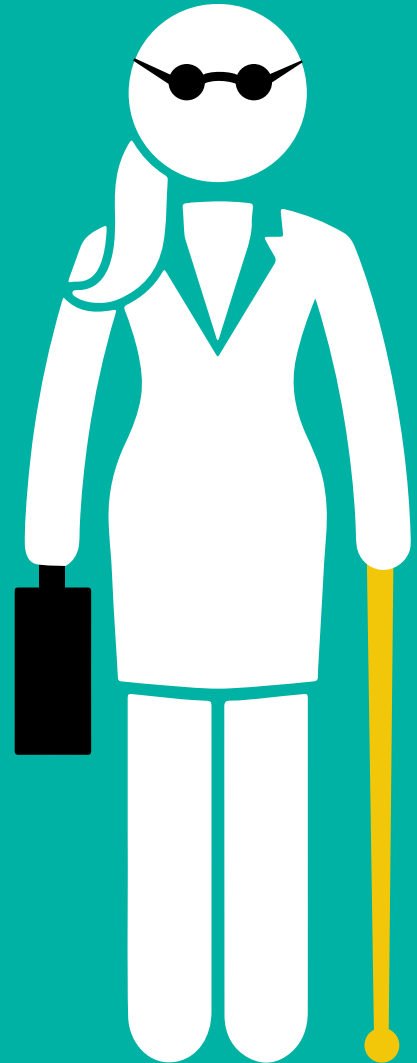


Inclusive Hiring

**2021 guide to hiring more
people with disabilities**



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How to Use This Guide

Our organization has developed this inclusive hiring guide for employers who are looking to improve their hiring and support practices for workers with disabilities. It is intended to be both an educational tool and a reference guide for managers to diversify, expand, and strengthen their workforce. This guide will also provide you with practical tools you can use to attract and work with employees with disabilities. It is NOT a replacement for direct experience and working directly with a disability service organization.

Disability Defined

A Quick Review

Let us take a look at the types of disabilities you may encounter in your search for new employees.

Physical Disabilities



Examples: Spinal Injury, Muscular Dystrophy, Short Stature

Deaf & Hard of Hearing



Examples: Deaf, Hard of Hearing, or Deaf-blind

Learning Disabilities



Examples: ADHD, Dyslexia, Dyscalculia, Dysgraphia

Brain Injury



Examples: Traumatic Brain Injury, Post Traumatic Stress Injury

Medical and Neurological



Examples: Cancer, Diabetes, HIV/AIDS, Multiple Sclerosis, Epilepsy,

Mental Health Conditions



Examples: Anxiety Disorder, Bipolar, Depression, Schizophrenia

Vision Loss



Examples: Low Vision, Visual Impairment, Blindness, DeafBlind

Speech and Language



Examples: Apraxia, Dysarthria, Stuttering

Intellectual and Developmental Disabilities



Examples: Autism Spectrum, Spina Bifida, Cerebral Palsy, Down Syndrome



Attracting Diverse Applicants

Benefits

We all know, offering employees a competitive benefits package will draw in employees of all kinds to apply for your open positions. However, there are a few of these offerings that really stand out to candidates with disabilities. Let's take a moment and explore what you might want to consider adding to your benefits portfolio and why it would be important to employees with disabilities.

Remote Work

Offering ways for employees to work remotely gives flexibility to employees with disabilities. This trend is already becoming the norm in many organizations, but has always been something sought by the disability community.

Accessible, reliable travel can be a major barrier for workers with disabilities.



There are few places more accessible than an individual's own home. Many of the specialized tools or personal assistance an employee may need to execute their job duties, are already in-place and working. Why complicate things by forcing an individual to come into the office, where things are foreign and must be adapted? Sometimes simple solutions such as these can help bridge the gap between you and the ever expanding talent pool of individuals with disabilities.



Where are the Gaps?

Take a look at the benefits you offer staff and see where there may be gaps between what you currently provide and what employees with disabilities may be looking for.

- Someone with a mental illness will be looking for a robust insurance package covering services for psychiatric care or prescription medications. Others may be looking for the option of taking extended medical leave for addiction rehab or to handle a mental health crisis.
- Are you able to offer flexible scheduling? Some of your employees may need to rely on public transit or caregivers for transport. This method can be unreliable or is only available during certain times of the day. Allowing for flexible scheduling eliminates this barrier.

