

RECEPTIVITY OF THE SHELTERED WORKSHOP OF PAYNE
COUNTY BY PAYNE COUNTY BUSINESS AND
INDUSTRIAL ORGANIZATIONS
AND CLUBS

By

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PREFACE

The number of handicapped persons in need of rehabilitation services has been steadily increasing. In Payne County, Oklahoma, it is estimated that there are 3,500 handicapped people. Concerned individuals have begun a sheltered workshop program in Payne County to offer rehabilitation services. This study has been conducted to record the receptivity of The Sheltered Workshop of Payne County by Payne County business and industrial organizations and clubs.

To the many individuals and organizations whose assistance and encouragement made this study possible, the writer wishes to express her sincere appreciation and gratitude. Gratitude is also due to members of the Advisory Committee, Dr. Elizabeth Hillier, Associate Professor of Home Economics Education, and Dr. Florence McKinney, Professor and Head of the Department of Housing and Interior Design, for their advice and constructive criticism throughout the study.

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CHAPTER I

INTRODUCTION

Statement of the Problem

This is a study to determine the receptivity of Payne County business and industrial organizations and clubs to support the responsibility of rehabilitating the handicapped people of Payne County through a sheltered workshop program. The purpose of this study is to ascertain employment possibilities for handicapped individuals within Payne County, Oklahoma, and to determine the potential for contract work between a sheltered workshop and local business and industrial organizations and clubs, and to establish types of services needed by local organizations that could be performed by a sheltered workshop. Additional purposes are to gain community understanding of The Sheltered Workshop of Payne County and to encourage use of the products and services of the workshop, and to make recommendations to the Board of Directors of The Sheltered Workshop of Payne County as to the types of planning, training and work services that could be conducted by that organization.

Justification of the Study

One out of every five persons is handicapped. Every minute, somewhere in the world, a child is born with a crippling disability and an

accident occurs that leaves its victim permanently disabled. These are the estimates made by the President's Committee on the Employment of the Handicapped (35). In the United States, disabled persons constitute 15 to 20 percent of the population. Of these, six million are retardates, and 350,000 are blind (33). These figures are increasing daily. According to Timothy Nugent (33), this large percentage is due to:

1. Increase in the use of motor vehicles resulting in increased accident rates.
2. Increase in leisure time for activities such as water sports, which account for many major accidents.
3. Life saving advancements in science and medical technology that save lives, but leave many individuals with permanent handicaps.

In Payne County, Oklahoma, 11 percent of the population has some type of mental or physical handicap. Of these, four percent are handicapped to such a degree that they require constant custodial care; but the remaining seven percent could be trained to do limited amounts of varied types of work. Applying these percentages, it is conservatively estimated that there are 3,500 mentally or physically handicapped persons in Payne County in need of rehabilitation services. It is recognized that some of the individuals included in the 3,500 person total are already employed. If those employed were fifty percent of this total, the resulting conservative figure is 1,750 persons in need of immediate attention. These figures are based upon estimates of the Governor's Task Force Survey, 1967 (49).

Among the physically handicapped persons of Payne County, we find the following disabilities: (1) Orthopedic, (2) Cerebral Palsied (3) Deaf, (4) Hard of Hearing, (5) Blind, and (6) Limited Vision. Among the mentally handicapped there are many degrees of mental retardation, but

for the purpose of this study, mentally retarded include only those young people and adults with subaverage general intellectual functioning whose adaptive behavior is so impaired that it comes to the attention of their families or social agencies, making it necessary to provide special services for them (49).

If one is convinced of the importance of human life, of the dignity of man, of the right to full opportunity for all individuals, then one must advocate and motivate rehabilitation activity. Believing in the philosophy of equal opportunity for all, it is inconceivable to relegate the handicapped to the seclusion, the aversion, the hopelessness of years past.

We are living in an era of great political, social, cultural, and economic change, we are conditioned to hearing and reading of ideologies, social and cultural theories, economic trends, progressive education, communal and advocacy planning, and the like. While tremendous changes have been taking place in technology and medicine, changes have also occurred in the attitudes of educational and governmental institutions, as well as the general public, toward the handicapped. These changing attitudes have caused rehabilitation centers, schools for the handicapped, and sheltered workshops to be organized and built across the United States (23).

Rehabilitation is not a static process. Its pattern of services and programs will change with the thinking and the practices that each new year brings. Rehabilitation has been defined in the following ways:

1. a combination of disciplines, techniques, and specialized facilities which are intended to provide physical restoration, psychological adjustment, personal and vocational counseling, job training, and placement. (2)

2. . . . restoration of the handicapped to the fullest physical, mental, social, vocational and economic usefulness of which they are capable (28).
3. the integrated contributions of specialists in psychology, vocational programs, educational services, social-recreation areas, and family and community life (48).

In a democracy, vocational rehabilitation should: (1) be provided for all persons who have mental or physical disabilities which constitute a handicap to employment, (2) prepare the disabled person for employment so that he can make adjustments to meet changing economic and employment conditions, (3) study each client to discover his particular traits and abilities, (4) see that each client has a large part in determining the job objectives and the type of services to be rendered, and (5) prepare the individual for a vocation suitable to his physical and mental condition. Other responsibilities would be to provide guidance and counseling, treatment of each client as an individual, and assistance in achieving the best development of which each person is capable, within the limits of his abilities (48).

One of the most significant developments in rehabilitation in the United States has been the tremendous growth of sheltered workshops for the handicapped. The number of workshops has approximately doubled from an estimated total of fewer than 700 in 1950 to about 1,400 today (31). In discussing the need for increased vocational rehabilitation services, the President's Committee on Employment of the Handicapped emphasized the role of sheltered workshops in meeting the rehabilitation needs of our handicapped population. It is further estimated that over two million, of those handicapped persons over 14 years of age, would become productive or could be more productive by receiving vocational rehabilitation services to prepare them to work in competitive employment,

sheltered workshops, or in their homes (25).

In conjunction with national developments in rehabilitation, the Governor's Task Force Study of Oklahoma strongly recommended that a sheltered workshop be established in Stillwater, Oklahoma, to serve the people of Payne County. Workshops have carried varying roles in the rehabilitation of disabled people. Some of them have been medically oriented and supervised and have been utilized primarily as physical restoration institutions. Some have been designed to give permanent employment to individuals whose disabling conditions have been stabilized, but for whom competitive employment is not possible. Transitional workshops have been established to provide work orientation, work conditioning, or job training that would prepare a disabled client to move into the regular work force. Many workshops provide all three of these services. Sheltered workshops can be defined as follows:

1. a voluntary organization or institution conducted not for profit, but for the purpose of carrying out a recognized program of rehabilitation for physically, mentally, and socially handicapped individuals by providing such individuals with remunerative employment, and one or more other rehabilitation activities of an educational, psychosocial, therapeutic, vocational or spiritual nature. (2)
2. a place where any manufacture of handwork is carried on which is operated for the primary purpose of providing remunerative employment of severely disabled individuals who cannot be readily absorbed in competitive labor market. (30)
3. A work oriented rehabilitation facility, with a controlled working environment and individual vocational goals, which utilize work experience and related services for assisting the handicapped person to progress toward normal living and a productive vocational status. (22)

The most desirable objective of a workshop is to rehabilitate the client to assume full employment in a competitive job--to restore the

handicapped person to the point where he is capable of "outside" employment in every case where this is possible. Although the three definitions have common features, such as working for pay in a protected environment, the definition of the National Association of Sheltered Workshops and Homebound Programs (30) will be used for the purpose of this study.

The humanitarian values of a rehabilitation program in a sheltered workshop are obvious, but the social and economic values are less well understood. Cohen (9) suggests that a sheltered workshop program is of value in bringing together various handicapped individuals to relieve their isolation, to capitalize on their residual talents for production output, and provide a sense of worth and pride.

Work satisfies many basic needs: the need for food, clothing, shelter, protection, and companionship. Through one's income may be acquired the symbols of social status, adornment, support of a mate and family. Through work the need to be creative can be met. Work is a method of aiding an individual toward good mental health development, social relationships that are essential to good personal adjustment, and a useful and common way of attaining a sense of fulfillment. Through work one can be a contributor and not a dependent.

When a handicapped individual is able to leave a home atmosphere, if even for a half day to work, to accomplish something on his own, to have social exchange, the pressure often exerted on the other members of the family, parents, husbands, wives, or brothers and sisters, is released with many far-reaching benefits. The handicapped person himself becomes easier to live with and gains self-confidence. All members of the family are able to relax and focus attention on their personal needs

or on the needs, often neglected in a family of this type, of other members of the family.

The economic values of rehabilitation programs in a workshop are quite tangible factors. There are at least four methods by which these factors can be measured: (1) more efficient manpower utilization made possible by rehabilitation, (2) economic gains in restoring workers to earning power, (3) tax savings made by removal from public assistance rolls, and (4) the reduction of the cost of being disabled (2).

It is difficult to compute accurately the economic gains made possible by the restoration of disabled workers or the addition of handicapped persons to our wage earner population. If we were to take the figure of one million handicapped workers, and because their earning power would often times be lower than a non-disabled worker, give each a salary of \$35 a week, and be successful in placing only 50% of the number, the effect would be that of placing 500,000 disabled in jobs and adding \$910,000,000 a year to our purchasing power. In this way, tax receivers would become tax payers.

Realizing the need of a sheltered workshop program, a group of concerned citizens of Payne County, Oklahoma, have begun the process of establishing a Multiple Disability Extended and Terminal Workshop in Stillwater, Oklahoma. It has been designated as The Sheltered Workshop of Payne County. The main objectives are to: (1) provide training opportunities not already available, to assist the handicapped person in developing skills, work habits, and attitudes which will enable him to accept gainful employment thereby enriching lives and contributing to the economy of the community, and (2) to provide remunerative employment opportunities within the workshop for those whose handicaps may be of

such nature or extent as to make it impractical for them to enter competitive employment in our society. Top priorities are to administer to the total needs of the handicapped person with careful consideration of medical, social, vocational, psychological, and economic needs. Another goal of The Sheltered Workshop of Payne County is to provide a facility for satisfying work experiences and training, as well as social fellowship.

