

Magdalena Pasteczka-Cholewa

ORCID: 0000-0002-0941-6606

Uniwersytet Pedagogiczny w Krakowie

THE ACTIVITY OF THE OCCUPATIONAL ACTIVITY INSTITUTION ‘PENSJONAT NA WZGÓRZACH’ ('GUESTHOUSE ON THE HILLS') AS A PROPOSAL FOR SOCIAL AND VOCATIONAL REHABILITATION OF PEOPLE WITH DISABILITIES

Abstract

The purpose of the paper is to present the activity of one of the links in the system of social and vocational rehabilitation of people with disabilities, which is the Occupational Activity Institute, on the example of a particular facility called *Pensjonat na Wzgórzach* ('Guesthouse on the Hills'). The paper consists of three parts and a summary. In the first part the system of social and vocational rehabilitation that has been functioning in Poland since the 1990s, is discussed. The second part concerns the formal and legal aspects of the functioning of Occupational Activity Institutes; and in the third one, it is presented on the example of the *Pensjonat na Wzgórzach* located in Krakow. The conclusion provides a brief summary of the most important achievements as well as difficulties involved in running this type of facility.

Key words: Occupational Activity Institution, social and vocational rehabilitation, person with disabilities.

DZIAŁALNOŚĆ ZAKŁADU AKTYWNOŚCI ZAWODOWEJ „PENSJONAT NA WZGÓRZACH” JAKO PROPOZYCJA REHABILITACJI SPOŁECZNO- ZAWODOWEJ OSÓB Z NIEPEŁNOSPRAWNOŚCIĄ

Streszczenie

Celem opracowania jest przedstawienie działalności jednego z ogniw systemu rehabilitacji społeczno-zawodowej osób z niepełnosprawnością jakim jest zakład aktywności zawodowej, na przykładzie konkretnej placówki – Pensjonatu na Wzgórzach. Artykuł składa się z trzech części oraz podsumowania. W pierwszej pokrótce omówiony jest system rehabilitacji społeczno-zawodowej funkcjonujący w Polsce od lat 90. XX wieku. Część druga dotyczy formalno-prawnych aspektów działalności Zakładów Aktywności Zawodowej, w trzeciej natomiast jest ona zaprezentowana na przykładzie krakowskiego Pensjonatu na Wzgórzach. Tekst kończy się podsumowaniem najważniejszych osiągnięć oraz trudności związanych z prowadzeniem tego typu placówki.

Słowa kluczowe: Zakład Aktywności Zawodowej, rehabilitacja społeczno zawodowa, osoba niepełnosprawna.

Taking up employment is a natural stage in the cycle of human life. It involves gaining independence, especially economic, and gives meaning to man's daily routine. However, occupational activity is not always possible. People who lost the capability for work or have always been incapacitated and unable to work due to congenital defects can participate in comprehensive rehabilitation programmes. In the occupational area, the rehabilitation of disabled people is based on two fundamental assumptions. The first of them is the conviction that each individual, regardless of the type and extent of disability, retains some abilities that can be utilised in professional work. In the other, it is recognised that no work requires that the workers should engage all of their physical and mental skills. This means that disabled persons are able to perform professional duties provided that the tasks concerned are adapted to their capabilities. Therefore, such people are included in actions that are aimed at lead them to the situation of being employed.

The basic legislation that regulates the actions aimed at rehabilitating people with disabilities in the area of professional work is the Act on Occupational and Social Rehabilitation and Employment of the Disabled of 1997. It specifies that rehabilitation should be understood as *'a set of activities, particularly organisational, therapeutic, psychological, technical, training, educational and social, aimed at achieving, with the active participation of such people, the highest possible level of their functioning, quality of life and social integration'*¹. Such broadly understood rehabilitation involves a number of tasks. In order for them to be fulfilled, certain institutions were established to engage in pro-employment activities. These include:

- Occupational Therapy Workshops – facilities whose task is to provide disabled individuals unable to take up employment with opportunities for social and occupational rehabilitation so that they might acquire such skills that are necessary for taking up employment. The workshops can be organised by foundations, associations or other entities;
- Occupational Activity Institutions – facilities providing rehabilitation and employment for people with moderate and severe disabilities. These are entities established by local authorities or non-governmental organisations whose statutory purpose is the occupational and social rehabilitation of disabled people;²
- Sheltered Workshops – a sort of social enterprises pursuing employment support policy and employing disabled people who are otherwise not able to function effectively in the open labour market³.

