efforts, COSD; help address that, serving as a hub and a point of contact for collaborating universities and employers throughout the nation, essentially operating as a job fair for students with disabilities. The employers who participate in COSD efforts are into the aspect about recruiting higher ed students. They are open to the experience, why? Not because it's just a nice thing to do, not because it's a good charity thing, but as Ronnie mentioned earlier, because it is smart. Because they realize their reaching out to a segment of the workforce that is qualified that they may not have thought about previously. COSD makes it easy. Again, we're looking at that single point of contact, that hub

that connects the various folks. COSD uses a broad variety of methods for providing access, everything from in person to online to electronic, reaching out to all of the important players and bringing them together. Now, we've mentioned here opportunities to make it easy to access. I now turn it over to my colleague Dr. Nicholas with slide 20--who will go on to talk about assuring qualification and productivity. Thank you.

[Bob Nicholas] Thank you Dan. One of the core issues in terms of the expansion of opportunities for people with disabilities relates to access to skilled positions. And too often, when people with disabilities have been employed, they have been underemployed based on their skills. So curriculum that teaches people skills for high-paying jobs is a key issue. And we found rich examples in these partnerships of those kinds of strategies. The first is, as you can see, internships and mentorships that facilitate permanent hiring. Again, as someone who had been in the disability field for a long a time, the opportunities for internships have been few for people with disabilities nationwide. But we found here in these examples, again rich opportunities where internships and mentorships led to the recruitment of people by companies that companies felt more comfortable with people that they have had the opportunity to develop a relationship, see work and that gave the person in the internship a leg up on employment. The second thing is training for occupation-specific and soft skills. And again, some of the things that we saw in terms of people in really good jobs, that was facilitated through adopted training programs that--to different ways and was able to be adopted for people with different disabilities, made it possible again for people to get the skills they needed for high-paying skilled positions. Number three is a provision of needed supports and accommodations to assist employees to be successful on the job. And again, those partnerships, when all of the needed support that companies needed work together, where collaborations have led to people having needed support for retention not just acquisition of jobs, so that people are in jobs for a longer period

of time. Next slide. There are a few examples from the research that we think highlight some of these points. The first is the Financial Career Pathways initiatives of the Jewish Vocational Services affiliate in Los Angeles, New Jersey, and San Francisco. Here, you have an example of an intermediary that's working with a sector of employers to meet the local workforce need. These banks were having difficulty recruiting both capable and reliable staff in the banking industry. And JVS worked with the banks so that we could access people with disabilities as a source of meeting this workforce need. But again, one of the core issue is how do people with this various types disabilities gain the skills necessary to meet that workforce need, and that's the role of that JVS was able to play through the creation of curriculum including Banking 101, Workplace 101 which was those soft skills again. And again, training people in terms of career development and job search skills. And the important elements of these initiatives were how the intermediary work with the individual banks. 'Cause one of the issues here was that there were a number of different banks, they weren't all the same companies, and so they had different ways in which they did the same thing. So now we did the training, it has to be adoptable in terms of the people with disabilities, it also has to be adoptable to the different requirements of the different banks. And so for example, they were having banking executives come and actually be part of the development of the curriculum process to make sure that it was absolutely relevant to the needs that these banks have. And so this open doors for people with disabilities to work in the banking industry of these three locations. The second, as we mentioned before, was the Pittsburgh Start on Success program, which is based on the SOS model that was developed by the National Organization on Disability, but it involves a partnership, the specific program that we looked at, the Pittsburgh SOS program involves a partnership between the Pittsburgh school system, vocational rehabilitation of the workforce investment board and the local employers to make possible opportunities for special education students to have paid internships during