These items can be quite attractive to a job seeker with disabilities, so take a look and see where the “gaps” are in your benefits package.

Work With Experts

There are many specialized organizations providing direct support to individuals with disabilities. When recruiting new talent it is always a good idea to develop relationships with these groups.

Many of these organizations are preparing individuals to either enter the workforce for the first time or to develop their already existing employable skills.

If they know you are open and interested in hiring the individuals they represent, they will often reach out with opportunities or recommend candidates.



Government Agencies, Schools, and Service Organizations



Whether it is a new graduate or an experienced worker looking for a new opportunity, these three groups can help you find candidates for your next opening.

Government

Agencies like the Division of Vocational Rehabilitation Services (DVRS), the Department of Labor (DOL), and the Division of Mental Health and Addiction Services (DMHA) can point you toward valuable resources in your state.

Schools

Schools with special needs programs or schools that work exclusively with people with disabilities often have transition programs to help get graduates ready for adult life, including employment.

Service Organizations

Service Organizations, like Easterseals New Jersey, provide a wide range of services for workers with disabilities. Their program participants are always on the lookout for promising job prospects. This is the best way to find trained, enthusiastic workers with disabilities.

These organizations can help you navigate to additional resources and navigate any rules and regulations.

Showcasing Disability Content

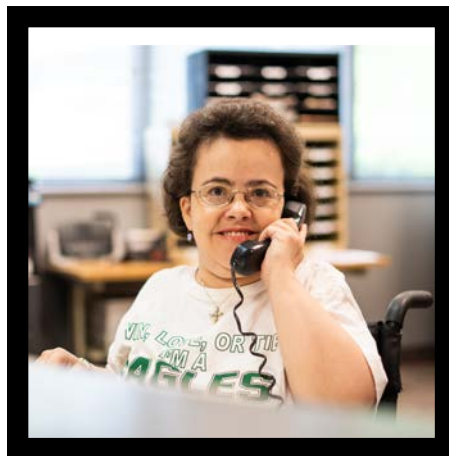
Inclusion is about more than putting a disclaimer on the bottom of your job posting that says “we are an equal opportunity employer.” Take a moment and do an audit of your company’s public-facing content to see if you are featuring people with disabilities on your website, social media, or advertisements.

If a potential applicant with disabilities does not see themselves represented in your company’s visual or written content, why would they assume they are welcome in your ranks?

If you don’t currently employ anyone with a disability, there are still plenty of stock photos you can use to showcase disability as an accepted part of your company culture.

Companies have acknowledged the importance of featuring diversity in their web and print content when it comes to race, gender, and ethnicity. But we still have a ways to go when it comes to showcasing disability. Share a social post in acknowledgment of Mental Health Awareness month or hold a job fair in honor of Disability Employment Month. There are plenty of ways to show your commitment to inclusion.

You should not present this content in any way that is exploitative. Instead, you should feature the images in the same way you would any other content. Normalizing disability visibility is the goal here, not only within your company, but everywhere. This empowers workers with disabilities and helps everyone.



Accessible Spaces

It may be necessary to look over your office space and take stock of what may or may not be accessible. The Americans with Disabilities Act (ADA) has set out some solid guidelines and requirements, but it does not cover everything. Please consider the following before your employee comes into the office for their first day:

- Does your building have proper ramp access?
- Are the cubicles and meeting rooms wide enough for a wheelchair to navigate and access?
- Are your bathrooms accessible?
- Do your emergency evacuation plans take into account having someone with an intellectual or physical disability?

Please review accessible building standards with your architect or building manager to ensure everything is up to code.

Make Your Content Accessible

Web accessibility has grown exponentially over the years. Developers have created a wide range of digital tools to help people with disabilities to access and benefit from the world's greatest tool: the Internet.



HOT TIP: When you show your commitment to accessibility, you are sending a “signal” to people with disabilities that they can and should apply for a job

Make Your Content Accessible (Cont.)



These tools do not all automatically work however, and require contribution from you, the content creator. If you are publishing items on your website or social media, you want to make sure everyone is able to access, read, and interact with your content.

Not only does this send a signal that your company is disability friendly, it even helps your Search Engine Optimization (SEO), giving you a leg up on your competition.

