

Top 10 Accessibility Resolutions – Learner’s Guide

Table of Contents

Overview	Page 2
Prepare Job Descriptions with Essential Functions	Pages 2-3
Know Available Resources and Support Networks	Pages 3-4
Expand Recruiting Sources	Pages 4-5
Develop a Budget for Reasonable Accommodations	Pages 5-6
Create a Reasonable Accommodation Process	Pages 6-7
Train on Reasonable Accommodation and Disability Awareness	Pages 7-8
Ensure Application Process is Accessible	Pages 8-9
Be Open to New Ideas	Pages 9-10
Establish Criteria for Reasonable and Undue Hardship	Page 10
Create a Reasonable Accommodation Statement	Pages 10-11
Conclusion	Page 11
Resources	Pages 11-14

Presented by:

Name	Dennis DeYoung	Julie Zeigler Wood, OTR/L
Title	Business Relations Specialist	Worksite Accessibility Specialist Occupational Therapist Registered/Licensed
Office:	614-438-1280	Office: 614-433-8293
Email:	Dennis.DeYoung@ood.ohio.gov	Email: Julie.Wood@ood.ohio.gov
Website:	www.ood.ohio.gov	Website: www.ood.ohio.gov

Overview

Opportunities for Ohioans with Disabilities (OOD) supports employers in creating workplaces that are diverse and inclusive of employees with disabilities. Throughout 2020, OOD has delivered virtual webinars as a resource for employers. The Top 10 Accessibility Resolutions is a collection of accessibility best practices from these trainings that employers can consider as they assess their accessibility and inclusion goals for the upcoming year:

- Prepare Job Descriptions with Essential Functions
- Know Available Resources and Support Networks,
- Expand Recruiting Sources,
- Develop a Budget for Reasonable Accommodations,
- Create a Reasonable Accommodation Process,
- Train on Reasonable Accommodations and Disability Awareness,
- Ensure Application Process is Accessible,
- Be Open to New Ideas,
- Establish Criteria for Reasonable and Undue Hardship, and
- Create a Reasonable Accommodation Statement.

OOD's 2020 virtual webinar series archive can be found in the [Resources](#) section of the Employer's Page of the OOD website. The series includes:

- Mental Health Disabilities in the Workplace
- Supporting Employees with Disabilities During COVID-19
- Disability Etiquette Training
- Inclusive Hiring: Applicants with Disabilities
- Navigating the Reasonable Accommodation Process
- Accessibility Hour with OOD
- Job Developers and Job Coaches in the Workplace

The information included is for educational purposes, is not an exhaustive list, and is not intended as legal advice.

Accessibility Resolution Number Ten: Prepare Job Descriptions with Essential Functions

Although not required by Title I of the ADA, it is a best practice to prepare a job description that includes the job's essential functions prior to advertising, recruiting, and interviewing applicants for the job. Essential functions include those work tasks the job was created to perform. A written job description can be an effective recruitment tool to attract qualified applicants because many applicants rely on them as a screening tool to decide whether they're qualified for the job.

Here are some best practices for creating inclusive job descriptions:

- Include a brief summary of job functions with examples of the essential functions.
- Use inclusive language:
 - Use plain language that is clear and concise with words that have a single meaning,

- Provide a clear definition when a word can be interpreted in more than one way, and
- Avoid jargon, technical terms, proprietary names, and unnecessary terms or phrases.
- Describe the job's expected outcome instead of the customary way of doing the job:
 - Instead of stating: "drive to multiple locations to meet with clients",
 - Consider stating: "travel to multiple locations to meet with clients".

For more information on inclusive job descriptions view OOD's archived training "[Inclusive Hiring: Applicants with Disabilities.](#)"

Accessibility Resolution Number Nine: Know Available Resources and Support Networks

When creating accessible work environments and providing reasonable accommodations for employees with disabilities, it can be helpful for employers to know what resources are available to them.