their last years in school. And again, local businesses are opening their doors to hosting these internships and why do they do that? Well they do that because they know it's a pipeline for quality employees. When I did the site visit on this particular one, I interviewed six different employers of the group that provide the internships, and everyone of them said that the reason that keeps them involved in that program is that they're hiring people that are interns and that it's an important source of quality employees for them. The other thing that you see there is that they have extraordinary graduation rate and rates of employment that are much, much higher than for general special educated students around the country. So it's a successful win-win situation that we talked about before. Next slide. Third example is the Lockheed Martin Staff Program Seamless Transition Apprenticeship program that was the core element of which is to provide apprenticeships for injured returning war veterans which is the target of their recruitment efforts. Lockheed Martin is a defense contractor. Lockheed Martin sees that as an obligation to his relationship with the military to do it for all to provide employment opportunities for returning veterans in general and injured veterans in particular. But it also sees injured veterans as individuals who have used their products and they are particularly knowledgeable about what they do and so they bring value to the workplace. And again, the issue here is apprenticeships, where veterans are given the opportunity to do a two-year apprenticeship and upon completion are inserted into the career ladder within the Lockheed Martin Corporation. And so this is a particularly important segue between coming out off the military and in career positions with Lockheed Martin. It's important to note that the partnership, that Lockheed Martin established with the U.S. Department of Veterans Affairs, Vocational Rehabilitation and Employment Program, and Walter Reed Army Hospital where many of the injured veterans are. And so those two entities assist Lockheed Martin in terms of both recruiting veterans for these employment opportunities and in the training and support of veterans through their veteran's benefits. So it's

a win-win around for the partners, it's a win for Lockheed Martin, it's a win for returning injured veterans. The fourth one is the Manpower TechReach Program, which has been in Albuquerque, New Mexico, is currently on a hiatus because of local business needs. But it is a program that was initiated based on a local workforce need in the technology sector. And specifically, around electronic assembly and there were number of large local companies that were unable to hire qualified people to do the work that they needed done. So Manpower decided to tap people with disabilities as a resource. They're on the half of their customer companies and network with the local workforce investment board, the local VR organization and the local community college. And there, the local workforce investment board provided a grant to the local community college to do and adopt the training curriculum to get people with disabilities certified in the electronic assembly positions. And this was a fascinating project because each of the classes of the people going into the jobs, were different types of disabilities. So the curriculum was constantly being changed, the rich example that they gave was people who are deaf, have a class, the people who were deaf, it was done highly in sign language and that created new challenges for the community college because some of the technical terms that were required in a certification has no sign for it. So they had to add to the sign language dictionary, specific terms that relate it to the cast and those of the job. But the customer companies were incredibly satisfied that the people brought value to their companies and that their workforce needs were meant to this project. I want to just point to actually the next slide please. Project SEARCH, Dan mentioned and the initial model was a partnership between Cincinnati Children's Hospital and the local DD Board and the local technical school to meet the Children's Hospital's needs for employees, skilled employees in their hospital. And the core of the model is an internship are going to again, meaning that the school-to-work transition program of students with largely intellectual disabilities and

who are immersed in the hospital during the last years of their school system and again, it gives them the opportunity to learn relationships, learn the culture of the hospital, learn specific tasks, understand what they want to do and then choose that and they are a rich pipeline for the hospital in terms of quality employees. But they hadn't have previously and--my colleague Dan talked about Erin Riley who is the heart and soul behind the Project SEARCH Program, we'll talk about that--isometimes it was done by a med students and nursing students or what not. In some of this job, they didn't really want to do it and so they did it very sloppily and the people with disabilities have fixed that problem. And so it's a national model, it's safely replicated in over 40 places but it involves a partnership of local entities that work with and provide support to the people. One final comment on it, very quickly, which is on Walgreens, which we didn't include here 'cause they've been included in everyone but they have developed a curriculum, the 30 percent goal has a focus on people with intellectual developmental disabilities and they're doing what I consider to be high-skilled work. And they worked with the local partnership of disability service boards and VR to create a curriculum that would be able to train people with intellectual and developmental disabilities to operate machinery with computers and other kinds of things. They have also--their distributions centers are compart--unbelievably application of universal designed principles. I mean honestly the people with disabilities represent a segment, that was a population for everybody is better off because of the universal design application, all the employees benefit from that. But I have been in that field for a long, long time in terms of people with disabilities and watching that at work was a just jaw-dropping experience. And it raises the bar for what people with intellectual and developmental disabilities can do and so it's an incredible accomplishment. I could turn it back over with my colleague Ronnie.