We have put together a web and social media content accessibility checklist to help you make sure you are keeping everything accessible. It includes items such as including alt-text on images, captions on videos, and limited emoji use and reliance. You can find them on page 18. More detailed web parameters can be found at:

www.levelaccess.com/



Inclusive Recruitment

Employers are always looking to draw in top talent to apply for open positions in their company. However, if you are not adapting your advertising practices to be more inclusive, job seekers may not even attempt to apply. In this section, we will explain the small details you may be missing when attempting to attract applicants with disabilities.

Job Descriptions



Scan your job descriptions for ableist language. Focus your descriptions on only what is core fulfilling the position's requirements. Also, see if there is flexibility in those requirements - you might be surprised how much of a difference a small change can make.

We have provided a sample job post below to help get you in the mindset of creating inclusive job descriptions and postings.

Take a look and think about how it would appear to a person with a disability. See if you can spot the *ableist language and check on the next page to see how many you got correct.

Job Description

This position requires being in the office five days a week and be able to arrive at the office on short notice. To succeed in this position, a candidate must be able to sit for extended periods of time. Candidate must have a valid driver's license and access to their own vehicle.

Required skills

- Clear verbal communicator
- Proficient in Microsoft Word
- College degree
- Can lift at least 20lbs
- Strategic thinker

**Ableist: discriminatory or prejudice against individuals with disabilities.*

Job Description

This position requires **being in the office five days a week** and be able to arrive at the office **on short notice**. To succeed in this position, a candidate must be able to **sit for extended periods of time**. Candidate **must have a valid driver's license and access to their own vehicle**.

Required skills

- **Clear verbal communicator**
- Proficient in Microsoft Word
- College degree
- **Can lift at least 20lbs**
- Strategic thinker

The potentially ableist language is written in **red** above. How did you do?

Now, not all of this language is entirely problematic. For example, if the position truly does require the individual to be on-call and come in on short notice, then by all means, include that language. However, if this is something you include on all your job descriptions regardless of the position's duties, it could be excluding perfectly capable candidates for no good reason.

A good example of that is "can lift at least 20lbs." You can find some version of this on just about any job posting. It is stock language, often included without thinking. If you were to hire a person with a disability who lacks this ability, these small lifting tasks can be fielded by one of the many other employees in the office when the need arises. Meanwhile, the employee with a disability can continue to focus on the other job responsibilities core to their position.

The same can be said for needing to have "access to their own vehicle" or "have a valid driver's license." As long as the individual can get to work and is able to do their work well, why would you care how they get there?

These changes require a shift in thinking on behalf of the employer. Don't let yourself get caught in the trap of "but this is the way we've always done it." Instead, find a way to adapt to the changing landscape of our modern workforce. This kind of forward thinking will serve you well, not just when hiring, but throughout your entire operation.

Accessible Job Postings

When creating job postings, make sure they are accessible.

This is particularly true when posting a job ad, as many are images or even video.

If an image, ensure to fill in “alt text” so screen readers can describe what’s there for those with vision impairment. If a video, be sure to use closed captions and that they are accurate and clear for someone who is deaf or hard of hearing.

You should also ensure your website and online application portal follows all web accessibility guidelines. (see checklist in the Resources chapter)



Location Location Location

Another way of signaling to people with disabilities that you would like them to apply to your jobs, is to post ads where people with disabilities will see them.

Diversify your placements to include disability centric websites such as disabilityscoop.com or even a local service organization’s website.

As we mentioned before, developing relationships with these organizations will also signal to them to send prospective candidates your way.

Some places also have physical locations you can leave behind brochures as well. Don’t be afraid to ask if you can leave some materials behind.