When an employer has received a request for a reasonable accommodation and is engaged in the interactive process with the employee with a disability, often the two parties are able to identify an effective solution. However, when this is not the case, here are some outside sources available to help:

- With the employee's permission, ask the employee's medical provider for recommendations for accommodations or to comment on a specific accommodation being considered.
- [Opportunities for Ohioans with Disabilities](#) is a state agency that provides Ohioans with disabilities the services and support they need to find a keep a job. Vocational Rehabilitation (VR) services are customized for each employee through assessments and one-on-one meetings with professional VR counselors. Interested Ohioans with disabilities may visit www.oodworks.com or call 1-800-282-4536 for more information about VR services.
- The Job Accommodation Network (JAN) is a federally-funded source of guidance on workplace accommodations and disability employment issues. Visit [JAN](#) to learn more.
- The ADA National Network provides guidance and training on Title I of the Americans with Disabilities Act (ADA). The network has ten regional centers. Ohio is in the Great Lakes Region.
 - The ADA National Network [website](#), and
 - The Great Lakes Region [website](#).
- Ohio's Bureau of Workers' Compensation (BWC) offers Ohio employers safety consultations at no charge. These include industrial safety, construction safety, ergonomics, industrial hygiene, OSHA (Occupational Safety & Health Administration), and public employment risk reduction consultations. These consultations are geared toward reducing rates of injury and illness, increasing productivity, improving safety, and removing hazards from the workplace. Here is information on how to request a consultation:
 - Online: www.bwc.ohio.gov
 - Phone: 1-800-644-6292
- Ohio's BWC also offers an ergonomics resource guide that includes information and recommendations specific to these industries: agriculture, commercial, construction, extraction, health care, high risk commercial, manufacturing, office and administrative, public employers, schools and colleges, service, transportation, and utilities. In addition, BWC offers training

classes and safety videos for employers. For additional information, visit BWC's webpage titled "[Ergonomics resources guide by industry.](#)"

There may be times when it is not clear whether an identified reasonable accommodation will be effective. When the accommodation includes purchasing equipment or tools, find out if it can be borrowed from a lending library for a trial before purchasing:

- Assistive Technology of Ohio. "[Device Lending Library](#)"
- OCALI. "[Lending Library](#)"
- Ohio Developmental Disabilities Council. "[Technology Lending Programs Guide](#)"

When an accommodation has been identified as an undue hardship due to being too costly, the EEOC advises employers to consider the net cost of the accommodation after applying eligible tax benefits and considering outside funding sources. Here are some resources to explore:

- Assistive Technology Industry Association. "[AT Resources Funding Guide](#)"
- Internal Revenue Service. "[Tax Benefits for Businesses Who Have Employees with Disabilities](#)"
- Job Accommodation Network's [article on funding](#)
- Opportunities for Ohioans with Disabilities services for eligible Ohioans with disabilities:
 - To learn about Vocational Rehabilitation: <https://ood.ohio.gov/wps/portal/gov/ood/>
 - For individuals to apply for services: <https://www.oodworks.com/>
- The employee requesting the accommodation may be asked to pay the portion of an accommodation deemed an undue hardship by the employer, after a proper assessment of the accommodation is made, including consideration of the previously mentioned funding sources.

Some reasonable accommodation solutions involve periodically coordinating with an outside provider, such as for American Sign Language (ASL) interpretation. Employers often find it beneficial to research local and national providers for such services as ASL interpretation, live captioning, and updates for screen reading software. Creating a list of providers allows employers to coordinate these services with ease when needed.

Accessibility Resolution Number Eight: Expand Recruiting Sources

According to studies referenced in the Northeast ADA Center's "[The Small Business at Work Toolkit](#)", employees with disabilities perform as well as or better than employees without disabilities and are absent less and stay on the job longer than employees without disabilities. These results demonstrate that hiring and retaining qualified and talented employees with a disability is a good business decision.

To attract qualified candidates with disabilities, employers are encouraged to expand recruitment efforts to include sources of qualified candidates with disabilities. Opportunities for Ohioans with Disabilities can support employers' efforts by sourcing qualified candidates with disabilities for open positions. In addition, ensuring job announcements are accessible eliminates barriers that prevent qualified applicants with disabilities from accessing information about open positions.

Here are some best practices for creating accessible job announcements:

- Provide information on the job's essential functions to attract qualified applicants,
- Provide an "equal opportunity employer" statement that is easy to find,

- Post information in locations that are physically accessible,
- Establish accessible telecommunications, such as a telephone relay service, and
- Provide written information in alternative formats upon request.

For more information on inclusive recruiting sources view OOD’s archived training “[Inclusive Hiring: Applicants with Disabilities](#)” and visit the employer section of OOD’s website “[Information for Employers](#).”