For the most part, gainful employment of an individual, and contracts granted to a workshop are determined by the willingness of business and industry, and community organizations to utilize the services of the workshop. Conversely, to be successful, a workshop should tailor its program to fit not only the needs of its trainees, but the prevailing needs of the immediate locality. Rarely is a workshop self-supporting, therefore total support of the workshop by the community is essential.

The impact of employer receptivity of vocational rehabilitation is difficult to overestimate since a main objective of rehabilitation in a workshop is to obtain gainful employment for the client in the labor market, and to provide remunerative employment for those clients who remain employed at the sheltered workshop.

A workshop finds contract work invaluable for financial support and for work and training activities of the clients. The first step in effective procurement of jobs and contracts is to develop an inventory of potential customers or contract sources (45). There are many ways in which a shop may learn about available work. Members of the Board of Directors will refer contracts they do not need or cannot handle, or a satisfied customer may recommend the shop to his friends. These means

are subject to chance and provide an intermittent supply of work with little control over the types of jobs available to clients. When a shop wishes to be more selective, and maintain a constant flow of work, it must assume a more positive position in contract procurement (45).

The purpose of this study is to identify and record the receptivity of Payne County business and industrial organizations and clubs to support the responsibility of rehabilitating the handicapped people of Payne County through a sheltered workshop program, to ascertain which Payne County business and industrial organizations would employ mentally or physically handicapped individuals, which types of employee disabilities would most likely be accepted, and in what positions the organizations would employ handicapped persons.

Business and industrial organizations and clubs in Payne County were surveyed to determine the potential for contract work with The Sheltered Workshop of Payne County and to ascertain the types of contract and approximate frequency of availability. In addition, all organizations were surveyed to establish types of services they could use if provided by the workshop and frequency needed.

Other purposes of this study were to promote community understanding of the workshop and encourage use of the workshop's services and products by establishing direct contact with as many community and business leaders as possible. Based upon the results of the surveys, recommendations were made to the Board of Directors of The Sheltered Workshop of Payne County pertaining to training and work programs that would be consistent with community support.

CHAPTER II

REVIEW OF LITERATURE

When planning programs for the handicapped, it is necessary to apprise the public of the magnitude of the problem, and create attitudes of acceptance by the public toward the handicapped. Federal and State Governments and other interested organizations (eg. The National Association of Sheltered Workshops and Homebound Programs, The Jewish Vocational Services, The National Society for Crippled Children and Adults, and The National Association for Retarded Children) concerned with helping the handicapped, have created an abundance of literature on the subject.

This study is concerned with the rehabilitation processes of sheltered workshops, therefore, published material reviewed can be divided into the following categories: (1) Employer receptivity to employing the handicapped, (2) Contract Procurement, (3) Planning a sheltered workshop program, and (4) Programs of Services within sheltered workshops.

Employer Receptivity to Employing the Handicapped

". . . the problems of employment frequently reside in the community rather than in the disabled person," according to Daniel Sinick (43). Sinick (43) prefers the term "disabled" rather than "handicapped," because in relation to employment, a person with physical or

other limitations, reflecting his disabilities, may still be able to function as a satisfactory, non-handicapped employee.

The first purpose of this study is to ascertain employment possibilities for handicapped individuals within Payne County, Oklahoma, because a major goal of sheltered workshops is to assist as many participants as possible to move into competitive employment. Special efforts are usually needed to develop job opportunities for handicapped persons. Potential employers must be contacted and provided with information about the capabilities of workshop clientele. The entire community is in need of education regarding the employment problems of disabled persons.

The workshop, to place its handicapped workers in industry, must develop high standards of workmanship in both quality and quantity, instill acceptable work habits and attitudes, and achieve satisfactory social and personal adjustment in prospective employees (6). Failure in placement may sometimes be attributed to the lack of diversity in workshop tasks prior to employment, and it would be well for workshops to utilize every real job in the program as a training opportunity.

Many research investigations by individuals (Anderson (24), Clunk (7), Roe (36),) and industrial organizations give excellent evidence of the vocational capabilities of the handicapped indicating wide ranges of possible occupations. As pointed out by the President's Committee on Employment of the Handicapped (35), virtually any job in America can be held by a handicapped worker. Properly placed, the handicapped can set performance records equal to or better than the able-bodied (2). Many industries, employing large numbers of handicapped people, attest to their satisfactory performance. They declare that insistence upon hiring without special favors for the handicapped worker is the key to

their successful experience (41).

W. Scott Allen (1) states that:

Most people accept the premise that employment of the handicapped is a good idea, and much of our time and effort is spent trying to influence American industry toward endorsement and encouragement of the idea.

The same author lists four areas that present special challenges to those interested in campaigning for employment of the handicapped. They are as follows:

1. Personal Attitude. The major deterrent to successful employment of the handicapped is individual reaction to disability and to the disabled person.
2. Cost Factors. Specific research and wide distribution of published findings on the cost experience with groups of handicapped employees in industrial work situations are needed to support general statements such as: 'Hire the Handicapped--It's Good Business.'
3. Automation. We should understand what effect increased automation will have on unskilled workers and plan for these changes by carrying out research and developing procedures and training programs to meet future unskilled worker demands.
4. Central point of reference in the Community. We must identify resistance and outdated attitudes and methods in so far as they affect possible employment of handicapped persons in our own communities. (1)

Community attitudes play a significant role in the employment of the handicapped. Thomason and Barrett (50), state that "The attitudes of the community and society may be such that employment is rendered difficult in certain areas." Placement is facilitated when the community is made aware of the potentialities of disabled people and when all community resources, public and private, accept responsibility for changing negative attitudes toward employment of the disabled (1). Allen Roehrer (14) pointed out,

When prejudiced people are brought into direct contact with minority group members and share experiences with them

attitudes often undergo a gradual, but deep, change.

Employers often equate disability with lack of capability, therefore, the handicapped person encounters more than average difficulty in finding employment. Many employers lack sufficient knowledge of the handicapped resulting in their expression of unfavorable attitudes toward hiring them. A series of reports on employment of the handicapped by Personnel and Industrial Relation Directors, Doctors and Safety Engineers indicate that there are many advantages to hiring the disabled worker. At Northrop Aircraft, Inc., Dr. Roger Mackey (24) reports:

. . . a handicapped individual was matched with an unimpaired worker of about the same age and experience who was performing the same kind of work under similar conditions. The impaired worker almost consistently turned in a record of performance equal to or superior to his opposite number. His productivity was higher.

Other authors in the same report emphasized that each of their respective companies find impaired employees to be steady, excellent workers. According to all qualified studies, impaired workers are superior to the unimpaired when performing comparable jobs (24).

There have been many studies (Cohen (8), Fraenkel (15), Michal-Smith (27), Warren (57), Phelps (34), Hartlage (17), Slazberg-Wine-Seacat-D'unger (41),) which investigated community attitudes and employer receptivity towards the disabled person. Gellman (16), reporting from a similar study, writes:

Prejudice toward handicapped persons with their open or hidden rejection by the non-handicapped occurs at all socio-economic levels and in all regions of our country. It is evident in the social, educational, and vocational discrimination which hamper disabled persons.

Cohen's (8) employer receptivity study used a questionnaire to obtain data in the areas of the employer's schooling, vocational contact

with retarded persons, realistic concepts of mental retardation, and their attitude toward hiring retarded individuals. It was hypothesized that the employer's attitude toward hiring mentally retarded individuals would be positively related to the employer's educational attainment (better education-better attitude). Data revealed the original hypothesis to be not only false with their population, but apparently the exact opposite was true (better education-lower attitude).

Rogers (37) found that one of the principal obstacles to rehabilitation of mental retardates was placement. He stated that:

Employer prejudice toward all handicapped, but particularly toward the retarded certainly is a major obstacle to employment. Ways and means of overcoming employer prejudice toward retardates, for the most part, are yet to be developed.

In "A Methodology for Attitude Study," Jordan (21) attempted to determine what relationships exist between people's attitudes on education and the physically disabled, and factors such as (1) their personal values, (2) contact with education and the disabled, (3) their sex, (4) their income, (5) their views about social institutions and social change, and (6) similar personal and demographic traits. Many of Jordan's conclusions are predictable and reinforce previous attitude research. For example, his findings indicate that positive attitudes toward education, and the physically disabled will be associated with contact of a voluntary and enjoyable nature, with an orientation toward change, and with moderate discontent with established institutions.

All of the studies reviewed point to one ever present need--to change public attitudes by demonstrating, irrefutably, the abilities of handicapped individuals. Change in society's attitudes toward the handicapped has particular significance in dealing with employers.

Employment opportunities for handicapped persons will be improved when employers adopt the concept that the handicapped worker can contribute to their organization.

The National Association for Retarded Children has developed a program with Howard Johnson's, Marriott Hot Shoppes, Sky Chef (American Airlines), Hotel Corporation of America, Sylvania Electric Products, Montgomery Ward, Serta Mattress, and nearly 40 other firms across the country to provide 10 weeks of on-the-job training for qualified mentally retarded adults (10). The response of employers has been almost uniformly favorable. President William J. Mendelson (24) of the Hillcrest Poultry Co., an employer of disabled workers puts it this way:

We have graphic proof that it works--both for us as a source of good, steady employees and for them because they can lead full, productive lives as taxpaying citizens.