Interview Etiquette

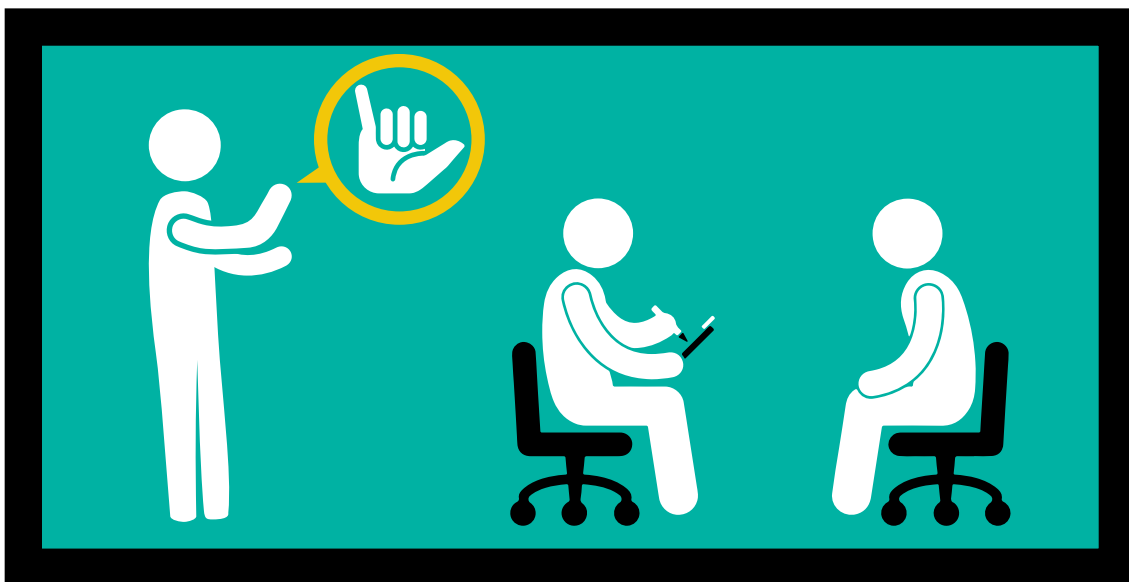
Offer and Provide Accommodations

When interviewing a candidate, it is not only acceptable to ask if they require any accommodations for the interview, it is necessary.

This includes having an accessible interview space for large wheelchairs, hiring interpreters for ASL users, allowing service animals in the building and providing paperwork in Braille, if needed.

Nothing will turn a prospective candidate away faster than refusing to provide the necessary accommodations to conduct an interview.

This applies for remote interviews as well. Be sure to set up your virtual interviews accordingly. You can use Zoom's live transcription service or hire an interpreter for on-camera interviews or take advantage of a Video Relay Service (VRS) for phone calls.



HOT TIP: When working with an interpreter, be sure to look at the person you are interviewing when speaking as the interpreters role is just to facilitate the conversation. The candidate should always have the interviewer's attention.

Watch Your Language!

No one likes the taste of shoe leather, so don't end up with your foot in your mouth. Be mindful of your words during the interview.

There are certain words, such as "Hearing-Impaired" or "wheel-chair bound" which are considered offensive.

In addition, be sure you are not using language which would signal to the candidate that they might not be able to do the job because of their disability. Such as, "you can't bring your service animal to work" or "if you can't hear the loudspeaker, then I don't know what you'll do."

If you do have a slip-up, there is an easy solution: apologize!

There is no shame in acknowledging a mistake. Many people with disabilities are quite understanding of how complicated this can be to navigate. Good intentions go a long way toward building goodwill.

Accessible Testing

We realize that some positions require companies to do skills tests before committing to hiring a candidate. This is perfectly fine, as long as you ensure proper accommodations are made to make the test accessible for the individual being tested. For example, you might need to convert a paper test into Braille or provide a computer compatible with an adaptive switch to control the mouse cursor.

Be sure to set aside some time to update your materials.



Onboarding and Training



“You’re hired!” can sometimes feel like the end of a long journey. But for those of us who know better, we know it is only the beginning of one.

When it comes to onboarding and training your new employee, you usually have everything worked down to a finely tuned routine. Unfortunately, that routine often does not translate for many people with disabilities. Some of your training videos may not be captioned or someone may have trouble reading small print policy documents.

We recommend working with an expert to review your processes and see how they can be adapted for the new employee. Supported employment specialists are trained in the process and will provide you with the assistance you require.

Employee Accommodations

What to Expect with Accommodations

If you hire an employee with a disability, you are going to want to make sure they have all the tools needed to thrive in their new position. For people with disabilities, some of these tools are considered “accommodations,” which assist the individual in carrying out their job responsibilities.

Some individuals may have on-site assistance as part of their accommodations, for example: an employment specialist or caregiver. It is still the employee’s responsibility to complete his or her work, but these small supports can go a long way. As the employee becomes more comfortable, these supports may fade away entirely or only serve to assist in personal care or non-job related tasks.