Accessibility Resolution Number Seven: Develop a Budget for Reasonable Accommodations

It is a myth that providing reasonable accommodations is expensive. Many employees with a disability do not need accommodations at work. When one is needed, a [survey](#) from the Job Accommodation Network revealed 56% of accommodations were free. Of those that required a one-time cost, the typical expenditure was \$500. Based on these studies, accommodations are often reasonable. However, there are times accommodations may cost more and having a budget in place can help employers afford them.

Some employers have developed a budget called a centralized accommodation fund (CAF) to streamline the process of purchasing accommodations. A CAF is an “enterprise-wide” fund for purchasing reasonable accommodation products and services. It is considered a best practice for employers and is vital in hiring and retaining qualified employees with a disability. A CAF can eliminate the concern hiring managers and supervisors have that the cost of an accommodation will come from their department’s operating budget.

Here are some examples of reasonable accommodations employers report purchasing through a CAF:

- Sign language interpreters,
- Communication support,
- Assistive technologies,
- Adjustable height desks,
- Ergonomic chairs,
- Drivers,
- Adjustments to company fleet cars, and
- Facility modifications.

Creating and using a CAF is unique to each employer. However, understanding how other employers have implemented a CAF can be beneficial. The Disability:IN organization’s resource “[Centralized Accommodations Funds](#)” and the Job Accommodation Network’s (JAN) resource “[Best Practices in Establishing a Centralized Accommodation Fund](#)” offer best practices and testimonials from employers who have implemented a CAF.

A query of 180 employers through the Disability Equality Index revealed 34% of the employers have a company-wide CAF. Here is what some of these employers had to say about their CAF:

- Aetna: “The centralized accommodations budget ensures that cost is not a limiting factor in identifying and implementing accommodations solutions.”

- Booz Allen Hamilton: "...covering all accommodation costs through centralized funding... removes any concerns about cost impact to individual team or department budgets."
- Northrup Grumman: "...a centralized accommodations budget has been established to cover the costs of accommodations so that requests are made without hesitation."

How much should an employer budget for the purchase of reasonable accommodations in the CAF? That answer is unique to each employer and requires a case-by-case assessment to determine. However, here are two examples of how other employers made this decision:

- One company of 22,000 employees set the budget at \$300,000 based on a pilot project with employees in a specific geographic area.
- Another company with more than 65,000 employees based their budget on 6% of the employees of one sector requesting a RA.

Based on an interview with two employers, JAN summarized these suggested best practices for creating a CAF:

- Obtain executive level commitment,
- Create a team to develop and implement the CAF,
- Communicate to all parties why the CAF is being created,
- Identify best practices from industry leaders,
- Identify accommodation items and services to be covered,
- Streamline the CAF with the current accommodations process for consistency,
- Track accommodations with technology (this can be as simple as using an Excel spreadsheet),
- Decide how purchases will be expedited (one example is the use of a dedicated credit card), and
- Include all parties involved in the process from the start.

Accessibility Resolution Six: Create a Reasonable Accommodation Process

Title I of the ADA requires covered employers to provide reasonable accommodations for qualified applicants and employees with disabilities during the hiring process and employment, unless the accommodation causes an undue hardship. The Equal Employment Opportunity Commission (EEOC) offers published guidance on the specifics of requesting an accommodation and on an employer's right to make inquiries and obtain documentation to support the request. The ADA requires employers to engage in an informal process (known as the interactive process) with the applicant or employee making the accommodation request. The interactive process helps both parties to better understand what is needed and how to identify an effective solution. Neither the ADA or the EEOC require employers to create a formal process for requesting and providing reasonable accommodations. However, creating a formal reasonable accommodation process can enable employers to facilitate accommodations effectively and efficiently.

Here are some best practices for creating a reasonable accommodation process:

- The Job Accommodation Network (JAN) offers a six-step process that includes recognizing a request, gathering information, exploring options, choosing an accommodation, implementing

the accommodation, and monitoring the accommodation. This process is available in JAN's resource titled "[Interactive Process](#)."

