

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

## **Joint Guiding Principles**

**May 2025**

The Departments of Workforce Development (DWD)-Division of Vocational Rehabilitation (DVR), Health Services (DHS)-Divisions of Medicaid Services (DMS), Division of Care and Treatment Services (DCTS), and Public Instruction (DPI) have agreed upon collaborative Competitive Integrated Employment (CIE) Guiding Principles. These principles build on the agencies' philosophies and practices of person-centered planning, informed choice, respect for privacy, dignity and self-determination, and full CIE inclusion of people with disabilities served by the three departments. The principles are based on evidence-based research for collaboration and cooperation for best practice of CIE.

The collaborative CIE Guiding Principles below provide the foundation of evidence-based practices and fundamental reasons for the departments to work together to provide essential services and supports that result in the best CIE outcomes for the individuals served.

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 provides increased personal income, improves self-reliance, reduces dependence on public benefits, and is cost effective.
5. CIE benefits individuals with disabilities by increasing quality of life and sense of community, as well as improving self-confidence and social life.
6. Inclusion in general education and post-secondary education and training increases the likelihood that students with disabilities will obtain CIE, require fewer supports, and earn higher wages.
7. For a child with disabilities, expectations of work from parents, teachers, and others are a strong predictor of future CIE as an adult.

8. Paid work experiences for students during high school increases the likelihood of being competitively employed post high school.
9. To make an informed choice about CIE, individuals with disabilities require opportunities to receive comprehensive information about:
  - CIE services, including a range of individualized support models
  - Work incentive benefits counseling
  - Reasonable accommodations
  - Opportunities to try a variety of CIE jobs
10. Interagency service coordination with intentional relationships between partners at the state and local level is necessary for youth and adults with disabilities to achieve their CIE goals.
11. Society as a whole and businesses in all sectors of the economy can benefit from a workforce that includes, and actively engages, individuals with disabilities.
12. Individual agency data collection and collaborative data sharing, leads to meaningful analysis and valuable insights. Those combined data sets enable state departments to make informed, data-based decisions, and measure the effectiveness of a specific practice.

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**

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**Principle 2**

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- 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**

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- 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](https://leadcenter.org/wp-content/uploads/2021/07/impact_of_employment_health_status_health_care_costs_0.pdf)

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- 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>

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<https://doi.org/10.1177/2165143420959793>

### **Principle 9**

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- 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.  
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- 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**

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