At the Albert Einstein Medical Center, a study was conducted by Rosenkrantz and Lucchesi (37) of the work records of their disabled employees. Absenteeism among the disabled, always a consideration when the question of employment arises, was less for the disabled than for the normal employees. Regarding the cost of accident insurance and unemployment compensation, both the carrier and the hospital were concerned with whether the employment of handicapped workers had increased the number of claims filed. However, most of the claims at the medical center came not from the handicapped, but from the careless healthy employees (37).

To destroy insurance practise myths (handicapped persons are more accident prone, compensation rates go up when handicapped workers are employed, insurance companies do not like firms to employ handicapped workers, etc.) that stand in the way of fair treatment for handicapped

job applicants, the American Mutual Insurance Alliance published a pamphlet outlining the positions of the insurance industry (19). In addition, the pamphlet suggests a five point personnel approach to hiring the handicapped:

1. Stop thinking of impaired people as 'handicapped.'
2. Don't dismiss the idea of employing impaired workers without finding out what they can do--on a fair and equitable basis.
3. Let these workers compete.
4. Recognize the handicapped as individuals.
5. Don't patronize (condescending manner; researchers own parenthesis) people with physical disabilities. (19)

Thompson (51) feels that workshops and industry should proceed on a mutually helpful basis, and has suggested several steps to facilitate cooperation.

1. The workshop must give industry a positive concept of its program and values.
2. The workshop should try to understand the effect of technological advances such as automation which may reduce certain work opportunities and require changes in skill training.
3. The workshop ought to understand the legal framework in which industry operates.
4. The workshop can create a better impression by adhering to ethical and efficient business practices, and by more aggressive placement programs.

Each time an employer hires a handicapped person who does well on the job, satisfying his employer, employer receptivity will be increased for future handicapped workers. Research proves that if one employs an ability and not a disability, problems of both employers and handicapped workers are alleviated. Given the interest and the will, problems can

be solved, and effective utilization of our disabled population can be achieved.

Contract Procurement in Sheltered Workshops

The second purpose of this study is to determine the potential for contract work between a sheltered workshop and Payne County business and industrial organizations and clubs. The third purpose is to establish types of services needed by local organizations. Even though the ultimate goal of a sheltered workshop is to place the client in employment in the competitive labor market, there will be some clients whose handicaps will prevent their obtaining this objective. For these clients, supervised, remunerative employment opportunities in the sheltered workshop is the answer, and through contract work, these opportunities can be made available.

Work performed in most workshops falls into the broad categories of (1) primary manufacturing, (2) contract work, (3) salvage operations, and involves hand operations, or the use of simple equipment (9). Typical jobs are: sorting, hand assembly, packaging, or mailing-service operations. The workers in many shops renovate used furniture and clothing, or manufacture goods, using machinery and equipment which require skill to operate (16).

The most frequent type of work performed is contract for industry. This reflects the increasing interest of industry to use workshops to handle a wide range of selected contract jobs, especially the vital short-term work which does not justify great expense on the part of industry (9).

The workshop that operates on contracts need not own stockpiles of raw materials, nor employ a merchandising and design specialist. It can provide a greater variety of work, usually representative of the jobs currently available, in local industry (45). Contract work does contain disadvantages such as greater dependency on customers, limited control of raw materials, and limited control of scheduling. With many contracts, work is subject to busy and slack seasons, but a well-run shop can coordinate the slack season of one customer with the busy seasons of others, keeping a continuous supply of work on hand (45).

Nelson (31) indicated that there are certain factors which encourage industry to utilize a workshop. He says:

A contractor (1) avoids unnecessary plant expansion and overhead, (2) eliminates the use of skilled labor when unskilled labor is sufficient, (3) reduces the amount of work outside the firm's usual activity, (4) bypasses the cost of hiring and training temporary personnel, and (5) saves the cost of record keeping required by the Government.

These factors should be emphasized when a workshop is attempting to obtain contracts from industry.

Dolnick (11) interviewed 132 contractors representing a variety of industrial firms which provided contract work to 35 sheltered workshops. It was noted that the contractors were interested in workshops primarily insofar as they filled a need of the contractor's business problems. Workshops which impressed the contractors were those which operated on sound business principles.

Other conclusions based on the same study were: (1) all soliciting devices were secondary to the direct sales approach. Contractors stated that a sales presentation should be businesslike and straightforward and should stress the services that the workshop is able to perform,

(2) contractors generally stated that they believed workshop prices were low; (the investigators felt that workshops could increase prices without a significant loss in contract revenue), (3) most contractors who had visited the workshops were favorably impressed, however, caution should be exercised to make certain that a workshop meets industry's expectations before issuing a blanket invitation to potential customers to visit the shop (11).

Smith (45), in conjunction with the Department of Health, Education, and Welfare (55) suggests the following methods of securing contracts: (1) industrial directories, (2) recommendations from board members, (3) personal knowledge of the industrial community, (4) door-to-door solicitation, (5) telephone book, (6) calls to local business and industrial organizations, (7) responses to radio, television, or newspaper publicity, (8) responses from public speaking engagements, (9) mailing lists, (10) letters to organizations with descriptive enclosures, (11) business form letters, and/or (12) personal interviews. Efforts to procure contracts should not drop off even when a shop has all the work it can handle; that being the time to seek more desirable types of work, more lucrative contracts, or those with a more promising training potential (14).

Discussing contacts for contracts, Menchel (26) states:

The director should know accurately how many workers there are in the sheltered workshop, and what types of activities and jobs they can perform successfully. In other words, he knows the quality of his product and the available supply that is ready for the market.

Sheltered workshop contracts do not develop spontaneously, nor are they to be had for the asking.

Smith (45) in her article "Operational Techniques for Sheltered Workshop Programs" lists the first step in effective procurement of contracts as developing a list of potential customers or contract sources. When a shop wishes to be selective and desires a constant flow of contract work, it must assume an active role in securing its own contracts (45). When a workshop is soliciting contracts, it is primarily promoting business, therefore, approaches to organizations should be concise, clear and businesslike.

The solicitation of work and contracts should be based on the capabilities of the workshop, rather than on emotionalism (9). The workshop personnel should be very sensitive to negative comments of contractors so that problems can be considered and resolved. An important aspect of contract procurement of sheltered workshops is the personality and habits, approaches, sales presentations, and follow-through of the procurement men. It is generally agreed that procurement men should have an understanding of, and be involved in the pricing process; salesmen should have an industrial background, maintain close ties with the workshop director, and understand the clients (12).

In the book Contract Procurement Practices of Sheltered Workshops (12), a group of factors to be considered in contract acceptance or rejection was presented. These factors are as follows:

1. Skill level requirements of both clients and staff
2. Supervision required
3. Production capacity of the workshop
4. Material requirements--whether furnished by the workshop or the contractor
5. Storage and working space required

6. Transportation and shipping requirements
7. Machinery requirements
8. Quality control requirements
9. Duration of contract--whether long or short run

If, in their anxiety to obtain needed work, workshops accept contracts they cannot perform or are unable to complete on schedule, they run the risk of jeopardizing future business. Unusual contractor requirements of workshop deficiencies in any of the nine factors listed above, merit serious consideration before the decision is made to accept or reject the contract (12).

Contract work in a sheltered workshop is essentially the same as contract work in private industry. The standard of work must adhere to the specifications of the companies that award the contracts, delivery dates must be met, and pricing must be competitive, or further contracts will not be forthcoming. Too many contracts have been granted because of sympathy for the disabled. These may be the same industries and businesses which are prospective employers of a workshop's employees. Therefore, it is important that the workshop that contracts meet industrial and business requirements.

Contract procurement is essential to many workshops today and the competition is severe, but good business procedures will assure the work-oriented facility an opportunity to obtain needed contracts from business and industry. Not only are contracts essential for financial reasons, but they offer an excellent variety of job activities, allowing the staff adequate opportunity to test, evaluate, and improve the work potential of the trainees (32).

Planning a Sheltered Workshop Program

To gain community understanding of The Sheltered Workshop of Payne County, and encourage use of the workshop's products and services is the fourth purpose of this study. The role of the community cannot be over-emphasized in the development and continual support of the work-oriented facility (1). The areas served by the program are responsible for referring appropriate clients to the facility, accepting the handicapped as equal citizens, employing them in business and industry and supporting the facility financially (44).

The Board of Directors and the Executive Director of a sheltered workshop must use all available community resources to assure optimum community interest. Some of these resources are: (1) community organizations and clubs, (2) industries, businesses, foundations, private and public agencies. An uninformed public is usually the greatest hindrance to any rehabilitation program. Therefore, a community education program is essential and should be designed not only for initial support and development of the facility, but also for continued support (45).

Charles Higgins (18) suggests that workshops need to define their role in rehabilitation. Too many shops have been initiated without adequate planning and without regard to (1) what work will be available, and (2) what clients can be served by the work available (17). The program of a workshop facility should be flexible enough to allow for changes, additions, and deletions in services when the need for these are suggested and substantiated by community groups. Other criteria to be considered are: (1) guidance and endorsement from civic welfare planning bodies, social agencies, business, industry, and labor, (2) the size and location of the community, and (3) availability of financial

contributions, purchase of products and services such as contracts and job opportunities for those ready to leave the workshop (40).

"To create a program of action by arranging all parts of an overall design or objective into an orderly project," is a working definition of the planning of a workshop program (44). When developing a plan of services for a work-oriented facility, a number of criteria and principles must be considered. Nelson (30) indicates that a plan for a workshop has two general parts: an indication of the nature and characteristics of the workshop program, and a delineation of extent and scope. More specifically, the plan should indicate, in stated time sequences, what the program proposes to do, and for whom and where it proposes to do it (31).