Most Common

We all rely on tools and work styles that best suit our personalities and preferences. You cannot predict what needs everyone will have until they are hired. Still, there are some common devices and services you can expect to see when working with people with disabilities - many of which you may or may not be familiar with. An employment specialist can provide a free job site analysis and provide recommendations for new hires that are unique to your environment. Below is a listing of these common supports you can expect to see and become familiar with so you're not surprised when they are requested:

- American Sign Language (ASL) interpreters
- Large print or Braille
- Screen reader friendly memos & images
- Adjusted shelf or desk heights
- Job duty reference sheets
- Accessible/Automatic doors
- High-contrast text
- Closed Captions (CC)
- Uncluttered hallways
- Flexible scheduling
- Extended task time
- Adaptive computer equipment
- Accessible Software

These accommodations may feel different and even “out of place” at first, but will eventually become just another part of the workplace.

For example, when someone asks for flexible scheduling, it might mean one employee arrives slightly early or leaves later. This may feel like a minor shift to you, but for someone with a disability, it may mean the difference between unemployment and happily employed. Do not turn away the perfect job candidate for a position over such a small alteration to their schedule.



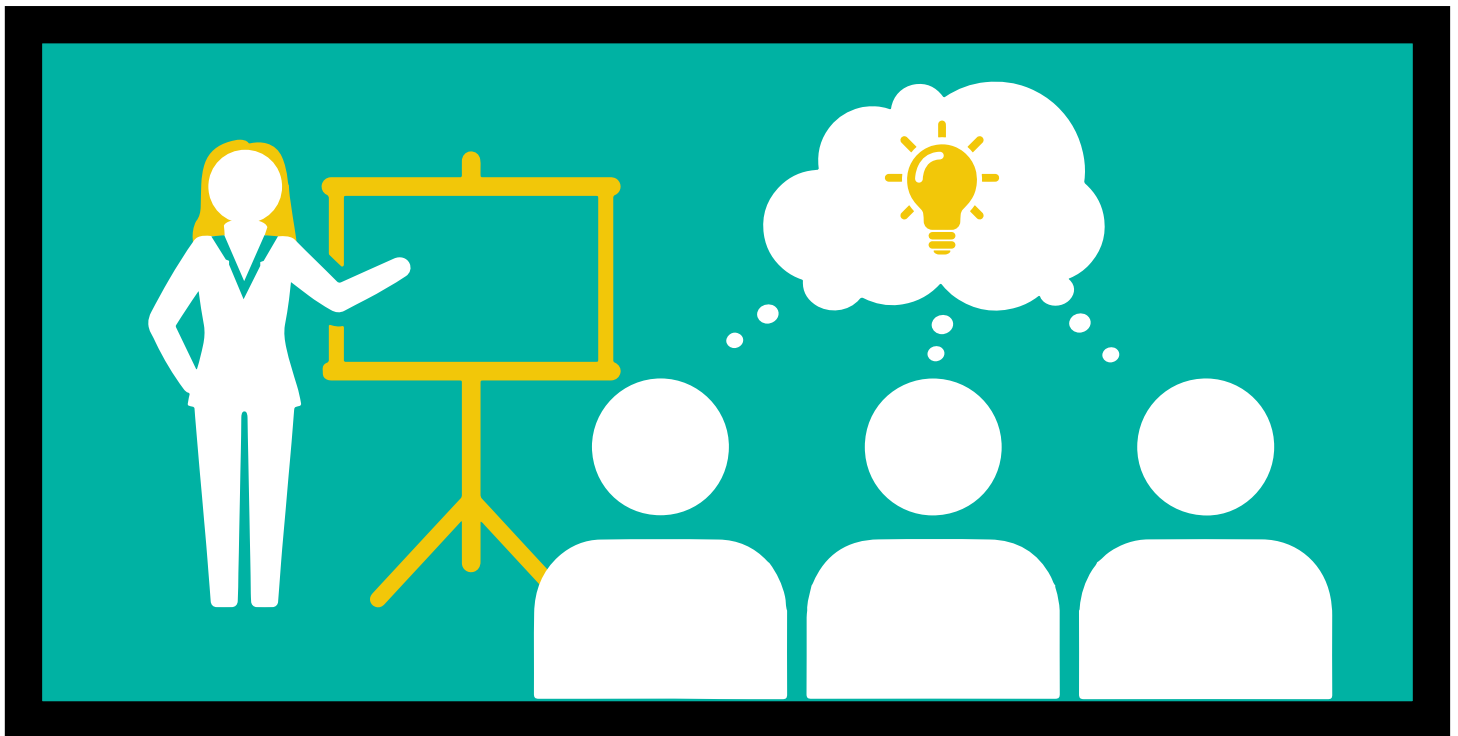
Workplace Culture

An Education in Empathy

Hiring an employee with a disability should feel almost identical to hiring anyone else into your company. The unfortunate truth of the matter is that many of your employees have probably not had the opportunity to work with someone with a disability before.