¹ Journal of Laws of 1997, No. 123, item 776 as amended.

² The activity of the Occupational Activity Institution has been described further on in the paper.

³ M. Trojańska M., *Przestrzeń ekonomiczna* [Economic space], [in:] *Przestrzenie życia osób z niepełnosprawnością* [Living spaces of people with disabilities], ed. by S. Olszewski, K. Parys and M. Trojańska, Wydawnictwo Naukowe UP, Kraków 2012, pp. 189-220.; Wolska D., 2015, *Umiejętności życiowe jako wyznacznik aktywizacji zawodowej dorosłych osób z głębszą niepełnosprawnością intelektualną* [Life skills as an indicator

The above mentioned institutions make the links of the system of occupational rehabilitation employment of people with disabilities and present a career path model for disabled people. The purpose of this system, developed in the early 1990s, was to *‘raise the level of vocational skills and improve the employment chances among people with moderate and severe disabilities, to build the potential and create new, as well as to improve the existing, instruments increasing disabled people’s opportunities in the labour market’*⁴. The criticism addressed against the system concerns the lack of consistency between the particular links. It was presupposed that a person with a disability would pass from occupational rehabilitation carried out at pro-employment institutions to employment in the open labour market. In practice, however, the situation of this group is more complex and varied. Some of the Occupational Therapy Workshop participants have no possibility or potential to prepare themselves, within the time prescribed by the regulations, for taking up employment at an organisation being closer to the open labour market. The Occupational Activity Institution-type facilities were supposed to be an ‘interim place’ for those Workshop participants who require an additional form of improving vocational skills before they enter the open market. In practice, also people working at a Institution remain beneficiaries of this link for long years without transferring to the shielded or open labour market.

Occupational Activity Institution – formal and legal aspects

Pro-employment activities towards people with disabilities have been present in the Polish legislation since 1997 when the Act on Occupational and Social Rehabilitation and Employment of the Disabled entered into force. The Occupational Activity Institution is the newest link in the social and occupational rehabilitation system of people with disabilities in Poland. It was established 3 years after the entry into force of the Act, by the Regulation of the Minister of Labour and Social Policy of 21st January 2000⁵. The ambiguities that were present in the provisions from 2000 were regulated during the subsequent years⁶. In describing the formal and legal aspects of the operation of the institution I will focus on the most recent one, the Regulation of the Minister of Labour and Social Policy of 17th July 2012 on Occupational Activity Institutions, which regulates in detail the principles, mode and conditions for establishing, funding and operating the Occupational Activity Institution.

The Occupational Activity Institution is an economic operator, independent financially and organisationally. The Occupational Activity Institution may manufacture goods excluding alcohol and tobacco products, and also goods in precious metals; it may also provide services apart from trading the above mentioned goods. The establishment of the Occupational Activi-

of occupational activity of people with severe intellectual disabilities], Wydawnictwo Naukowe UP, Kraków 2015, pp. 62-66.

⁴ J. Kirenko, *Oblicza niepełnosprawności* [The faces of disability], Wydawnictwo Akademickie Wyższej Szkoły Społeczno-Przyrodniczej, Lublin 2006, p. 102.

⁵ Journal of Laws of 2000, No. 6, item 77, repealed in 2003.

⁶ Regulation of the Minister of Labour and Social Policy of 18th June 2003; Regulation of the Minister of Labour and Social Policy of 14th December 2007.

ty Institution can be initiated by county or municipality authorities, an association or an another social organisation whose statutory purpose is the occupational and social rehabilitation of people with disabilities. The purpose of the Occupational Activity Institution-type facilities is to equip the workforce with such social and vocational competencies that will enable them to take up and retain employment at a sheltered workshop or in the open labour market. Due to the duality of the activities undertaken at the Occupational Activity Institution (rehabilitation and business activity), the organisational structure is divided into a section dealing with care and rehabilitation and a section dealing with production or services. The institution is managed by its head.