The National Association of Sheltered Workshops (30) recommends a careful preliminary study, practical and detailed planning, and extensive community involvement. Persons desiring to start a workshop should be prepared to invest time and effort in exploring and understanding the needs of the people to be served by the workshop, and the attitudes and resources of the community in which the workshop will operate. This initial phase should be carried out by a planning committee, with two major functions: (1) to direct a fact-finding survey, and (2) to interpret the findings of the survey and formulate them into recommendations (30).

According to Sink, Couch, and Anderson (44), Appel and Kinsella (3), and Dubin (13), the success of any facility is largely dependent on conducting a thorough study of the community to be served, and carefully planning for services to meet the needs of the community. Cooperation of business, industry, and interested individuals who would be willing

to cooperate with a sheltered workshop program in terms of providing employment outside the workshop, and providing contract work within the workshop itself, is essential. The data from the surveys would indicate the framework around which the workshop program should be built.

Nye (32), Cohen (8), Sink, Couch, and Anderson (44), Salmon and Salmon (40), Allen (1), and Nelson (31) recommend that the following information be obtained by a survey as the first step in planning a workshop facility:

1. Prevalence--the number and ages of disabled people in the community
2. Number of disabled people who are employed in satisfactory jobs
3. Age, sex, and improvement potential of persons who need rehabilitation services
4. Availability of public transportation to and from the proposed facility
5. Attitudes of employers to hiring the handicapped and availability of employment opportunities in the community for persons who have been prepared for work by the workshop
6. Residential accommodations
7. Available appropriate professional personnel to staff the facility
8. Existing services of social and medical facilities, and plans for development of new services
9. General acceptance and support of the sheltered workshop idea.

Because many factors create change in the community, continuous study of the data suggested above is required. Additional information

to be formulated is: (1) the specific objectives of the workshop program, (2) the ways the objectives are to be achieved, (3) the geographic area to be served, (4) the wherewithal necessary to achieve the objectives, and (5) the resources available to produce the wherewithal (40).

The second step in establishing a workshop is to further survey the area to be served and from the data secured, to recommend the type of program to be carried out within the facility. This should be accomplished by a planning committee comprised of persons from the local Vocational Rehabilitation Agency, Medical Services Agencies, Industries and Chambers of Commerce, Social Agencies, Educational Programs, Civic Clubs, Churches, and leaders of Youth Organizations, Legal, Bank, and Realtor Associations, City and County Officials, Labor Organizations, and the Press, Radio, and Television fields who have been informed of the various types of programs which could be offered. At this point, it should be determined whether the facility will offer a Single or Multiple Disability Program (45).

Nye (32) cites the following advantages of planning a Multiple Disability Program: (1) greater variety and more difficult types of contract work, (2) need for less supervision, (3) a greater number of handicapped people taking advantage of the workshop services in a small community, and (4) more cooperative attitude among trainees. Disadvantages include: (1) difficulty in controlling social conditions in a shop that includes varied disabilities and both sexes, and (2) difficulty in procuring and holding a sufficient number of contract jobs to provide the training and experience that the trainees need.

Cohen (9) suggests that:

. . . the advisability of establishing multiple disability workshops is dependent partially on the size of the communities to be served. In small communities where there are few handicapped persons, the only way to provide any type of workshop experience is through the integrated approach. Therefore, the problem of establishing a single program for each different group exists primarily in large communities where each handicap might be represented by its own individual workshop.

The problem of effective utilization of a professional staff within a community and its importance is also discussed by Cohen (9):

It has often been demonstrated that there is a general shortage of competent rehabilitation workers. Consequently, it would appear more efficient if the funds of several relatively small programs were pooled to ensure the hiring of an adequate staff.

A report by Appel, Williams, and Fishell (4) is relevant to the subject of establishing a multi-disability workshop, or a single disability workshop. Their research indicates that the most crucial, single problem in developing a consolidated workshop is the selection of staff personnel whose orientation and experience will help to ensure optimal services for all clients at all levels (4).

Some clients would benefit most from a totally segregated program. Other clients profit from exposure to clients from other disability groups as a step toward total integration into the working world. Terminal workshop employees of many types could benefit from the more diversified social contacts offered in the multiple disability workshop. An increasing number of disabled individuals cannot be categorized into one type of disability. It might be anticipated that the needs of these particular clients would best be met in an integrated facility (9).

The question of financing a multiple disability facility must also be considered. For example, in the area of the blind, laws delimit

certain types of contracts to workshops unless a specified percent of the clients are legally blind. This may result in the loss of funds in some integrated workshops. Therefore, adequate policies and programs should be developed to take advantage of existing legislation, while serving all types of clients (9).

The third step in planning a work-oriented facility for the handicapped is to make application for incorporation as a non-profit social agency and to adopt a Constitution and Bylaws (45). The remaining steps are to select a staff, to educate the community to its financial obligation, to secure financial support for the facility, and to properly budget its finances according to its needs (45).

There are numerous sources of materials on standards, rules and guides for rehabilitation facilities and sheltered workshops: Dubin (13), National Association for Retarded Children (29), Nelson (31), Smith (45), National Association of Sheltered Workshops and Homebound Programs (30), U. S. Department of Health, Education, and Welfare (54). Workshop organizations often neglect planning with unfavorable consequences to the programs. More attention to planning will result in the development of better community support, understanding, and utilization, and more stable programs.

Work Training Programs in Sheltered Workshops

To make recommendations to the Board of Directors of The Sheltered Workshop of Payne County as to the types of planning, training and work program that could be initiated by that organization within the context of the community is the fifth purpose of this study. Salmon and Salmon (40) define the program in this way: "The implementation and practical

application of the philosophy and services of the sheltered workshop are the program." They continue by saying that "the program of services will define the activities that will be conducted within the facility." In addition, services are based upon the principle of the utilization of work to develop vocational potentials of the handicapped and will often include one or more other services such as medical, psycho-social, or counseling and placement (40).

It is generally agreed (National Association of Sheltered Workshops and Homebound Programs (30), National Conference on Vocational Education for Handicapped Persons (58), Occupational Services, Inc., (32), Jacobs and Weingold (20), Dubrow (14), and Frankel (15) among others,) that the components of a sheltered workshop program are: (1) Screening and Admissions, (2) Diagnostic Evaluation, (3) Work Evaluation and Tryout Period, (4) Personal Adjustment Training, (5) Job Training, (6) Communication Skills, (7) Civic Responsibility Training, (8) Occupational Information, (9) Work Placement, and (10) Job Follow Up. In each of the stages, the client should have access to supportive services, either at the workshop itself, or elsewhere in the community, so that he can attain the fullest possible rehabilitation.

It is recommended that a four point rating scale covering the general areas of work adjustment be utilized in the contract workshop: performance skills, work tolerances, time factors, and social skills. Tobias (8) reporting results from his studies, emphasizes the value of job performance within the workshop in the vocational evaluation of the retarded. Dubrow (14) also emphasized the importance of job production in evaluating the flexibility and adaptability of the clients, as well as their production, perserverence, and social adjustment.

A well defined realistic training program provides both general and specific work skills. The jobs and experiences planned for the client should be graded from those which are comparatively simple to those which are comparatively difficult, from those that require constant supervision to those which require little or no supervision. Production standards should approximate those levels maintained by industry, and the salaries should be determined accordingly. The client's readiness to move from one phase to another within the workshop should be determined by his ability to meet expected standards (8).

It has been suggested that a sheltered workshop program should not stress the specific skills required for a particular job, rather, the general work habits and attitudes that any employee needs for successful employment should be emphasized. An individual should be provided opportunities for selective job placement; either within the workshop, or within the community.

Salmon and Salmon (40) conclude that:

The program will express the needs, the nature and numbers of clients, the staffing, the major and auxiliary services, the setting, the support, operation, and maintenances of all the activities that will be provided now and those that might be added later. Consideration of all these factors is required for the careful planning which is the basis of a good program.

The sheltered workshop deserves the best possible site (40). Both the exterior and interior structure of the physical facility should be appropriate for the program of services to be provided. The floor plan of a workshop can influence its success with industrial operations to a very great extent. If the layout is inadequate, the production process will not move efficiently. A well thought-out floor plan will decrease materials handling costs, cut down on the time needed for a given volume

of work, facilitate inspection, and save space (45).

Planning of the physical facility means thinking in terms of spacial and human relationships (40). In order to achieve a good program, the following planning principles should be adhered to: (1) suitability, (2) flexibility, (3) expansibility, (4) safety, (5) illumination, (6) color, (7) acoustics, (8) storage, (9) accessibility, (10) suitability of the basic dimensions, and work stations, (11) flexibility for alterations, and (12) expansibility for new additions (40).

Important points to be checked in designing flexible and efficient physical plants, prescribed by Smith (45) are:

1. Aisles of sufficient width for the safe handling of the expected volume of materials and for ease and safe access by the clients served. Aisles must be kept clean at all times.
2. Safety provisions should extend beyond the requirements of existing laws to provide for the increased emotional impact of stress situations on disabled persons with limited mobility or slower reaction time.
3. Adequate lighting should provide increased illumination at work stations; electrical outlets should be placed for convenient use by clients having orthopedic limitation. Electrical cords should never be strung along the floor or where they may interfere with the free movement of the workers.
4. Drinking fountains, adequate for the number and type of clients served, should be located conveniently for the work space. If some clients are in wheel chairs, fountains with two spouts, one at a height of 4'6" and the other at 2'6" are advisable.
5. Washrooms should be located convenient to the work space and should provide:
 - a. wash basins 32" in height
 - b. mirrors mounted at eye level, if wheel chair clients are served, eye-level mirrors should be provided for them also.
 - c. booths at least 3'10" by 3'10" should be provided in the following ration:
 - 1 for up to 9 people
 - 2 for up to 24 people
 - 3 for up to 49 people

4 for up to 100 people

6. A rest room equipped with a couch is a must for any sheltered shop serving the physically handicapped.

The ideal functional layout for a given number of workers will not be adequate for the same number of persons at another time when the work being done or the predominant disability being served has changed (45). Salmon and Salmon (40) in their guide to architectural planning stress the continuing need for flexibility and expandibility in the planning of sheltered workshops.