[Ronnie Kauder] Thanks Bob. So the fourth principle, the fourth Ready and Able finding is this one that is that successful

collaborations nurture and reward leadership. So what we've been talking about so far is why are these things being done and what are they doing and and some of the how's are how are they doing this? But the leadership part of this is the big part of the how, how these things get done? 'Cause that you wouldn't expect in every case, they were people who stepped forward and played leadership roles. And these leaders came from every sector, private, public, and nonprofit. If we could go to the next slide, Robb. So here's some examples of leadership, although there are examples in every single one of the 14 profiles 'cause they wouldn't happen without people setting up to play. So in the case of disabilityworks, corporate leader from major and national corporations surround the board and support disabilityworks. And they act as a catalyst for educating and connecting employers to each other. This high level leadership validates the programs and initiatives as valued resources to employer and it confirm disabilityworks as a partnership provider that give valued assistance corporation and their disability recruitment effort. To talk about Walgreens' for a moment, Randy Lewis and Deb Russell from Walgreens have made presentations around the country about the Walgreens' initiative. They delivered a sound message that this is the best thing we've ever done, they say that everywhere. In part of Walgreens also, there were public sector leaders such as Brandon Moore from the Connecticut VR agency and Dale Thompson from the Anderson Disability and Special Needs Board. They are examples of public sector leaders who worked hard to make this partnerships work. Another example, Shamus O'Meara, who was an attorney who chaired the Minnesota Council on Developmental Disabilities, persuaded his law firm to lead by example in becoming involved in digital imaging. And he went even further than that, he on behalf of the council, sent a letter to companies that bought digital imaging equipment to consider employing people with disabilities to perform this work, since they were buying the equipment and the software. Slide 30 please Robb. A couple of other examples from the Oregon Business Leadership Network, Lucy Baker who

is the director over there and I want to also Karen McCulloh who was the disabilityworks' Executive Director in Chicago. And I want to mention again Erin Riley as people have before at Project SEARCH who developed both the program and the licensing agreement for Projects SEARCH now used in 40 replication sites in the U.S. and Europe. So I guess all we want to say that leadership isn't the only ingredient in success that is a necessary ingredient. Okay, Dan?

[Dan Baker] And now, next slide please. In all of these examples, we've had stories of mutual success. Those of us who work in and around disability support can often get frustrated by the low rate of employment, the high rates of poverty. Here, we have 14 different examples of how we can make things work better. In each of these, we've expanded the employment opportunities for people with disabilities. Whether it's getting a job at a Walgreens Distribution Center [inaudible] or I'm sure you just mangled that or any one of the other places we've mentioned, we've got people with a wide variety of disabilities, some of them significant, some of them not significant, who are becoming workers, who are earning competitive wages, and contributing both to the community and to their own lives. Becoming people who make the community better, people who pay taxes, people who participate in citizenship activity. We've got examples where people are having better lives across the board. We also are finding opportunities for employers to find good workers by reaching into an underutilized area, an underutilized population, and underutilized community. As I noted earlier, that was easy, we wouldn't be having this conversation today. We wouldn't be having this webinar. There are some challenges but we are seeing mutual successes where we create good opportunities for people and good opportunities for employers. We're also seeing in each of these 14 case studies, each of these 14 profiles, opportunities for our public and nonprofit organization to become trusted reliable partners that are going to deliver for both people with disabilities who

are seeking work and employers who are seeking workers. We all know right now that unemployment is a little bit higher than it was a couple of years ago. We know that our country is facing some challenges economically. We also know that over time, these things are going to lessen. Unemployment rate is going to go down and once again we're going to find ourselves in a situation where employers are very worried about who they're going to be hiring. We are facing labor shortages in the next 12 to 15 years, maybe more, maybe a little bit less. But if we can make sure that employers see people with disabilities as an underutilized resource for filling position and getting quality workers, these labor shortages are not going to be as severe. And a number of different problems are going to get solved all at once. We will solve the labor shortage and we'll also solve an unemployment problem. To see this for us to say, "Well right now, this is very difficult because times are hard, unemployment is higher than it used be." But we also have to recognize that two or three years ago, the unemployment rate was high for people with disabilities. And the people with disabilities, the employment rate to some degree, are a little bit insensitive to the overall unemployment rate. So it's very important for us to learn from this profile, learn from these success stories and find ways for us to get more people into employment. And in the next section of our webinar, we're going to be talking about the implications for the future and we will tag back to Dr. Nicholas. Thank you very much.