The Occupational Activity Institution is a facility related to the sheltered labour market. This means that each institution of this kind must comply with the requirements of the occupational health and safety, as well as those concerning the availability of spaces and adapting workplaces to accommodate the limitations of disabled employees. Sheltered conditions also mean that there is no competition at the institution between non-disabled and disabled employees. The Occupational Activity Institution employ people with severe disabilities, i.e. incapable of working or capable of working under sheltered conditions only, incapable of living independently. They make up at least 70% of the employees. Since 2007, when amendments were made to the Act of 1997 on occupational and social rehabilitation, it has been possible to employ at the Occupational Activity Institution people with moderate disabilities, i.e. incapable of working or capable of taking up work only under sheltered conditions, requiring additional assistance on a part-time basis. These groups include people with diagnosed autism, intellectual disability or a mental disorder for whom the Programme Board of the Occupational Therapy Workshop found it appropriate to take up employment and continue occupational rehabilitation under conditions of sheltered labour. The share of people with moderate disabilities may not be higher than 35% of the total number of employees with disabilities⁷. Working hours for people diagnosed with severe or moderate disabilities are at least 0.55 of the working hours specified in the act on rehabilitation (i.e. 7 hours per day and 35 per week). The number of working hours may be increased to 0.8 of the working hours specified in the act on rehabilitation at the request of the Programme Board.

The institution provides occupational, social and therapeutic rehabilitation. Specific guidelines in this respect are contained in the programme document prepared by the institution's employees. Furthermore, an individual programme is devised for each employee, taking account of the following issues:

- a) guidelines concerning the ways of acquiring the necessary workplace skills;
- b) suggestions concerning the necessary adaptations to enable performing vocational tasks;
- c) anticipated progress with regard to acquiring psychophysical abilities, personal resourcefulness and social skills.

⁷ after M. Garbat, *Aktywizacja zawodowa osób z niepełnosprawnościami. Bariery i koszty* [Employment support to people with disabilities. Barriers and costs], Oficyna Wydawnicza Uniwersytetu Zielonogórskiego, Zielona Góra 2013, p. 119.

The Occupational Activity Institution provides its employees with guaranteed medical and physiotherapeutic care. The duration of the rehabilitation activities for employees with severe or moderate disabilities is at least 60 minutes per day and can be extended to 120 minutes per day at the request of the rehabilitation staff⁸. The rehabilitation activity of the Institutions is funded with profits from the business activity and tax exemptions. This money is allocated to the Institute's Activity Fund and can be spent on financing the disabled employees' needs, e.g. adapting workplaces, trainings and supplementary or qualification courses, social aid, recreation as well as participation in the cultural life.

Even though the Occupational Activity Institution seems to be a solution tailored to the needs of people with disabilities it is nevertheless a not too popular link in the system of social and occupational rehabilitation. Data concerning the numbers of Occupational Activity Institution facilities functioning in the territory of the Małopolska region and in the whole country and the numbers of other pro-employment facilities have been presented in Table 1.

Table 1. Number of pro-employment facilities intended for people with disabilities and functioning in the territory of Poland and the Małopolska region. Current as of January 2019

	Occupational Therapy Workshops	Occupational Activity Institutions	Sheltered workshops
Number in Poland	720 ⁹	109 ¹⁰	975 ¹¹
Number in Małopolska (incl. Krakow)	68 (15) ¹²	10 (2) ¹³	55 (28) ¹⁴

Source: own work.

The data shown in the table indicate clearly that the Occupational Activity Institutions facilities are the least popular link in the system of social and occupational rehabilitation of people with disabilities. Both in the national scale and the regional scale (Małopolska) the number of the Occupational Therapy Workshops and Sheltered Workshops facilities is several times higher than the number of Occupational Activity Institutions. From among the 109 Occupational Activity Institutions functioning across the country, 10 are located in Małopolska. They provide employment to 357 disabled inhabitants of this region (data current as of June 2018). In Krakow itself there are two facilities of this type:

- Pensjonat i Restauracja U Pana Cogito [*Guesthouse and Restaurant at Mr Cogito's*], functioning since 2003; offers employment to mentally ill people who have been diagnosed with disabilities;
- Pensjonat na Wzgórzach [*Guesthouse on the Hills*], functioning since 2004; employs people diagnosed with severe or moderate disabilities resulting from various disorders.

⁸ Regulation of the Minister of Labour and Social Policy of 14th December 2007 concerning Occupational Activity Institutions, Journal of Laws of 2007, No. 242, item 1776 §14; after M. Garbat, *Ibidem*, p. 122.