Efficient operation and adherence to work principles is most important and can be accomplished by giving attention to problem areas such as:

1. Excessive materials handling due to:
 - a. poorly organized storage
 - b. poorly thought-out job processes
 - c. inadequate equipment
2. Rework due to:
 - a. poor training
 - b. inadequate inspection
3. Job processes resulting in:
 - a. waste motions
 - b. extra materials handling
4. Tools, jobs, and fixtures requiring extra handling
5. Scheduling resulting in:
 - a. waiting time
 - b. unnecessary materials handling (45)

After a contract has been secured and/or a specific training program has been established, efficient production is largely dependent on adequate instruction. Therefore, the supervisor should plan specific job instruction carefully. Some basic principles, as noted in C. A. Turner's A Practical Manual of Effective Supervision (52), are:

1. The instructor should encourage an attitude of patience and painstaking effort in the learner.

2. He should have the objectives of the lesson clearly in mind.
3. Each factor to be taught should be presented in logical learning sequence, usually the sequence in which it occurs in the process although occasionally the easier steps can be taught first.
4. Quality specifications should be kept in mind at every step of the instruction to avoid developing substandard workmanship.
5. Efficient procedures should be stressed during instruction. Training is a tool for increasing production and improving quality.

The production supervisor should consistently practice good teaching methods and seek ways of improving them. Elements of Supervision (46) recommends five methods to be adhered to when teaching the handicapped.

These five methods are:

First, give an introductory description of the complete process, detailing hazards to be avoided, the value and nature of the equipment and product, and the use of special tools and gauges. Such an explanation will help the client learn the operation faster. Second, demonstrate once at normal production speed and then more slowly so that the worker can see each step clearly. During this demonstration it is important that the worker's view of the operation be the one he will have when doing the job himself. Third, let the client do the job himself as soon as he is familiar with all details. This initial attempt should be under the direct observation of the instructor. Fourth, correction by suggestion and demonstration should accompany initial trials as well as later work. Fifth, checking back on the client's work is essential both during early trials and as he progresses. This will prevent the formation of bad work habits.

Rehabilitation is not a static process, therefore, rehabilitation programs cannot be static. There are many concomitants affecting programs in sheltered workshops and many varied aspects to be considered, because of the nature of the clientele. At every opportunity, the program should be reviewed to see if it is in line with the philosophy of the workshop, meets the needs of the clients of the workshop, and the needs of the area the workshop is serving.

CHAPTER III

METHODOLOGY

Objectives

The objectives as finalized for this study are:

1. To determine the receptivity of Payne County business and industrial organizations to employment of physically and mentally handicapped persons:

A. Type of business and industrial organizations:

1. Agriculture
2. Manufacturing
3. Construction
4. Transportation and Public Utilities
5. Finance, Insurance, and Real Estate
6. Wholesale Trade
7. Retail Trade
8. Service
9. Medical

B. Size of business and industrial organizations

C. Types of disabilities presently employed or acceptable for employment:

1. Mental Retardation
2. Minor Orthopedic
3. Severe Orthopedic

4. Limited Vision
 5. Blind
 6. Hard of Hearing
 7. Deaf
 8. Cerebral Palsied
- D. Types of positions handicapped persons could fill in competitive employment
 - E. Types of training programs required by employers
2. To determine the potential for contract work between a sheltered workshop and local business and industrial organizations and clubs:
 - A. Type of club, business and industrial organizations responding
 - B. Type of contract work available in Payne County
 - C. Approximate frequency of each type of contract work
 3. To establish types of services that could be used by local organizations:
 - A. Type of services needed
 - B. Approximate frequency of usage of each service reported as being needed
 4. To gain community understanding and encourage use of the products and services of the sheltered workshop:
 - A. To establish direct contact with as many community leaders as possible
 - B. To determine which organizations would help support the responsibility and cost of The Sheltered Workshop of Payne County

5. To make recommendations to the Board of Directors of The Sheltered Workshop of Payne County as to the types of training and work services that could be initiated:

- A. The training of clients to meet employment opportunities in Payne County as indicated by the data of the survey
- B. The training of clients to accommodate potential contract work between a sheltered workshop and local business and industrial organizations and clubs
- C. The program needed to facilitate the offering of new services by the workshop that are needed by local organizations as indicated by the data of the survey

Procedure

The procedure used in this study included the following:

- 1. A review of literature pertaining to:
 - A. Incidence of handicapped persons in our population
 - B. Types of disabilities experienced by our handicapped population
 - C. Rehabilitation activities present in our society today
 - D. Guidelines for, and types of programs of sheltered workshops
 - E. Employer attitudes and receptiveness of employers to employ the handicapped
 - F. Contracting in sheltered workshops
 - G. Programs of services offered by sheltered workshops

2. Observations of the operational procedures of the Board of Directors' activities, and of the activities of The Sheltered Workshop of Payne County located in Stillwater, Oklahoma, at 308 South Jefferson Street

3. Development of instrument for obtaining data pertinent to program development of The Sheltered Workshop of Payne County

4. Pretesting of instrument by business and industrial organizations and clubs of Payne County

5. Revision of instrument to incorporate suggestions of business and industrial organizations and clubs of Payne County

6. Selection of sample of business and industrial organizations and clubs of Payne County to be surveyed

7. Use of instrument to record the present receptivity of Payne County business and industrial organizations and clubs to support the responsibility of rehabilitating the handicapped of Payne County through a sheltered workshop program

8. Analysis and recording of findings relative to:

- A. Employment possibilities for handicapped persons in Payne County
- B. Contract work available in Payne County that might be secured by The Sheltered Workshop of Payne County
- C. New services deemed necessary by area business and industrial organizations and clubs that they would utilize if initiated by The Sheltered Workshop of Payne County
- D. Community support and use of services offered by The Sheltered Workshop of Payne County

9. Formulation of recommendations to The Board of Directors of The Sheltered Workshop of Payne County concerning the planning and implementation of training and work programs to meet the needs of Payne County as indicated by the data obtained from the instrument

10. Drawing of conclusions and implications regarding the significance of the study to the overall planning and programming of The Sheltered Workshop of Payne County

Limitations

1. The study is limited to business and industrial organizations and service clubs in Payne County during the Spring of 1971

2. The study was not designed to test values and attitudes of the organizations surveyed

3. The Sheltered Workshop of Payne County program has been in existence for such a short time that Payne County business and industrial organizations and clubs may not fully understand rehabilitation services for the handicapped through sheltered workshop programs, therefore, the results obtained might be different than if all were fully educated on the subject

Definitions

1. DISABILITY--a physical or mental impairment restricting a person from achieving to full capacity. (2)
2. EXTENDED WORKSHOP--a work-oriented rehabilitation facility, with a controlled working environment for those clients whose handicaps are of such a nature that they can not achieve employment in the labor market. The employment provided in the extended workshop is of a remunerative type. (30)

3. HANDICAP--a mental or physical disability which imposes a disadvantage, making full achievement impossible for the person with the disability. (2)
4. MENTAL RETARDED--those young people and adults with sub-average general intellectual functioning whose adaptive behavior is so impaired that it comes to the attention of their families or social agencies, making it necessary to provide special services for them. (22)
5. MULTIPLE DISABILITY WORKSHOP--a work-oriented rehabilitation facility, with a controlled working environment for clients whose handicaps are either physical or mental, or both. A Multiple Disability workshop serves all types of disabilities. (30)
6. PHYSICAL HANDICAP--a disability, either limited vision, blindness, limited hearing, deafness, minor orthopedic, severe orthopedic, Cerebral Palsied or a combination of disabilities, which impose a disadvantage, making full achievement impossible for the person with the disability. (58)
7. REHABILITATION--a combination of disciplines, techniques, and specialized facilities which are intended to provide physical restoration, psychological adjustment, personal and vocational counseling, job training, and placement. (2)
8. SHELTERED WORKSHOP--a work-oriented facility where the mentally, physically, or emotionally handicapped person may come for training and/or employment. (30)
9. SINGLE DISABILITY WORKSHOP--a work-oriented facility with a controlled working environment to serve clients whose handicaps are all of one specified type. A single disability workshop serves only one type of disability. (30)
10. TRANSITIONAL WORKSHOP--A work-oriented facility, with a controlled working environment for those clients whose handicaps are of such a nature that they can achieve employment in the labor market with adequate training. (30)

Survey Technique

To ascertain employment possibilities for handicapped individuals, to determine the potential for contract work between a sheltered workshop and local business, industrial, civic, social, and service

organizations, and to establish types of services needed by local organizations are the first three purposes of this study. A questionnaire was the instrument used to achieve these purposes. The survey was conducted by sending a questionnaire to 400 Payne County business and industrial organizations, and 360 civic, service, and social organizations. Two separate questionnaires were utilized. One was prepared for the use of the clubs, and the other was for the use of the business and industrial organizations. An informative pamphlet about The Sheltered Workshop of Payne County, and a stamped, self-addressed envelope was enclosed with each questionnaire.

Business and Industrial Questionnaire

The questionnaire form for the business and industrial organizations was prepared to achieve the first three purposes of this study: employment possibilities for handicapped persons, potential for contract work, and the need for new services by business and industry. The questionnaire was pretested with selected Stillwater, Oklahoma, business and industrial organizations. From suggestions made during the pretesting, a new and improved questionnaire was written (see Appendix A).

A random sample of business and industrial organizations from the Payne County townships of Stillwater, Cushing, Perkins, Glencoe, Yale, Mehan, Ingersol, and Ripley was chosen to receive the questionnaire. The questionnaire was mailed directly to the personnel manager or the owner of the organization.