- After a review of JAN's process, in combination with other resources, OOD organized the reasonable accommodation process into these eight steps: employee request, gather information, identify options, choose a solution, provide the accommodation, monitor the accommodation, manage the process, and train staff. For more information on best practices view OOD's archived training "[Navigating the Reasonable Accommodation Process](#)." A fact sheet and flow chart can also be downloaded from the [OOD Website](#).
- JAN has created a collection of "sample and partner example" forms and policies from employers to review when creating a customized reasonable accommodation process and offering training for employees. These forms can be viewed on JAN's webpage titled "[Sample and Partner Example Accommodation Policies, Processes, Forms, and Training](#)."

Accessibility Resolution Number Five: Train on Reasonable Accommodations and Disability Awareness

Training can help to create work environments that are diverse and inclusive of employees with disabilities. Training may also influence the efficiency of providing effective reasonable accommodations. There are three important types of training to consider: training for all employees on their right to reasonable accommodation, training for supervisors on reasonable accommodation requests, and training for all employees on disability etiquette and awareness.

Training for All Employees on Their Right to Reasonable Accommodation

Employees should be trained on their right to reasonable accommodation to participate in the hiring process, to perform the essential functions of the job, and to enjoy the privileges of employment. Employees should also be aware of how to request an accommodation. This training is recommended to be offered to new employees during onboarding and to all employees on an ongoing basis. Training can be supported with information included in employee handbooks, company intranets, and company newsletters. In addition, communications for jobs and invitations to interviews, trainings, events, and meetings should always include a reasonable accommodation statement that is easy to find to inform applicants and employees how to request an accommodation when needed.

Training for Supervisors on Reasonable Accommodation Requests

Research conducted by Cornell University revealed employees with a disability "are at least 60% more likely to disclose their disability to a supervisor than to human resources." Because of this, training is recommended for all supervisors on how to recognize a request for an accommodation and what steps to take when they receive one. Supervisors should also be made aware of confidentiality rules regarding medical information and reasonable accommodations. In addition, supervisors should be advised on how to properly respond to coworkers that have questions about another coworker's reasonable accommodation.

For information on what constitutes a reasonable accommodation request, criteria for confidentiality, and how to respond to coworker questions, view OOD's archived training "[Navigating the Reasonable Accommodation Process](#)."

Training for All Employees on Disability Etiquette and Awareness

When reasonable accommodations are implemented, it may lead to coworkers discussing the employee with a disability. This could result in gossip and harassment. The best practice for preventing workplace gossip and harassment is through education on proper communications in the workplace.

In addition, it can be helpful to educate all employees about disability awareness. OOD can support these efforts through our no-cost training provided by our business relations team. OOD offers training on disability awareness and disability etiquette which provides information geared toward making everyone feel more comfortable and included.

Disability awareness and disability etiquette training is beneficial for hiring professionals when interviewing applicants with a disability. This type of training can help an interviewer understand that behaviors such as lack of eye contact or a flat affect (lack of emotional expression) can be a characteristic of certain types of disabilities. Each person is unique and how a disability impacts a person will also be unique.

- For example, an applicant with autism may display decreased eye contact during an interview, but this does not mean the applicant is not interested in the job or engaged with the interviewer.
- In addition, an applicant taking a medication to treat a mental health condition may display a flat affect, but this does not mean the applicant is not enthusiastic about the job.

Being aware of these characteristics helps interviewers to focus on the applicant's ability to do the job and avoid overlooking a qualified applicant.

For more information on disability etiquette and disability awareness training, review these OOD resources:

- View OOD's archived training, "[Disability Etiquette Training](#)",
- Ask about a customized training through OOD's "[Business Relations Team](#)", and
- Learn more about OOD's "[No-Cost Training Program for Your Business](#)".

Accessibility Resolution Number Four: Ensure Application Process is Accessible

Employers may have applicants apply for jobs through an online application system or in-person. Modifying these methods and considering reasonable accommodation can ensure the accessibility of the application process for applicants with disabilities.

Here are some examples of how to make the online application system accessible:

- Ensure compatibility with screen reading software,
- Include alternative text for visual content,
- Provide captions for audio material,
- Create content that is organized and not cluttered, and
- Design for keyboard navigation.

Here are some examples of how to make the in-person application process accessible:

- Keep applications in locations that are physically accessible for applicants with mobility impairments,
- Be prepared to provide written materials in alternative formats, such as large print or audio, and
- Provide a reader to read information to the applicant or a scribe to assist with filling out forms.