⁹ Data from <http://www.niepelnosprawni.gov.pl/art,10,warsztaty-terapii-zajeciowej-pjm>

¹⁰ Data from <http://www.niepelnosprawni.gov.pl/index.php?c=page&id=85>

¹¹ Data from <http://niepelnosprawni.gov.pl/p,84,dane-dotyczace-zakladow-pracy-chronionej>

¹² Data from <http://www.niepelnosprawni.gov.pl/art,10,warsztaty-terapii-zajeciowej-pjm>

¹³ Data from <http://www.niepelnosprawni.gov.pl/index.php?c=page&id=85>

¹⁴ Data from http://www.malopolska.uw.gov.pl/doc/wykaz_zpch.xls

Further on in the paper I present the activity of the *Pensjonat na Wzgórzach*, which seems interesting due to the fact that employment there is offered to people with different kinds of disabilities caused by intellectual, sensory, motor or mental disorders.

Pensjonat na Wzgórzach: the place to gain experience in the labour market

The idea to found the Occupational Activity Institution *Pensjonat na Wzgórzach* came from former employees of a nearby occupational therapy workshop. They observed that the reason why participants in the workshop needed to have their stays extended was not only because they were not appropriately prepared to pass on to the next stage of occupational rehabilitation but also because of the lack of an appropriate institution. The problem that was discovered became the reason for launching actions leading to setting up the Occupational Activity Institution. Bearing in mind that such facilities may only be founded by associations and other organisations which deal with social and occupational rehabilitation on a statutory basis, in 2003 the employees of the therapy workshop founded the Integration Association for Employment and Social Support to the Disabled *Szansa* [‘Chance’]. The purpose of the Association is to implement projects where the main purpose is to prepare disabled individuals and assist them in entering the sheltered or open labour market, ‘thus giving them a chance for dignified and independent life’¹⁵. The Association took over the building in Krakow-Nowa Huta, previously occupied by the municipal preschool which was closed down due to the lack of children. Both the size and the infrastructure of the building complied with the requirements for starting a catering and hospitality business. Following the necessary refurbishment works in the former preschool building, the Occupational Activity Institution *Pensjonat na Wzgórzach* commenced its operation in 2005. As a result of the adaptation of the property for accommodation purposes, 16 rooms were constructed, of which 6 independent rooms and 10 studios with bathrooms. The rooms are equipped with TV, Wi-Fi and a fridge; some also have a balcony. Some of the rooms are adapted for disabled individuals. There is enough space for moving around in a wheelchair and there are handrails in the toilets. In total, the Guesthouse has 38 bed places. There are four conference rooms in the building, two small ones (up to 24 people) and two large ones (up to 75 people) as well as a dining room. Outside the building there are parking spaces for the guests.

The Guesthouse employs 40 people, of whom 10 are non-disabled and 30 have moderate or severe disabilities. These people make up the staff at the institution within four sections, i.e. management, administration, rehabilitation and maintenance. Disabled employees work as a receptionist, kitchen hand, accountant assistant, room attendant, and maintenance assistant. On the other hand, non-disabled employees deal with conducting economic activity, personnel management and career counselling. They are also responsible for providing relevant trainings for the staff to enable them to perform duties within the four work areas, i.e. administration, kitchen, maintenance and cleaning. Among this group of employees there are a manager, deputy manager, accountant, two cooks, a maintenance man and 4 job coaches.

¹⁵ *Pensjonat na Wzgórzach*, <https://pensjonatnawzgorzach.pl/stowarzyszenie-szansa/>

Due to the necessity to fulfil tasks concerning the rehabilitation of disabled employees, the Guesthouse also employs a nurse and a physiotherapist.

The conditions to be met by a disabled person who wants to work at the Guesthouse:

- have the status of an inactive person;
- be of full age;
- have a certificate of severe or moderate disability with regard to intellectual disability, mental disorder or autism¹⁶.

Willingness to work and commitment are required from the applicant, and not particular vocational qualifications or experience. When there is a vacancy, the advert is placed on the website run by the Guesthouse and at the local employment office. Some of the employees find out about the job opportunity at the Guesthouse at the occupational therapy workshop where they have previously attended. The job interview is conducted by the head or his deputy together with a therapy instructor. The applicant is initially taken on for a trial period of 3 months. This is the time when the disabled persons make themselves familiar with the institution and check out in which job they feel best. Lack of skills or vocational experience related to the particular workplace does not disqualify them. It is the task of the Guesthouse to create the proper conditions so that they might be able to acquire such skills and experience.