After receiving the completed survey form from the respondents, it was evaluated on the basis of (a) employment available in Payne County for handicapped individuals, (b) the potential for contract work between

local organizations and sheltered workshops, (c) types of services needed by local organizations, and (d) whether the organizations would consider supporting the cost and responsibility of The Sheltered Workshop of Payne County.

Club Questionnaire

The questionnaire for clubs was prepared to achieve purpose number two and three of this study; potential for contract work, and the need for new services by clubs in Payne County. The questionnaire was pre-tested with selected Stillwater, Oklahoma, clubs.

A random sample of clubs from the Payne County townships of Stillwater, Cushing, Perkins, Glencoe, Yale, Mehan, Ingersol, and Ripley was chosen to receive the questionnaire (see Appendix B). The questionnaire was mailed to the Presidents of the clubs indicated in the sample.

The returned questionnaires were evaluated on the basis of (a) the potential for contract work between local clubs and the sheltered workshop, (b) types of services needed by local clubs, and (c) which needs of The Sheltered Workshop of Payne County the clubs could help meet.

Pamphlet Description

To gain community understanding of The Sheltered Workshop of Payne County and encourage use of the products and services of the workshop was the fourth purpose of this study. Included with the questionnaire was an informative pamphlet (see Appendix C) about The Sheltered Workshop of Payne County. Information pertaining to the following is included in the pamphlet: What is a sheltered workshop? What are the objectives of a sheltered workshop? Is there a need for such a facility

in Payne County? Why a sheltered workshop in Stillwater? How can a sheltered workshop be realized in Stillwater? What are the immediate needs of the sheltered workshop? Additional information in the pamphlet included explanations of the types of jobs and services available at The Sheltered Workshop of Payne County.

CHAPTER IV

FINDINGS

Business and Industrial Survey

The population distribution for the area surveyed, Payne County, Oklahoma, is reported in Table I. As indicated, Stillwater and Cushing have the largest population.

TABLE I
1970 CENSUS POPULATION DISTRIBUTION

City	Population
Stillwater	31,126
Cushing	7,529
Perkins	1,029
Ripley	307
Yale	1,239
Glencoe	421

Although the largest city in the county obviously has the most business and industrial organizations, therefore, the most employment and contract possibilities, the sample was drawn from the whole of the county. This was done because the sheltered workshop is to serve the

total county, and county-wide participation is necessary for its success.

A total of 400 questionnaires was mailed to Payne County, Oklahoma business and industrial organizations. Of this total, 43 or 10.75% were returned. Table II shows the general types of business and industrial organizations responding to the questionnaire.

TABLE II
TYPES OF BUSINESS AND INDUSTRIAL ORGANIZATIONS
RESPONDING TO THE QUESTIONNAIRE

Type of Business	Mailed			Total Sample	
	No.	No. Returned	%	% of 43*	% of 400*
Manufacturing	41	3	7.3	7.0	.75
Construction	11	3	27.2	7.0	.75
Transportation and Public Utilities	11	1	1.0	2.3	.25
Finance, Insurance, and Real Estate	34	3	8.8	7.0	.75
Wholesale Trade	22	0	0	0	
Retail Trade	189	22	11.6	51.1	5.5
Service	56	8	14.8	18.6	2.0
Medical	36	3	8.3	7.0	.75
Total	400*	43*		100.0	

The largest percentage of questionnaire return came from the retail organizations with the second largest return coming from the service organizations. For the purpose of this study, retail businesses include: Building Materials and Farm Equipment, Hardware, Food Stores, New and

Used Car Dealers and Service Stations, Furniture and House Furnishing Stores, Eating and Drinking Establishments, Drug Stores, Miscellaneous General Merchandise Stores, etc. Service business organizations include: Hotels and Other Lodging Places, Laundries and Dry Cleaning Plants, Beauty Shops, Educational Services, and Auto Repair Shops.

The number of employees for each type of business and industrial organization varied considerably. Some organizations in each type of business and industry refrained from reporting the number of persons they employ. Table III indicates the number of employees reported according to types of organizations. The total number of employees for all the organizations responding to the question ranged from 0-8,957 with a mean of 241.1 employees per employer.

TABLE III
NUMBER OF EMPLOYEES OF ORGANIZATIONS
RESPONDING TO QUESTIONNAIRE

Type of Business	Number Mailed	Number Responding	Range	Mean Number	Total Employees
Manufacturing	41	2	17-499	249.5	42
Construction	11	2	20-30	15.0	50
Transportation and Public Utilities	11	1	0-120	120.0	120
Finance, Insurance, and Real Estate	34	3	1-18	6.0	22
Wholesale Trade	22	0	0	0	0
Retail Trade	189	15	1-425	28.3	888
Service	56	7	1-8,957	1,279.5	9,690
Medical	36	3	3-7	2.3	17
Total	400	33	0-8,957	241.1	10,229

Table IV indicates the complete results from the questionnaire. Only a little more than 21.9% of the respondents reported that they already employ any physically handicapped individuals. Characteristics of the handicapped population presently employed are as follows: The majority were minor and severe orthopedic, with limited vision and deafness being noted. There were 88.4% of the respondents who answered when asked if they would employ a physically handicapped person in the future. There were 57.7% said that they would; 28.9% were undecided; and 13.4% said that they would not employ physically handicapped persons in the future. Only 11.6% refrained from answering the question. Table V shows that the majority of the respondents stated they would be more likely to employ those individuals with minor orthopedic handicaps, hard of hearing, or limited vision.

Of those answering the question, 10.5% of the respondents indicated that they already employ mentally handicapped persons (88.3% answered this question). There appears to be less willingness on the employer's part to employ the mentally handicapped as indicated by the study. Of those answering, 48.5% (81.3% of the total), said they would not employ any mentally handicapped individuals in the future; 8.5% said they might possibly; and 43% said that they would employ a mentally handicapped individual in the future.

Some of the reasons for not employing any handicapped individuals, given by the respondents, are as follows:

It would be dangerous around the equipment. We have no jobs other than those that require a great deal of mobility. . . . too much hazardous equipment. . . . Our job is to sell the public by our neatness, appearance, and we are constantly moving in a hurry from one area of our store to another. Quick response to customer--customer satisfaction is important (sic). This would be extremely difficult for a handicapped person. Too risky. . . . have no one to work

TABLE IV
BUSINESS QUESTIONNAIRE ANSWER DISTRIBUTION

Question Number*	Yes	No	Undecided	Not Answering	Answering-Commenting	Total
1	9	32	2	0	0	43
2	0	0	0	35	8	43
3	22	5	11	5	0	43
4	0	0	0	23	20	43
5	4	34	0	5	0	43
6	15	17	3	8	0	43
7	0	0	0	19	24	43
8	0	0	0	18	25	43
9	0	0	0	15	28	43
10	11	19	0	13	0	43
11	23	8	0	12	0	43
12	12	16	1	14	0	43
13	6	20	2	15	0	43
14	7	22	0	14	0	43
15	0	0	0	36	7	43
16	0	0	0	37	6	43
17	22	8	0	13	0	43
18	27	2	1	13	0	43

*See total questionnaire, Appendix A.

TABLE V
FREQUENCY OF ACCEPTANCE OF DIFFERENT TYPES OF DISABILITIES

Type of Disability	Number Responding	% of Respondents
Limited Vision	9	45.0
Blind	0	0
Hard of Hearing	12	60.0
Deaf	2	10.0
Minor Orthopedic	17	85.0
Severe Orthopedic	5	25.0
Cerebral Palsied	1	5.0

with them to train them. . . . extensive travel and activity and training. . . . no assembly line operations, and parts are large. . . . work is of a technical nature.

The data indicate that employment for the rehabilitated worker appears to have the greatest potential in the retail businesses and is greatest for the physically handicapped. Employers that stated they would employ mentally and/or physically handicapped persons said they would be employed in any of their organizations' positions if, with training, they could do the work. There appears to be no major correlation between the willingness of organizations to employ the handicapped and the number of employees they presently employ.

Of 28 respondents, 15 (53.5%) reported that they preferred to train their employees themselves, 7 (25.0%) said that they would require training from both the workshop and within their organization, and 6 (21.5%) stated that workshop training alone was adequate. It appears that previous job experience is more important to a prospective employer than work experience in a sheltered workshop according to the data collected. In fact, 63.3% of the reporting respondents preferred job experience other than in the workshop.

A large majority, 73.0% of the respondents answering, indicated they would make simple modifications in job production to accommodate the physically handicapped who might be employed in their organization. It is interesting to note that only 41.3% of the answering respondents stated that they would make simple modification for the mentally handicapped. When asked if they would consider supporting the cost and responsibility of The Sheltered Workshop of Payne County, only 21.2% of those answering, replied in the affirmative.

According to the data collected, the amount of contract work in Payne County, Oklahoma, is very nominal. Only 24.1% of the respondents reporting, indicated any contract work was available. Of those respondents answering in the affirmative, it appears that contract work in Payne County will either be printing and mailing, collating, sign making, or upholstery work. One organization indicated that they were in the process of creating a new product, and it might be possible for The Sheltered Workshop of Payne County to do the assembly and packaging of it.

When asked if they felt the need for any new services in Payne County, only 14.0% of the respondents answering, related any need for new services. Those services listed as desired by the reporting respondents included janitorial services, printing and mailing services, and a delivery service.

Many in the sample were willing to have someone from The Sheltered Workshop of Payne County visit with them to investigate the possibility of the workshop doing some type of contract work for them. That number represented 72.4% of the sample, with all respondents answering the question. About 70.0% of the employers indicated that they would contact the workshop when in need of a new employee.