For more information on accessible applications, view OOD’s archived training “[Inclusive Hiring: Applicants with Disabilities.](#)”

Accessibility Resolution Number Three: Be Open to New Ideas

When an employer is engaged in the interactive process with an employee with a disability to identify a reasonable accommodation, it is important to be open to new ideas. The essential functions of a job can often be performed in more than one way. A reasonable accommodation is a change in the hiring process or the workplace that enables an applicant or employee with a disability to participate in a work-related activity in another way. The best place to start with identifying a solution is to ask the employee – he or she likely knows what will work.

Here are some examples of reasonable accommodations in the workplace:

- From the JAN resource titled “[Amputation](#)”:
 - An employee working as a truck driver underwent an amputation of her dominant arm and requested an accommodation due to a limitation with shifting gears in the truck.
 - The employer provided a reasonable accommodation in the form of a truck with an automatic transmission that does not require shifting gears.
- From the JAN resourced titled “[Mental Health Impairments](#)”:
 - An employee working as an executive assistant has bipolar disorder and requested an accommodation due to limitations with memory and focus on work tasks.
 - The employer provided a reasonable accommodation in the form of more time for training, written instructions for work tasks, and a daily checklist of job duties.
- From the JAN resource titled “[Low Vision](#)”:
 - An employee working as a freezer operator has low vision and requested an accommodation due to limitations with seeing notifications in print and electronic format.
 - The employer provided a reasonable accommodation in the form of a portable handheld magnifier.
- From the JAN resource titled “[Deafness](#)”:
 - An employee working as a building inspector is deaf and requested an accommodation for communications during training and for conversations held when he is working in the field.
 - The employer provided a reasonable accommodation in the form of a sign language interpreter for trainings and a mobile device with texting capabilities for field-based communications.
- From the JAN resource titled “[Speech-Language Impairment](#)”:
 - An employee working as a scientist has autism and requested an accommodation due to an intermittent limitation with speech and the requirement to deliver a presentation for an upcoming conference.
 - The employer provided a reasonable accommodation in the form of permitting the employee to pre-record audio content to accompany some of the slides and provided a

tablet with a speech generating application for the employee to use when needed for the presentation or to answer questions.

- From the JAN resource titled “[Intellectual Impairment](#)”:
 - An employee working as a store clerk has Fragile-X syndrome and requested an accommodation due to the inability to read and alphabetize items on the store’s shelves.
 - The employer provided a reasonable accommodation in the form of creating picture labels for the product containers that matched the product display on the shelf.

Accessibility Resolution Number Two: Establish Criteria for Reasonable and Undue Hardship

As mentioned previously in this guide, according to a [survey](#) from the Job Accommodation Network 56% of accommodations were free, and those that were not had a median cost of five-hundred dollars. Based on these studies, accommodations are often reasonable. When all options for an accommodation have been explored and the employer determines there is no reasonable solution, a case-by-case assessment must be performed to show an undue hardship exists. The EEOC provides criteria on how to assess undue hardship (significant cost or difficulty) through considering factors such as the cost and nature of the accommodation as well as information specific to the employer like size, financial resources, and the type of operation. When the cost of the accommodation is in question, the employer is encouraged to consider its net cost after applying outside sources of funding, such as tax benefits.

For more information on assessing undue hardship, view OOD’s archived training “[Navigating the Reasonable Accommodation Process](#).”

Accessibility Resolution Number One: Create a Reasonable Accommodation Statement

A reasonable accommodation statement is one way employers can communicate to all applicants and employees their commitment to be a workplace that is inclusive of individuals with disabilities. This statement informs applicants and employees of their right to request a reasonable accommodation and how to do so. This statement is often included in job descriptions, job postings, application forms (both online and in-person), reasonable accommodation policies, employee handbooks, company intranets, and in invitations to interviews, onboarding, meetings, trainings, and conferences.

Combining the reasonable accommodation statement with an equal opportunity (EO) statement sends the message to applicants and employees that the employer cares about what individuals with disabilities may need to access the hiring process, perform the job, and enjoy the benefits of employment. The EO statement is a declaration that the employer does not discriminate based on protected classes, such as disability.