[Bob Nicholas] Thank you Dan. Two quick things up, well first on slide 32, in terms of implications for the future, we're very concerned here at the entire project on public policy and how public policy drives success in terms of expanding employment opportunities for people with disabilities. We think that the one overarching message of our research is for public policy, is that we need to kind of reconfigure our response to supporting people with disabilities so that the employer point of view and meeting employer needs becomes a focus of those systems. And again, as we talked about a couple different crises,

employers are really not interested in trying to understand the complexities and the breadth of disability service systems and really want to have a connection that can coordinate those activities and provide them with a pipeline of qualified employers. So I've been asking as I do some presentation to groups that a fundamental question which is, "Are you prepared if Walgreens happens to call and say we want to hire 200 people?" And the answer unfortunately in most of our local levels is "no." And so we have to figure out how we can collaborate to drop our boundaries and work together to meet employer needs. Second is, the whole issue of training programs that again, I think these profiles indicate that people with disabilities, even people with significant disabilities, can be trained through innovative curriculum can be trained to meet workforce needs for skilled workers and we need to develop our relationships again with community colleges and our own training programs to be able to respond to an employer need, to breakout, do task analysis, the whole piece in terms of skilled positions and how you would train people with various types of disabilities to do that kind of work. I'd like to turn it back over to Dr. Baker. Next.

[Dan Baker] Implications for the future. Next slide, please. For 34, disability service and workforce development organization, it's critical that we develop strategies such as cooperative education internship and apprenticeship. We recognize that those serve a critical role for all people who are seeking work. It is just as critical for people who have disabilities. The other good thing about these types of efforts however, is that it helps employers to see that people with disabilities can be valued workers. We have to get employers used to the idea as well as the workers. We have to create an acceptance among the business community that people with disabilities should be in the workforce. Despite the fact that the ADA was passed, some 20, some--oh boy, some 27 years ago and despite the fact that we've been working on this for quite a while. We need to raise a bar for everybody. Next slide please. And then for disability

service and workforce organization foster these collaborative relationships, make it easier. Use that single point of contact, meet businesses where they are, participate in entities like the chamber of commerce that followed businesses because that's where people are going to be and that's where people are going to be able to hear our messages. So I think it's a wonderful thing to be working with our local chamber. And while we're at it, making it simple, making it straightforward, and making it user-friendly for the business community. As long as we continue to make things difficult, as long as we continue to have multiple points of contact and as long as we continue to use disability jargon in working with the business community, we're not going to get much further than where we are now. We have to meet employers where there are. And now we'll tag over to Ronnie.

[Ronnie Kauder] Thank you Dan. As Dan was actually just saying on slide 36, the last set of implications for the future are more for business-serving organizations than for employers. And what we mean by business serving organizations are organizations such as chambers of commerce, trade associations, business leadership network and also the employers themselves. The implications of these, of our research, are that employers and business serving organizations have to recognize how valuable people with disabilities are as members of the workforce. And as we've shown, the greater the exposure, the greater the recognition. And lastly slide 37, Robb. That the other implication is for business-serving organizations and employers, that they should follow the lead of some of the partnerships and collaboration profile in this research and seek out responsive organizations that can help them meet their workforce needs by including people with disability. And these could be public, nonprofit, or private organizations that could help employers or employer organizations to recruit, hire, train, retain, and support employees with disability. So with that, we want to thank all of you for listening to us up until now and we're open to any questions or comments.

[Nanette Relave] Hi this is Nanette again, I want to thank our presenters for just a great presentation and also to reiterate something that Bob mentioned at the start, that all of these preliminary findings that in case studies that you've heard about will eventually be made available in a written product, the Ready and Able study. Hopefully within the next several months, but we'll be sure to disseminate that broadly on our Web site as well as the various listeners that we have. So we'll certainly be sure to get that study out to folks when it is publicly available. And I think for many of our listeners that call, that come to us from a variety of the agencies, I think this information really kind of challenges us to think about how we can become or improve ways to kind of serve as the catalyst for these types of partnerships and use the kind of levers that we have within our state agencies to improve quality within the service delivery system and to really also use levers to bring us further along to a kind of dual-customer focus which I think is also kind of one of the implications that comes out through the research that we've heard about. And I'm going to turn it over to Robb who is going to remind all of our listeners how you can submit questions and then we'll come back to our presenters to respond to questions that we've received.

[Robb Sewell] Thanks Nannette. Essentially you have two options for submitting questions. The first is that you can click the right hand button in the lower-left hand corner of your screen and then I'll call on participants and provide you with instructions about how you can ask your question. Second, you can submit your question by using the chat feature on the left portion of your screen. Simply type your message and then click "send". And while we're waiting for some questions to come in, we actually have had about five or so questions submitted during the presentation. So while we're waiting, I'll relay this to our presenters. The first one is, Walgreens clearly has the best of interest in promoting to hire people with disabilities

but does the New Bedford Chamber have the same best of interest, if not what is your motivation?