Probably the most significant aspect of the completed study was that such a small percentage of those organizations receiving the questionnaire returned the data. Secondly, there appears to be greater acceptance on the part of employers to hiring the physically handicapped as opposed to hiring the mentally handicapped. Also a larger percent of the respondents was willing to make modifications (73.0% to 41.3%) in job production to accommodate mentally handicapped employees. Even

though only a small number responded to the questionnaire, a major portion of the respondents had a favorable reaction to having a representative of The Sheltered Workshop of Payne County contact them.

Club Survey

A total number of 360 questionnaires were mailed to Payne County Civic, Service, Social, and Religious clubs. Of that number, 160 were mailed to Oklahoma State University clubs and the remaining 200 were mailed to clubs encompassed within Payne County, Oklahoma. Of this total (360), 9.6% were returned. Table VI shows the types of clubs answering the questionnaire.

TABLE VI
TYPES OF CLUBS RESPONDING TO THE QUESTIONNAIRE

Type of Club	Mailed			Total Sample	
	No.	No. Received	%	% of 33	% of 360
Civic	55	3	5.4	9.1	.83
Social	154	15	27.7	45.5	4.1
Service	53	8	13.2	24.2	2.2
Religious	89	3	3.3	9.1	.83
Honorary	9	4	4.4	12.1	1.1
Total	360	33		100.0	

Table VI indicates the largest percentage of questionnaire return came from the Social clubs with the second largest return from the

Service clubs. For the purpose of this study, Social clubs include: special interest groups, garden clubs, professional clubs, and sororities and fraternities. Included in the Service club group were: student councils, educational groups, and charitable groups, etc. Social clubs responding represent a total of 42.5% of the grand total of those questionnaires mailed out, and the service clubs represent 24.2%. The remaining totals are: Honorary 12.1%, Religious and Civic, 9.1%.

Table VII denotes the size ranges of the clubs and the mean number of members in each club. It can be noted that the 33 clubs responding had a range of 0-6,000 members with a mean of 181.8 members.

TABLE VII
SIZE OF CLUBS RESPONDING TO THE QUESTIONNAIRE

Type of Club	Number Mailed	Number Received	Size of Club	Mean
Civic	55	3	50-360	120
Social	154	15	12-200	13.3
Service	53	8	6-6000	777.7
Religious	89	3	0-25	8.3
Honorary	<u>9</u>	<u>4</u>	<u>65-173</u>	<u>43.2</u>
Total	360	33	0-6000	181.8

Specified in Table VIII is the distribution of answers from the club questionnaire. Of these answering the question, 19.3% reported that they have some type of contract work that might be completed within the confines of The Sheltered Workshop of Payne County. Stuffing

envelopes, stamping and mailing, and collating were the types of work the club respondents advised they would contract to the workshop. Of the 33 respondents, 2 indicated the desire for new services to be initiated in Payne County, Oklahoma. The new service noted by these Payne County clubs is a printing service. The frequency of usage reported by the respondents for both contract work and utilization of a printing service ranged from weekly to annually.

TABLE VIII
CLUB QUESTIONNAIRE ANSWER DISTRIBUTION

Question Number	Yes	No	Not Answering	Answering-Commenting	Total
1	6	25	2	0	33
2	0	0	29	4	33
3	0	0	31	2	33
4	4	19	10	0	33
5	0	0	22	11	33

According to the data, approximately one-third of the answering respondents are willing to aid The Sheltered Workshop of Payne County with Volunteers, Financing, Training, and Clients. None of the reporting respondents indicated a willingness to aid the workshop in securing jobs nor helping participate in the workshop program as a member of the Board of Directors. Of the total, 33.3% answered with 21.2% expressing interest in working in the volunteer program, 9.1% responded indicating

they would be willing to support the financial needs of the workshop, 9.1% of the respondents indicated they would help with the training of the clients of the workshop, and 3.0% report that they will aid the workshop with locating new clients.

The percent of respondents is not significant enough to imply that the clubs desire any new services to be initiated in Payne County. Also, there appears to be no significant number of clubs reporting the availability of contract work. The data indicates that the greatest support for The Sheltered Workshop of Payne County from the clubs will be in the areas of volunteers, finances and training of the clients. There appears to be no direct correlation between the size of the clubs responding and their willingness to aid the sheltered workshop.

Implications

The first purpose of this study is to ascertain employment possibilities for handicapped individuals within Payne County, Oklahoma. According to the data collected, employment possibilities are greatest for the physically handicapped. All of the respondents expressed acceptance of handicapped persons in any positions in their organization if the person was, or could be trained for the job, and could do the work.

Three types of disabilities of handicapped employees were acceptable by the respondents; minor orthopedic, limited vision, and hard of hearing. This limitation on the types of disabilities acceptable by the organizations could be due to a limited understanding of the abilities of persons with other types of disabilities. Information regarding the potential of individuals with severe orthopedic, cerebral palsied, deafness, blindness and mental retardation handicaps should be stressed to

all business and industrial organizations in Payne County in coordination with additional information on the potential of persons who are hard of hearing, have limited vision, or have minor orthopedic disabilities.

To determine the potential for contract work between a sheltered workshop and business and industrial organizations and clubs is the second purpose of this study. The data collected indicates that The Sheltered Workshop of Payne County will have to seek contract work outside Payne County if a substantial amount is desired. A small amount of collating, stamping-mailing, and stuffing envelope contracts can be secured from organizations in Payne County.

To establish kinds of new services that local organizations need was the third purpose of this study. Few respondents rendered this information on the questionnaires. Evidently, the majority of Payne County's business and industrial organizations and clubs feel the need for no new services. The Board of Directors of The Sheltered Workshop of Payne County should investigate present services being marketed in Payne County and determine which would be advantageous to the workshop to offer to the various organizations.

The fourth purpose of this study is to gain community understanding of the workshop and encourage use of the shop's products and services. Contact with 760 Payne County business, industrial, service, civic, and social organizations was accomplished through the survey completed for this study. Each participant in the sample received an educational, descriptive pamphlet describing The Sheltered Workshop of Payne County; what it is, why it is needed, what are its objectives, how Payne County can have one, what its immediate needs are, and what types of services

it offers. Although the response to the questionnaires was limited, numerous organizations have been made aware of the existence of a sheltered workshop program in Payne County, and of its products and services.

To make recommendations to the Board of Directors of The Sheltered Workshop of Payne County as to the types of planning, training, and work services that could be initiated by that organization is the fifth purpose of this study. There was not a large enough return of the questionnaire to substantially support any recommendations of training and work services to meet the needs of Payne County business, industrial, civic, service, and social organizations. The small number of returns does imply that Payne County organizations and individuals are in need of an educational program concerning a sheltered workshop program and the needs and potentials of handicapped individuals.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The objectives of this study were fivefold: to ascertain employment possibilities for handicapped individuals within Payne County, Oklahoma, and to determine the potential for contract work between a sheltered workshop and local business and industrial organizations, and clubs, and to establish types of services needed by local organizations. Additional purposes are to gain community understanding of The Sheltered Workshop of Payne County, and encourage use of the workshop's products and services, and to make recommendations to the Board of Directors of The Sheltered Workshop of Payne County as to the types of planning, training and work services that would be consistent with community needs.

The results of the questionnaire are limited to 10% of the total sample surveyed. A return of 43 business and industrial questionnaires, and 33 club questionnaires, with many of those respondents refraining from answering numerous questions, does not represent a valid amount of data from which sound conclusions and recommendations to achieve the original objectives of this study can be interpreted. It must be reported that from the data collected, the original objectives of the study cannot be met. Because the original objectives noted in the study

cannot be met does in no way indicate the research was inadequate or achieved no results.

On the contrary, the results of the survey indicate the need for initiating an involved, comprehensive educational program to gain the support of the population of Payne County. The lack of response indicates a void in awareness concerning the handicapped population of Payne County and their problems, and a lack of knowledge of the benefits of a sheltered workshop program. Obviously, a strong, effective program by The Sheltered Workshop of Payne County should be initiated to educate individuals in Payne County to the magnitude of the problems of a significant number of their population who are handicapped, and to a greater understanding of the potential and capabilities of handicapped individuals.

Several of the responses to the question asking why their business or industrial organization would not employ handicapped individuals verge on the attitudes toward the handicapped during the past centuries when we locked them away in cellars, attics, or sent them off to ill-founded institutions, or denied the individual's existence. Attitudes toward the handicapped have improved radically during the last decade, due in part to a greater understanding and acceptance of persons with some type of handicap, but more improvement is critically needed. A far reaching educational program is a necessity for The Sheltered Workshop of Payne County if it is to gain the complete support of Payne County.

One aspect that cannot be ignored is that perhaps because of the nature of Payne County's major economic resources, Oklahoma State University and Agricultural activities, the workshop may find that there

will not be adequate contract work from local organizations to meet its needs. In that instance, contacts should be made outside of the Payne County area to secure contract agreements.

Competition for employment in Payne County is vigorous because of the large number of persons attending Oklahoma State University who are in the labor market. However, research indicates that employers prefer more stable and permanent employees than the university labor market can supply. This aspect again indicates the necessity of educating Payne County employers with the knowledge of the advantages of hiring the handicapped. If there are to be adequate opportunities for placing the rehabilitated clientele of The Sheltered Workshop of Payne County, direct contact and communication with as many business and industrial leaders as possible must be accomplished, and an acceptance of the rehabilitated worker should be created.

Recommendations

The encompassing premise of the researcher, after reviewing the results of the survey of Payne County, is that county-wide receptivity, interest, and support of The Sheltered Workshop of Payne County must be affected. A spontaneous acceptance of and involvement in the workshop program should not be anticipated from any educational program, but nevertheless, an extensive county-wide educational program is the recommendation of the researcher.