The Guesthouse employees are employed under an employment contract. The number of working hours, however, depends on the extent of the employee's disability. Work at the Guesthouse is organised in a two-shift system for non-disabled employees and three-shift one for employees with disabilities. In accordance with the schedule, they fulfil their work obligations during one of the periods, 8 am – 12 am, 12 am – 4 pm or 4 pm – 8 pm. Due to the small amount of working hours during a shift, in many cases a task commenced by one employee is continued by another person.

The activity of the Guesthouse is focused around teaching how to work and is based on rehabilitation, social and economic purposes. The former ones are primarily aimed at improving the employees' performance with regard to performing their obligations. They are related to creating conditions for discovering the potential and developing the skills needed to take up employment activity in the sheltered or open labour market. Catering and hospitality services involve jobs that are varied with regard to difficulty and complexity. Most of them have equivalents in everyday life, e.g. cleaning, laying the table or cooking. After a short training, a person without any qualifications is able to learn them. This takes place in the course of performing standard duties. At the Guesthouse the focus is on acquiring skills related to a particular professional role as well as on developing competences enabling the fullest possible functioning in the role of an independent employee, and not the care recipient. Because of the shortage of job coaches, quite frequently the personnel receives tasks written on pieces of paper or is informed about them by phone, and during their implementation the coach is not present. The presence of a coach provides the employees with a sense of comfort and security in the course of performing the duties, above all because they can be given feedback concern-

¹⁶ *Ibidem*.

ing the task being performed and also because they have someone they can ask for help in a difficult, unexpected situation. On the other hand, the absence of a coach may trigger uncertainty or generate stress. But the experiences of the Guesthouse employees show that tension and stress are only initial reactions to the new situation. Under conditions of weakened external control they made their own decisions, organised their own work and shared additional duties, working together in teams. In a situation of a long-term absence of the coach, they also learned to pay attention to the elements of work that need to be improved and to ask their work colleagues for help. They gained self-confidence and believed that they were able to cope at their workplace without any help or with only little support from the coach. These changes are visible both among people with intellectual disabilities, those with intellectual capacity within the normal range with motor disabilities and those mentally ill. Conditions at the Guesthouse are also created for learning through experience, which is carried out in collaboration with a nearby occupational therapy workshop. Workshop participants assist in preparing rooms and halls in which events organised at the Guesthouse take place. Their coaches are disabled employees whose task is to precisely explain to them what they should occupy themselves with. They are also responsible for checking the effects of the participants' actions. Observations made by non-disabled personnel show that the activities bring mutual benefits. Disabled employees want to deliver the best possible performance so they pay more attention to their own actions, but they also control others and thus memorise things that need to be improved. As a result, their level of self-control at work also rises. And participants of the therapy workshop, put in a situation of actual work, instructed by people with whom they can identify themselves, are motivated to carry out the tasks imposed on them.

Some of the objectives of the Guesthouse's activity concern the preparation of disabled people for the role of an employee in the legal aspect. These include respecting the employees' rights, also their human rights, and making them aware of such rights. The understanding and acceptance of the scope of duties as well as the workplace regulations are the basis for due fulfilment of the tasks entrusted. In the other hand, knowledge in the entitlements due to employees, such as a relief, gives a sense of security. Employees at the Guesthouse have access to the Labour Code. In the event of any doubts as to the respect of their rights, employees can check out the relevant formal provisions. Help can also be obtained from the head or the deputy, and the accountant. Furthermore, there are meetings for the whole personnel during which employees talk about the changes that they would like to introduce to their work. Disputes are also settled during such meetings, both with regard to fulfilling the obligations and relations between the employs. Treating employees as subjects rather than objects, respecting their decisions and individual approach to each employee are the key features of good relations with co-workers that are fostered at the Guesthouse. Understanding, flexibility and respect for individual needs become the main reason why employees think that this is a place where they want and can work.

Being an economic operator, the Guesthouse also includes economic objectives in its activity. An economic activity should bring income. Running a business in the hospitality sector is a difficult task. Without appropriate advertising or high-quality services, it becomes unprof-

itable; in tourist cities it is so due to tough competition and in places less frequently visited, due to the low demand. Staying on the market is easier with a good location close to frequently visited places. In the vicinity of the Guesthouse there is a tram loop, a cemetery and the Tadeusz Sendzimir Steelworks, a company employing natural persons and cooperating with local companies around Krakow as subcontractors. Due to this location some of the most frequent guests staying at the Guesthouse are construction and refurbishment teams. Apart from accommodations, the Guesthouse offers the organisation of various events. These are conferences, business meetings (e.g. anniversaries and business events, meetings with customers and product presentations) as well as special events, such as funeral receptions, christening parties, First Communion parties and jubilees¹⁷. Thanks to the extensive offer and the aforementioned attention to good relations with the guests, the Guesthouse enjoys a regular customer base, Polish and foreign, and the place is recommended to new people. The high level of the services and the professional contact with the customer are becoming the best promotion for the *Pensjonat na Wzgórzach* which has been successfully operating for 15 years.

