

DWD-DVR, DHS, and DPI Competitive Integrated Employment (CIE)

Joint Guiding Principles

June 2025

DHS-DMS and DCTS, DWD-DVR, and DPI have jointly established guiding principles to support CIE.

These principles reflect the agencies' shared commitment to person-centered planning, informed choice, respect for privacy and dignity, self-determination, and the full inclusion of individuals with disabilities in the workforce.

Grounded in evidence-based research and best practices, these principles, detailed below, serve as the foundation for ongoing interagency collaboration. They guide how the departments work together to deliver coordinated services and supports that help individuals with disabilities achieve successful CIE outcomes.

1. CIE is the first and preferred employment outcome for all youth and adults.
2. Individuals with disabilities, including those with the most significant disabilities, can achieve employment that is high-quality, competitive, and integrated when provided the necessary services and supports at the right time.
3. Employment is a social determinant of health for all individuals, including those with disabilities.
4. CIE increases personal income, promotes financial independence, reduces reliance on public benefits, and is cost effective.
5. CIE enhances quality of life, fosters a sense of belonging, and improves self-confidence and social engagement for individuals with disabilities.
6. Participation in general education, post-secondary education, and training increases the likelihood that students with disabilities will obtain CIE, require fewer supports, and earn higher wages.

7. The expectation held by parents, educators, and others that a child with disabilities can and will work as an adult is a strong predictor of future success in achieving CIE.
8. Paid work experiences during high school significantly increase the likelihood of achieving CIE after graduation.
9. Informed choice about CIE requires access to comprehensive information, including:
 - A range of individualized support models related to CIE services;
 - Work incentive benefits counseling;
 - Information about reasonable accommodations;
 - Opportunities to explore and try a variety of CIE jobs; and
 - How to maintain good health into and throughout adulthood.
10. Coordinated interagency services and strong partnerships at both the state and local levels are essential to support CIE success for youth and adults with disabilities.
11. Businesses in all sectors of the economy and society as a whole benefit from a workforce that includes, and actively engages, individuals with disabilities.
12. Agency-level data collection and collaborative data sharing support meaningful analysis, inform decision-making, and help measure the impact and effectiveness of CIE-related practices.

Research to Support Guiding Principles for
Competitive Integrated Employment (CIE)
for People with disabilities served
by DWD-DVR, DHS-BMS, BCS, BCTS and DPI

Principle 1

- a. Nord, D., Grossi, T., & Andresen, J. (2020). Employment equity for people with IDD across the lifespan: The effects of state funding. *Intellectual and Developmental Disabilities, 58*(4), 288-300. <https://doi.org/10.1352/1934-9556-58.4.288>
- b. Butterworth, J., Hiersteiner, D., Engler, J., Bershadsky, J., & Bradley, V. (2015). National Core Indicators©: Data on the current state of employment of adults with IDD and suggestions for policy development. *Journal of Vocational Rehabilitation, 42*(3), 209-220. <https://doi.org/10.3233/JVR-150741>

Principle 2

- a. Noel, V.A., Oulvey, E., Drake, R.E., Bond, G., Carpenter-Song, E.A., & DeAtley, B. (2018). A preliminary evaluation of individual placement and support for youth with developmental and psychiatric disabilities. *Journal of Vocational Rehabilitation, 48*(2), 249-255. <https://doi.org/10.3233/JVR-180934>
- b. Riesen, T., Morgan, R.L., & Griffin, C. (2015). Customized employment: A review of the literature. *Journal of Vocational Rehabilitation, 43*(3), 183-193. <https://doi.org/10.3233/JVR-150768>
- c. Migliore, A., Mank, D., Grossi, T., and Rogan, P. (2007). Integrated employment or sheltered workshops: Preferences of adults with intellectual disabilities, their families, and staff. *Journal of Vocational Rehabilitation, 26*(1), 5-19. <https://psycnet.apa.org/record/2007-03479-002>

Principle 3

- a. Healthy People 2030, U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Retrieved 9/7/2023 <https://health.gov/healthypeople/objectives-and-data/social-determinants-health>

- b. Goodman, N. (2015). The impact of employment on the health status and health care costs of working-age people with disabilities [Policy brief]. LEAD Center. https://leadcenter.org/wp-content/uploads/2021/07/impact_of_employment_health_status_health_care_costs_0.pdf

Principle 4

- a. Anderson, C. A., Schlegelmilch, A., & Hartman, E. (2019). Wisconsin PROMISE cost-benefit analysis and sustainability framework. *Journal of Vocational Rehabilitation, 51*(2), 253-261. <https://doi.org/10.3233/JVR-191043>
- b. Cimera, R. E. (2012). The economics of supported employment: What new data tell us. *Journal of Vocational Rehabilitation, 37*(2), 109-117. <https://doi.org/10.3233/JVR-2012-0604>
- c. Drake, R. E. & Wallach M. A. (2020). Employment is a critical mental health intervention. *Epidemiology Psychiatry Sciences, 29*(e178), 1-3. <https://doi.org/10.1017/S2045796020000906>