An educational program directed at Payne County to gain support of The Sheltered Workshop of Payne County could be considered in 5 phases. The first phase of the educational program would require an individual, appointed by the Board of Directors of the workshop, to telephone each

respondent to the questionnaire thanking them for their interest and cooperation. If possible, the representative of the workshop should then make an appointment with each respondent to further discuss the workshop program and investigate the possibilities of the workshop placing rehabilitated workers in their organizations and of securing contract work from their firms.

The second phase of the educational program would involve the development of a community advisory board. The Advisory Board would work in conjunction with the present Board of Directors and could be comprised of the following representatives: editors of The Stillwater News Press, The Perkins Journal, The Cushing Daily Citizen, The Yale News, the managers of the KVRO and KSPI radio stations, the Presidents of the Stillwater, Cushing, Ripley, Perkins, Yale, and Glencoe Chambers of Commerce, advertising agencies in Payne County, the Editor of the Daily O'Collegian, and other individuals involved in direct daily contact with the population of Payne County. The representatives could then create and promote a series of advertisements, informative programs, newspaper articles, direct mail campaigns, and a radio program series. In addition, they could issue personal invitations to clubs, and business and industrial organizations to visit the workshop, and learn about its program.

The Advisory Board could then delegate one or two of its members as representatives to the Board of Directors so that both boards could coordinate their activities. It would be advisable for the representative to the Board of Directors, from the Advisory Board, to come from a rotating program so that each member of the Advisory Board would serve on the Board of Directors for a period of at least six months. Of course,

members of both boards would be welcome to visit and participate in either board meetings.

A representative of the Board of Directors could form a group composed of members from various county women's clubs in the third phase of the educational program. This group would assume the responsibility for telephoning the business and industrial organizations and clubs that did not respond to the questionnaire, and those not included in the sample, to solicit their support, cooperation and participation in the project. Also, as a result of the solicited interest of the businessmen, other businessmen would be informed of the project thereby helping considerably with securing positions for the rehabilitated clients of the workshop and contract work.

Because Oklahoma State University plays such an important role in Payne County and has great potential as a source of educators and volunteers for the workshop program, the fourth phase of the educational program would be to have a representative from both the student body and faculty designated to operate as a liason between the Board of Directors, the Advisory Board, and campus organizations. Many organizations, both faculty and student, are continually seeking direction for their service activities and having a representative of the workshop available to them at all times would be valuable in soliciting their activities for the workshop.

Phase five of the educational program could be to interest and involve local young people in the workshop program. Service groups comprised of students in local Junior High and High Schools could be organized. The young people could be valuable to the workshop program in a number of capacities.

There is, of course, no perfect answer as to the type of educational program that would be absolutely successful in changing the attitudes of Payne County's residences and gaining their support for The Sheltered Workshop of Payne County. The five phase program presented by the researcher actually represents an intensive program of communication between The Sheltered Workshop of Payne County and Payne County's business and industrial organizations, clubs, and individuals. It is the researcher's recommendation that this type of program be initiated and as advancements are made in gaining support of the workshop program, revisions and additions to the educational service program be applied to bring it in alignment with the immediate needs of the workshop program.

It can be inferred from this research project that employers, as well as the communities in Payne County, lack sufficient knowledge of the handicapped and their capabilities. It is, therefore, imperative that an intensive program of public education be initiated throughout Payne County. With this research, a step has been taken. The 760 recipients of the informative pamphlet, mailed with the research questionnaire, have been exposed to the needs and benefits of a sheltered workshop program and many have learned for the first time that there is such a program already begun in Payne County.

This research project is but a small step in gaining knowledge to plan a program of work and training within The Sheltered Workshop of Payne County. If more time were available, a follow-up program, contacting those organizations that did not previously respond, could yield a significant return of questionnaires from the sample. Valuable data to achieve the original objectives of the study could be secured.

Perhaps after the educational service program has been active for a period of time, an additional study could be undertaken, and The Sheltered Workshop of Payne County might secure additional data to further plan a work training program to meet the needs of Payne County and develop its fullest potential.

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APPENDIX A

SURVEY INSTRUMENT,
BUSINESS AND INDUSTRIAL QUESTIONNAIRE

THE SHELTERED WORKSHOP OF PAYNE COUNTY

308 South Jefferson St.
STILLWATER, OKLAHOMA 74074
405/377-0834

A survey is being conducted to determine employment opportunities for handicapped persons in Payne County, and to obtain data about types of sub-contract work that might be filled by THE SHELTERED WORKSHOP OF PAYNE COUNTY.

Please complete the questionnaire below, and on page two, and return immediately in the envelope provided. No postage is necessary. We are anxious to hear from you and will appreciate your prompt reply.

Pat Bradshaw

NAME OF BUSINESS _____

DESIGNATE TYPE OF BUSINESS BY INDICATING ONE OF THE FOLLOWING:

(put A,B,C,D,E,F, or H on the line provided at right)

A. Agricultural	D. Transportation & Public Utilities	G. Retail Trade
B. Manufacturing	E. Finance, Insurance, & Real Estate	H. Mining
C. Construction	F. Wholesale Trade	I. Service
		J. Medical

ADDRESS _____ **NUMBER OF EMPLOYEES** _____

street city zip phone

REPORTER _____ **JOB TITLE** _____

1. Does your firm presently employ any physically handicapped persons? YES ___ NO ___ 1.
2. Specify types of handicapped persons you presently employ by designating any number of the following: (eg. A,D,G,) _____ 2.

A. Limited Vision	C. Hard of Hearing	E. Minor Orthopedic	G. Cerebral Palsied
B. Blind	D. Deaf	F. Severe Orthopedic	
3. Would your firm employ a physically handicapped person now or in the future if suitably trained for your needs? YES ___ NO ___ UNDECIDED ___ 3.
4. Specify types of disabilities you would most likely accept in an employoe by designating any number of the following: _____ 4.

A. Limited Vision	C. Hard of Hearing	E. Minor Orthopedic	G. Cerebral Palsied
B. Blind	D. Deaf	F. Severe Orthopedic	
5. Does your firm presently employ mentally handicapped persons? YES ___ NO ___ 5.
6. Would your firm employ a mentally handicapped person now or in the future if suitably trained for your needs? YES ___ NO ___ 6.
7. If any answers to questions 1,3,4,5, or 6 are no, why would your firm not employ handicapped individuals? _____

THE SHELTERED WORKSHOP OF PAYNE COUNTY QUESTIONNAIRE

Page 2

8. In what positions could handicapped persons be employed by your firm? Specify job title and definition if not obvious. (for more space, use back)
1. _____
 2. _____
 3. _____
 4. _____
 5. _____
9. Would your firm prefer to: (indicate A or B) _____ 9.
- A. Train your future handicapped employees yourself
- B. Have The Sheltered Workshop of Payne County responsible for the training.
10. Would job training in The Sheltered Workshop of Payne County suffice for the usual requirement of some job experience in a new employee for your firm? YES ___ NO ___ 10.
11. Would your firm make simple modifications in job production to accommodate a physically handicapped individual? YES ___ NO ___ 11.
12. Would your firm make simple modifications in job production to accommodate a mentally handicapped individual? YES ___ NO ___ 12.
13. Would your firm consider helping to support the cost and responsibility of The Sheltered Workshop of Payne County? YES ___ NO ___ 13.
14. Within the operation of your firm, do you have any type of work that could be sub-contracted to the workshop to be completed within its confines? (eg. assembling, collating, stuffing envelopes, etc.) YES ___ NO ___ 14.
15. If (answer to question 14 is) yes, Specify type and approximate frequency—(eg. stuffing envelopes—monthly) (for more space, use back)
- | TYPE OF WORK | FREQUENCY |
|--------------|-----------|
| 1. _____ | _____ |
| 2. _____ | _____ |
| 3. _____ | _____ |
| 4. _____ | _____ |
| 5. _____ | _____ |
| 6. _____ | _____ |
16. If you feel the need for any new services in Payne County that your firm could benefit from such as janitorial, telephone answering service, delivery service, printing, etc. please list them below and the approximate frequency you would use the service. (for more space, use back)
- | TYPE OF SERVICE | FREQUENCY |
|-----------------|-----------|
| 1. _____ | _____ |
| 2. _____ | _____ |
| 3. _____ | _____ |
| 4. _____ | _____ |
17. May someone from the Sheltered Workshop of Payne County contact you to investigate the possibility of it doing some type of work for your firm? YES ___ NO ___ 17.
18. When in need of a new employee would you contact The Sheltered Workshop of Payne County to see if it had a client available to meet your needs? YES ___ NO ___ 18.

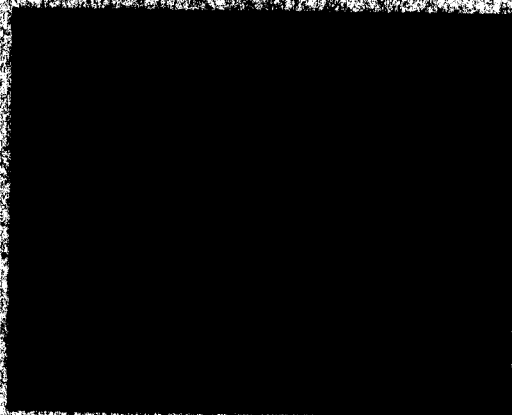
APPENDIX B

SURVEY INSTRUMENT,
CLUB QUESTIONNAIRE

APPENDIX C

A DESCRIPTIVE PAMPHLET OF THE
SHELTERED WORKSHOP OF PAYNE COUNTY

**Sheltered Workshop
For Payne Co., Inc.**
405/377-0834



1750 people in payne county...
...think about it



APPENDIX D

A GENERAL BIBLIOGRAPHY ON THE
HANDICAPPED

GENERAL BIBLIOGRAPHY

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VITA

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