[Dan Baker] Their motivation is they see that this provides a valuable service to their member or organization. They're also operating under a contract from a local state agency that covers the FTE associated with running the project, which is right now a half of a full time position. Thank you.

[Ronnie Kauder] I'm going to answer that, this is Ronnie. If you look on the New Bedford Chamber Web site for example, they have this supported employment program. They promote it on their Web site with their membership. And I don't have the language in front of me but they themselves give four or five different reasons to their membership about why this is a good idea for the members. And I would say that right now we're in a time of high unemployment, but I think over time, demographic changes, we're going to be wanting to employ as many people as we can including people who are kind of underemployed or not in the labor force right now. And I think that employer organizations like the New Bedford Chamber of Commerce, they're really ahead of the curve in terms of wanting to draw in more population and showing employers why that's a good idea. So I think it's the best of interest in the present 'cause they're good employees and then the future too.

>> And there is a significant amount of leadership that occurred from both the chamber and their director at that time plus the local developmental disability state agency. And one of the quotes from New Bedford Chamber is that a rising tide would solve both, it makes the community better for everybody. And Chambers of Commerce on a national level do recognize that part of their mission is to make sure that their member organizations have a skilled workforce. So they have motivations from a number of different of areas and that it works for everybody.

>>Yeah. One important point on the chamber example is that a number of our examples were big corporations, big national corporations, big national efforts. This is a model that serves small businesses. So if they belong to a chamber and then may be able to be hiring two or three people in a course of the year, they can still have access to all the supports in terms of working with the disability community. They don't have to try to understand all the various--it's a classic single point of contact organization. And again, it's a benefit to their employer's members.

[Robb Sewell] Another question we have is which approaches have you found successful in rural environments?

>> Well the one rural environment, Anderson, South Carolina, is an extraordinary rural environment, it is out there, let's say. And one of the things that that created was in terms of the Walgreens Distribution Center that's located there was really significant transportation problem. One of the real challenges to the partner, the Local Disability Service Partners, VR and the Special Needs Board, they had to, in order to have a broad enough recruitment that have four different Special Needs Boards and the Local Districts of VR involved in the partnership under the leadership of the Anderson Special Needs Board. But they have a whole transportation system set up, special transportation system to get the 200 and some people that they are supporting from home, which in some case is 30 to 35 miles away. And that's something that they're working on right now in terms of carpooling and doing some other things that will kind of cut cost there. But that's one really important support that the partnership provides.

>> And I was going to say something about Minnesota, the statewide effort in Minnesota, the digital imaging statewide effort that we profiled, is all throughout the state, not just in Minneapolis, St. Paul but in some of the much more rural areas

of Minnesota as well. And I think in this case, we're talking about sectoral or occupational area that's growing. And it could be growing with all employers in all areas of Minnesota and I know in one area of Minnesota there was actually a joint powers agreement among some of the school systems and public agencies where they kind of tipped in to buy this digital imaging equipment. And again, it offered opportunity to everyone but in this case, promoting people with disabilities to do this kind of work. But it was as true in a rural area as in an urban one. Dan.

[Dan Baker] And additionally, the Distribution Center in Windsor, Connecticut, while it is close to Hartford, the state capital, it is in an area that could be considered rural and they also needed to arrange for transportation that required a collaboration with their local transportation board to establish a bus route that would go to the Distribution Center in Windsor. Thank you.

[Robb Sewell] Here's our next question, one of our participants actually had a question about the financing for the Start on Success Program in Pittsburgh. And that leads us to ask, how are some of the models financed, through one funding source or a blending of sources?

>> There were various means the different partnerships involved different partners and different funding sources. Pittsburgh is the classic greatest funding strategy--actually, the local workforce investment board provides a grant under the WIA use program that supports the salaries for the student interns at the local businesses. School district provides what they call itinerant teachers that do supports for the employer. They don't do on-site job supports 'cause the good part of that program is that the students are included in the workplace and coworker supports and supervisor supports are the way in which the supports to the interns are provided but so the school district is paying for the supports to the employers. The Office of Vocational Rehabilitation has various kinds of supports to the

students as they're transitioning from school into work, so this Voc Rehab money that's involved in supporting the students as well. So, they have three primary sources of funding and then they also have a grant from Cigna Insurance Company that supports the program as well.