Principle 5

- a. Owen, F., Li, J., Whittingham, L., Hope, J., Bishop, C., & Readhead, A., et al. (2015). Social return on investment of an innovative employment option for persons with developmental disabilities. *Nonprofit Management and Leadership, 26*(2), 209–228. <https://doi.org/10.1002/nml.21187>
- b. Taylor, J., Avellone, L., Brooke, V., Wehman, P., Inge, K., Schall, C., & Iwanaga, K. (2022). The impact of competitive integrated employment on economic, psychological, and physical health outcomes for individuals with intellectual and developmental disabilities. *Journal of Applied Research in Intellectual Disabilities, 35*(2), 448-459. <https://doi.org/10.1111/jar.12974>

Principle 6

- a. Mazzotti, V.L., Rowe, D.A., Kwiatek, S., Voggt, A., Change, W., Fowler, C., Poppen, M., Sinclair, J. & Test, D. (2020). Secondary transition predictors of postschool success; An update to the research base. *Career Development for Exceptional Individuals, 1-18*. <https://doi.org/10.1177/2165143420959793>

Principle 7

- a. Wehman, P., Sima, A., Ketchum, J., West, M., Chan, F., & Lueking, R. (2015). Predictors of successful transition from school to employment for youth with disabilities. *Journal of Occupational Rehabilitation*, 25(2), 323-334.
<https://doi.org/10.1007/s10926-014-9541-6>

Principle 8

- a. Ligon, K. & McKelvey, S. (2025). Effects of a paid internship model on postschool outcomes of at-risk youth with disabilities. *Journal of Vocational Rehabilitation*, 1-7. <https://doi.org/10.1177/10522263251326495>
- b. Mazzotti, V. L., Rowe, D. A., Kwiatek, S., Voggt, A., Chang, W.-H., Fowler, C. H., Poppen, M., Sinclair, J., & Test, D. W. (2021). Secondary Transition Predictors of Postschool Success: An Update to the Research Base. *Career Development and Transition for Exceptional Individuals*, 44(1), 47-64.
<https://doi.org/10.1177/2165143420959793>

Principle 9

- a. Moore, R. & Friedman, M. (2017). The role of informed choice in advancing competitive integrated employment. *Journal of Vocational Rehabilitation*, 46(2), 245-264. <https://doi.org/10.3233/JVR-160860>
- b. Schlegelmilch, A., Roskowski, M., Anderson, C. A., Hartman, E., & Decker-Maurer, H. (2019). The impact of work incentives benefits counseling on employment outcomes of transition-age youth receiving Supplemental Security Income (SSI) benefits. *Journal of Vocational Rehabilitation*, 51(2), 127-136.
<https://doi.org/10.3233/JVR-191032>

Principle 10

- a. Achola, E.O. & Green, G. (2016). Person-family centered transition planning: Improving post-school outcomes to culturally diverse youth and families. *Journal of Vocational Rehabilitation*, 45(2), 173-183. <https://doi.org/10.3233/JVR-160821>
- b. Hartman, E., Schlegelmilch, A., Roskowski, M., Anderson, C. A., & Tansey, T. N. (2019). Early findings from the Wisconsin PROMISE project: Implications for policy and practice. *Journal of Vocational Rehabilitation*, 51(2), 167-181.
<https://doi.org/10.3233/JVR-191036>

Principle 11

- a. Lindsay, S., Cagliostro, E., Albarico, M., Mortaji, N. & Karon, L. (2018). A systematic review of the benefits of hiring people with disabilities. *Journal of Occupational Rehabilitation*, 28, 634-655. <https://doi.org/10.1007/s10926-018-9756-z>
- b. Kalargyrou, V. (2014). Gaining a competitive advantage with disability inclusion initiatives. *Journal of Human Resources in Hospitality & Tourism*, 13(2), 120–145. <https://doi.org/10.1080/15332845.2014.847300>

Principle 12

- a. Guentherman, M., Hartman, E., Schlegelmilch, A., Brinck, E.A., & Anderson, C.A. (2020). Building a management information system with inter-agency data sharing to improve data-based decision making across systems: Experiences from Wisconsin PROMISE. *Rehabilitation Counseling Bulletin*, 65(1). <https://doi.org/10.1177/0034355220962182>
- b. Hartman, E. C., Russell, D. R., Brinck, E. A., Anderson, C. A., & Ralston, D. J. (2024). The Influence of Demographics and Workforce Innovation Opportunity Act (WIOA) Employment and Training Services on Employment Outcomes for Teenagers Receiving Supplemental Security Income (SSI) and Their Parents. *Rehabilitation Counselors and Educators Journal*, 13(1). <https://doi.org/10.52017/001c.92939>