Conclusion

The *Pensjonat na Wzgórzach* presented in the paper provides an example of what the activity of the Occupational Activity Institutions might look like in the service sector in Poland. The accomplishment of the objectives of the Guesthouse's activity can be discussed in terms of achievements as well as difficulties encountered.

One achievement is the practice of two methods of training employees, i.e. learning through action and learning through teaching others. The difficulties in the functioning of the Guesthouse caused by staff shortages meant that the very presence of a coach may become something that discourages a disabled employee from being independent and making their own decisions. The situation is similar among the participants in the workshop who help at the Guesthouse. At the Occupational Activity Institution they are able to perform more tasks, and in a more independent manner, than during hours spent at the well-known to them facility supervised by coaches. Situations of this type are included in the model developed by Caven S. McLoughlin, J. Bradley Garner and Michael Callahan. In their concept, *'assistance is provided by the co-employees rather than the personal assistant as it is, in accordance with the ecological approach, adaptation not only of the employee but of the entire environment that takes place. This leads to the shifting of the emphasis within the area of occupational preparation from a single coach to a team of collaborators (i.e. the social environment)'*¹⁸. At the Guesthouse, a change of workplace or the scope of duties is applied in three cases: 1) during

¹⁷ *Ibidem*.

¹⁸ after J. Marciniak, *Trendy w rehabilitacji zawodowej osób z niepełnosprawnością intelektualną. Rola nowoczesnych technologii w zwiększaniu zatrudnienia na otwartym rynku pracy* [Trends in occupational rehabilitation of people with intellectual disabilities. The role of modern technologies in increasing employment in the open labour market], [in:] *Wsparcie. Na drodze do zatrudnienia osób z niepełnosprawnością* [Support. On the way to employ people with disabilities], ed. by B. Olszewska, Wydawnictwo Naukowe Wyższej Szkoły Pedagogicznej, Łódź 2012, p. 54.

the trial period in order to recognise the applicant's potential; 2) at the employee's request; and 3) due to the employee's incapacity to cope with the tasks at the specific workplace. As far as it is practicable, a rotation system is introduced to encourage employees to take up challenges in different areas.

An essential feature in the occupational rehabilitation people with disabilities is time. The more time is devoted to training people to perform specified workplace activities, the more increase is achieved in performance, rationalisation and efficient use of working time¹⁹. The social and occupational rehabilitation system intended for people with disabilities provides for the progression to the next stages, the final target being an open labour market. However, it does not take into account the individual requirement for time devoted to preparation for the work situation. The more extensive limitations in the functioning of a person, the longer is the process of adaptation to the role of an employee. The result of the effective activity of the Guesthouse, uninterrupted since 2004, is that over a dozen of people with disabilities have been prepared to enter the sheltered and open labour market. Some of them still make their living from work. The difficulty in increasing the number of people leaving the Institution in order to find employment in sheltered workshops or in the open labour market is the fact that it is not treated as an interim place in the vocational development but a target one. This conviction may result on the one hand from the long-term stay at the Occupational Activity Institutions with other employees, and on the other hand, from the employees' awareness of their own limitations or their fears concerning their capability of retaining employment at a place different than the Occupational Activity Institution. The activity of the Guesthouse shows that an essential element of occupational rehabilitation is the possibility of taking up employment in a place where the rights and needs of a disabled employee are respected. Creating workplace conditions individually suited to each employee enhances the sense of security and comfort; on the other hand over time, this can however lead to the dampening of the employee's development potential.

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¹⁹Górecki 1972; Konczewski 1979; Mrugalska 1996; after W. Otrębski, *Interakcyjny model rehabilitacji zawodowej osób z upośledzeniem umysłowym [Interactive model of occupational rehabilitation of people with intellectual disabilities]*, Wydawnictwo Katolickiego Uniwersytetu Lubelskiego, Lublin 2007, p. 62.

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