>> Yeah, I mean I also want to say that these efforts in so many different ways, like we mentioned Lime Connect earlier, which recruits college students and graduate students on behalf of these so called best-in-class companies. And in this case, the companies themselves support Lime Connect. I mean each of them contribute a certain amount of money to this nonprofit organization which is recruiting students with disabilities, with skills on their behalf. So there are a lot of different funding sources in these different examples.

>> And we'll just conclude that thought because I have some important points, is that one of the value of having partnerships is the ability to draw on diverse sources of revenue so that that not only is there access to revenue but that the revenue is coordinated in a way that's effective.

[Robb Sewell] Here, our next question. One thing in Walgreens you mentioned is how these partners also seem to support local job creation efforts? Can you tell us more about how and why Walgreens chose to locate in Connecticut and South Carolina?

>> Absolutely, I mean that's a great story because of the themes that the entire center is looking at is the influence of economic development authorities on job creation for people with disabilities and this is a rich example of that. In both cases, South Carolina and Connecticut, Walgreens was checking as big companies do with different states in terms of where they want to locate. And because they had to set up corporate initiative of having 30 percent of the employees at their distribution centers being people with disabilities, that was a core component of their request for proposals from the state.

And they were not only looking for in terms of what kinds of money that would be available to economic development to support their disability recruitment efforts but how will the Local Service Delivery Systems come together to support them in that effort. And as Dan said in his presentation, they will say right up front, they located in South Carolina and Connecticut because those two states were the ones who came forward with acceptable, actually exciting clients to work with them collaboratively to meet their disability employment recruitment and objectives.

>> And also in the case of Connecticut, putting money behind training the workers who had disability. So that was part of the package that was put together and that was a crucial component of it. If Connecticut had not put that together, they would not have been sited there.

>> The South Carolina Jobs-Economic Development Authority provided funding as well.

>> So with the combination of the economic development and disability agencies and I think in some cases transportation agencies also, working together to come up with the package that the company was looking for. So you're right it's certainly a job creation effort and a job creation that involves several entities, state and local levels in order to meet what the employer was looking for and that influenced the employer's decision to locate in those areas. But I should say Walgreens was looking to locate in a general area of the country towards business reasons. It's just that they had a choice about whether to go to a one specific area or one state or another.

[Robb Sewell] Another question is do you know of any successful collaborative models between disability service organizations?

>> We are just discussing the Walgreens Connecticut, there were successful collaborations across the number of different state agencies that served different populations of individuals with disability. So they successfully collaborated and put together funding as well as putting together support.

>> And we can mention exactly which ones they were. In this case, the Bureau of Rehabilitative Services which is about rehab agencies in Connecticut coordinated with some mental health agencies, the developmental disabilities agency the-- [Inaudible Remark] Right, the blind and visually impaired agency, the special ed, they recruited through the school districts, through especially these special ed school districts, they were included. They were very involved with the mainstream workforce system also, the State Workforce Investment Board in Connecticut, was very involved in helping to pull all these agencies together and in involving the One-Stop Center as well.

>> Additionally, the New Bedford Chamber of Commerce initially had funding from both the state Voc Rehab agency as well as the State Developmental Disability Agency, though at the current time, only the State Developmental Disability Agency is funding it.

>> Yup. And as I mentioned before, the TechReach Project in Albuquerque had VR funding and then it had workforce investment funding and then it had--between the [inaudible] resources and the community college working on it. So when you see the report, virtually every one of the initiatives had some level of collaborative effort because in the pavement in the points like by JVS where they were doing the training curriculum on their own, they're also outreaching in terms of their recruit efforts to this broad range of disability organizations to solicit appropriate candidates for the positions.

>> Yeah, I think that the JVS sector initiative is a good example of this. They got a U.S. Department of Labor grant from ETA who tried this sectoral initiative with the population of individuals with disability. I think they got some private funding from the bank to do this as well. And as Bob said, they worked very closely with Voc Rehab agencies in all three of those. So I think that was other model that utilizes funding from different sources. The High Growth Job Initiative, that was one. The High Growth Job Initiative, they've got a grant through that from ETA.

[Robb Sewell] Another one was, if you can elaborate a little bit more about the business case?