Here are examples of combined reasonable accommodation and EO statements:

- [Employer] is committed to providing access and reasonable accommodation in its services, activities, programs, and employment opportunities in accordance with the Americans with Disabilities Act and other applicable laws. **To request an accommodation based on a disability,**

please contact (insert contact name or title with contact information such as phone number and email address) **by Month, Day, Year.**

- [Employer] is committed to the full inclusion of all qualified individuals. As part of this commitment, [Employer] will ensure that persons with disabilities are provided reasonable accommodations. If reasonable accommodation is needed to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact [include name and/or department, telephone, and e-mail address].

For more examples of statements, review the JAN article "[Making a Statement – About Reasonable Accommodation and Equal Opportunity.](#)"

Conclusion

Opportunities for Ohioans with Disabilities (OOD) appreciates your interest in identifying ways to support a workplace that is diverse and inclusive of employees with disabilities. Each employee with a disability, each employer, and each workplace is unique and because of this, the effective strategies used to create a work environment that is accessible and inclusive will be unique for each employer. We hope the information shared in this learner's guide is helpful in supporting your efforts.

Resources

Essential Functions and Job Descriptions

- Employer Assistance and Resource Network on Disability Inclusion. "[Job Descriptions](#)"
- HR Guide. "[Job Analysis: Job Descriptions](#)"
- Job Accommodation Network. "[Job Description Topics](#)"
- Job Accommodation Network. "[Testing Accommodations](#)"
- Opportunities for Ohioans with Disabilities' Archived Training: "[Inclusive Hiring: Applicants with Disabilities](#)"
- PACE University. "[Americans with Disabilities Act Compliant Words for Job Descriptions](#)"

Resources and Support Network

Outside Sources for Ideas on Reasonable Accommodations

- ADA National Network: <https://adata.org/national-network>
- Great Lakes Region of ADA Network: <http://www.adagreatlakes.org/>
- Job Accommodation Network: <https://askjan.org/>
- Ohio Bureau of Workers' Compensation. "[About safety consultations](#)"
- Ohio Bureau of Workers' Compensation. "[Ergonomics resources guide by industry](#)"
- Opportunities for Ohioans with Disabilities: www.oodworks.com

Lending Libraries

- Assistive Technology of Ohio. "[Device Lending Library](#)"
- OCALI. "[Lending Library](#)"
- Ohio Developmental Disabilities Council. "[Technology Lending Programs Guide](#)"

Funding Sources

- Assistive Technology Industry Association. "[AT Resources Funding Guide](#)"

- Internal Revenue Service. "[Tax Benefits for Businesses Who Have Employees with Disabilities](#)"
- Job Accommodation Network's [article on funding](#)
- Opportunities for Ohioans with Disabilities services for eligible Ohioans with disabilities:
 - To learn about Vocational Rehabilitation: <https://ood.ohio.gov/wps/portal/gov/ood/>
 - For individuals to apply for services: <https://www.oodworks.com/>

Recruiting Sources

- Northeast ADA Center. "[Small Business at Work Toolkit](#)"
- Opportunities for Ohioans with Disabilities' Archived Training: "[Inclusive Hiring: Applicants with Disabilities](#)"
- Opportunities for Ohioans with Disabilities. "[Information for Employers](#)"

Budget for Reasonable Accommodations

- Disability:IN. "[Centralized Reasonable Accommodations Fund](#)"
- Job Accommodation Network. "[Benefits and Costs of Accommodation](#)"
- Job Accommodation Network. "[Best Practices in Establishing a Centralized Accommodation Fund](#)"
- The U.S. Department of Labor's Office of Disability Employment Policy. "[Employers and the ADA: Myths and Facts](#)"

Reasonable Accommodation Process

- Job Accommodation Network. "[Employers' Practical Guide to Reasonable Accommodation Under the Americans with Disabilities Act \(ADA\)](#)"
- Job Accommodation Network. "[Interactive Process](#)"
- Job Accommodation Network. "[Sample and Partner Example Accommodation Policies, Processes, Forms, and Training](#)"
- Opportunities for Ohioans with Disabilities. "[Navigating the Reasonable Accommodation Process](#)"

Training

- Job Accommodation Network. "[Toolkit: Tools for Supervisors and Managers](#)"
- Opportunities for Ohioans with Disabilities. "[Business Relations Team](#)"
- Opportunities for Ohioans with Disabilities. "[Disability Etiquette Training](#)"
- Opportunities for Ohioans with Disabilities. "[Navigating the Reasonable Accommodation Process](#)"
- Opportunities for Ohioans with Disabilities. "[No-Cost Training Program for Your Business](#)"