>> So I think we can all talk about this but I think what we mean by the business case is that the selling point is that people with disability can do the job, some people call the charity case. It's more like hire people with disabilities because they are the people you need to do this job, they can do the job. And of course people with disability, there are different types of people with disabilities. They all have different types of skill and there are all different kinds of jobs out there. And so the point is that the appeal, the business case, means the appeal to business should be because, could they qualify to do the job and they can do the job?

>> That the principle behind it again is that the company sees this as a decision which positively affects their bottom line and too often in the past which certain types of people with disabilities has been a sort of good community thing to do and when you start talking about some of these initiatives that involve large numbers of people, there's no way that a company could support employees who weren't contributing at least as much as every other employee. And the interesting thing about Walgreens Distribution Center in South Carolina is been open enough, that they know that that distribution center is 20 percent more efficient than the other distribution centers.

So you have a business case. And other companies are actually coming to Walgreens like Sears and [inaudible] who have distribution center networks who want to replicate what Walgreens is doing because--why? Because the business--

>> The recognition that we need to hire the bad people, no matter whether they have a disability or not. To me, that's the fundamental nature of the business case. The employee of the year for Chicago Transit Authority, a few years ago, was an employee of Aegis Communications, the company that ran their call center if you will. If you're anywhere in the Chicago Metropolitan, you can call in, do a 1-800 number, say where you are and say where you need to be, and an operator will help you figure out how to get there using public transportation. Their employee of the year was a young man with autism spectrum disorder who answered three times as many calls as any other operator. Why? Because he had the schedules memorized. If there is a change in a route, he would come on Saturday night memorizing that. Whereas, other employees needed to use a computer, they needed to look things up and a route change took a while to sink in for them. That to me is the best example of a business case for hiring a person with disabilities I can come up with. The fact that they needed to make some modifications for him based on the fact that he had autism was minimal to them. The fact that they got their best employee was very, very significant. Interestingly, he started there during internship, his final year in high school. I know we have a couple of people on the call today who work in schools. The work that we all do is incredibly important.

>> Yeah, I want to also say that the business case has just used again a GoodTemps example where you have an agency, Goodwill, that is accustomed to working with people with disabilities and believe that part of its mission almost that people with disabilities can perform as well as everybody else. And it turns out that they placed a lot of them through their staffing service and they do perform as well as everybody else.

So that's the business case, these are different example of business case.

[Robb Sewell] And we have one final question. Did the research uncover whether any employers use things such as tax credits or public training money to fund internship, apprenticeship and on-the-job training?

>> I'm not sure I can recall one that talked about tax credits but in a couple of different situations, the workforce investment board was subsidizing in one way or another the training necessary for skilled positions and that was the case in both Pittsburgh SOS and it was the case in the Albuquerque TechReach Program so that clue was a case that you have.

>> But then it--as part of the information given to members in New Bedford Chamber did note that opportunity for tax credits and many of the employers did take advantage of that. We also know though, that many small employers who hire a single person decide that the effort involved in getting the tax credit maybe more than the actual reimbursement for that. I'm sorry, reimbursement was the wrong term, benefit from that.

>> I do think in some cases, the internship were supported by public money as Bob said, WIA use programs in some cases and I think other public funding sources did support the internship in some cases.

[Nanette Relave] Well, I want to--again, this is Nanette, I want you to thank all of our presenters, it sounds like they had the opportunity to get through all of our questions, which is wonderful. But there is contact information on one of the last slides for those of us who staff the NTAR Leadership Center. If anyone listening should maybe have a question or a query that you think of after we [inaudible] off. So again, I would like to thank our presenters. I also want to thank the Office of Disability Employment Policy at the US Department of Labor which

provides support so that we are able to do this webinar series. And again, on the last one on slide 40, there is contact information for several of us who discussed the NTAR Center. And then on the last slide, again, there is a link to the NTAR Center Web site. The presentation and audio from this webinar will be available shortly on our Web site so that you'll be able to access that. Additionally, if we have any listeners on the call who are not part of our State Peer Leaders Network but you're interested in learning more or might want to join our membership list, you can just send me an e-mail and I can provide you with some more information. Again, my name is Nanette Relave and I'm listed on slide number 40. So with that, we will conclude today's webinar on Employer Partnership and I want to wish everyone a very good rest of the afternoon. So thank you again and bye-bye.