Accessible Applications

- Opportunities for Ohioans with Disabilities' Archived Training: "[Inclusive Hiring: Applicants with Disabilities](#)"

Be Open to New Ideas

- Job Accommodation Network. "[Interactive Process](#)"
- Job Accommodation Network. "[Toolkit: Tools for Supervisors and Managers/Accommodations for Retaining and Returning Employees Back to Work](#)"

- Opportunities for Ohioans with Disabilities. "[Navigating the Reasonable Accommodation Process](#)"

Criteria for Reasonable and Undue Hardship

- Northeast ADA Center. "[Small Business at Work Toolkit](#)"
- Opportunities for Ohioans with Disabilities. "[Navigating the Reasonable Accommodation Process](#)"
- The U.S. Equal Employment Opportunity Commission. "[Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act](#)"

Reasonable Accommodation Statement

- Job Accommodation Network. "[Making a Statement – About Reasonable Accommodation and Equal Opportunity](#)"

OOD's Business Relations Team – see map on final page

- **Dennis DeYoung**, Business Relations Specialist, State of Ohio agencies
 - **Phone:** 614-438-1280
 - **Email:** dennis.deyoung@ood.ohio.gov
- **Cynthia L. Crews**, Business Relations Specialist in Southwest Ohio
 - **Phone:** 513-309-5140
 - **Email:** cynthia.crews@ood.ohio.gov
 - **Counties served:** Adams, Brown, Butler, Champaign, Clark, Clermont, Clinton, Darke, Fayette, Greene, Hamilton, Highland, Logan, Madison, Miami, Montgomery, Preble, Shelby, Union and Warren
- **Michael Hoag**, Business Relations Specialist in Northeast Ohio
 - **Phone:** 216-227-2028
 - **Email:** michael.hoag@ood.ohio.gov
 - **Counties served:** Ashtabula, Cuyahoga, Geauga, Lake, Medina, Portage and Summit
- **Kelly Jordan**, Business Relations Specialist in Southeast Ohio
 - **Phone:** 614-914-2492
 - **Email:** kelly.jordan@ood.ohio.gov
 - **Counties served:** Athens, Delaware, Fairfield, Franklin, Gallia, Hocking, Jackson, Lawrence, Meigs, Monroe, Morgan, Perry, Pickaway, Pike, Ross, Scioto, Vinton and Washington
- **Ron Klonowski**, Business Relations Specialist in East Central Ohio
 - **Phone:** 330-915-2038
 - **Email:** ronald.klonowski@ood.ohio.gov
 - **Counties served:** Ashland, Belmont, Carroll, Columbiana, Coshocton, Crawford, Guernsey, Harrison, Holmes, Jefferson, Knox, Licking, Mahoning, Morrow, Muskingum, Noble, Richland, Stark, Trumbull, Tuscarawas and Wayne
- **Jill Simpson**, Business Relations Specialist in Northwest Ohio
 - **Phone:** 567-703-5229
 - **Email:** jill.simpson@ood.ohio.gov



- **Counties served:** Allen, Auglaize, Defiance, Erie, Fulton, Hancock, Hardin, Henry, Huron, Lorain, Lucas, Marion, Mercer, Ottawa, Paulding, Putnam, Sandusky, Seneca, Van Wert, Williams, Wood and Wyandot



BUSINESS RELATIONS SERVICES MAP

Business Relations Specialists:

Northeast Area
Michael Hoag
 14650 Detroit Avenue, Ste. 200
 Lakewood, OH 44107
 michael.hoag@ood.ohio.gov
 216-227-2028

Northwest Area
Jill Simpson
 5241 Southwyck Blvd., Suite 200
 Toledo, OH 43614
 jill.simpson@ood.ohio.gov
 419-277-4894

Southeast Area
Kelly Jordan
 4300 E. Broad Street, Ste. 200
 Whitehall, OH 43213
 kelly.jordan@ood.ohio.gov
 614-204-4951

Southwest Area
Cynthia Crews
 Centennial Plaza III
 895 Central Avenue, 7th Floor
 Cincinnati, OH 45202
 cynthia.crews@ood.ohio.gov
 513-309-5140

East Central Area
Ronald Klonowski
 816-30th Street, NW
 Canton, OH 44709
 ronald.klonowski@ood.ohio.gov
 330-312-4051