This is why we recommend investing in sensitivity training for staff. Having an expert come in to show staff how disability may manifest and what types of accommodations they may require. Additionally, you can share some of what type of language and actions are and are not appropriate.

These workshops help increase employee empathy and will save you unneeded awkwardness between coworkers. A list of subject matter experts is provided on page 20 if you are interested in having someone come in and speak at your company.



Make sure your staff is prepared for the next evolution of the modern workforce. Avoid the awkwardness and give everyone the tools they need to succeed.

Outreach, Acceptance, and Respect

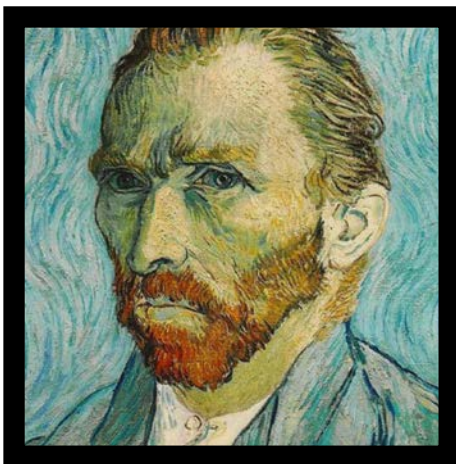
Human Resources (HR) departments are often charged with influencing a company's culture. This makes their activities crucial to setting the tone of the workplace. HR can implement many solutions to ensure your workplace is fully inclusive.

Also, when holding company gatherings or meetings, make sure everyone is able to participate and that any presentations are accessible. If hosting a corporate outing, take the time to ensure the venue and activities are accessible.

These are all considerations HR departments should be thinking about when planning company-wide policies. This will not only make an employee with disabilities feel welcome, it will educate the entirety of your staff as well.

Consider shining a light on disability as well, not just as something that requires accommodation, but as a part of our history. There are many successful CEOs, artists, and historical figures who have had disabilities such as mental illness, physical disability, or intellectual disabilities.

Show your staff that disability does not mean *inability*. Point to the accomplishments of persons with disabilities and show respect for their contributions to society.



Vincent van Gogh



Franklin D. Roosevelt



Temple Grandin



Resources

Social Media and Web Accessibility Checklists

Social Media Accessibility Checklist

- Photos, gifs, and images of text include alternative text
- Hyperlinks mention whether the links are to [Audio], [Pic] or [Video]
- URL's are shortened to minimize number of characters in the hyperlink
- Use of emojis are limited to prevent repetitive audio from screen readers
- Text has a color contrast of at least 4.5 to 1
- Videos include closed captioning. When CC is not possible, caption area is used to add context to the video
- Flashing lights in videos and gifs are avoided
- Hashtags are CamelCase



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Web Accessibility Checklist

- Alt text is provided for images & gifs
- Transcripts are offered for audio files
- Users can enlarge fonts without disrupting layout of page
- Horizontal scrolling is limited
- Moving, blinking, and flashing content is avoided
- Captions are provided for videos
- Page can be navigated using a keyboard
- Use of tables is minimized
- Thin fonts are avoided
- Use of nonspecific link phrases such as "Click Here" is avoided
- Videos or audio do not begin immediately upon loading a webpage



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Workplace Accommodations, Benefits & Hiring Checklists

WORKPLACE ACCOMMODATIONS CHECKLIST

- ☐ Assistive technology, such as screen readers, closed captioning, enlarged keyboards, voice recognition software, etc. is able to be provided
- ☐ Service animals are welcomed at the job site
- ☐ Doors are at least 36 inches wide to accommodate wheelchairs
- ☐ Accessible presentations are distributed before meetings to give everyone as much time as they need to digest it
- ☐ Individuals with disabilities are considered in evacuation plans
- ☐ Company has invested in training that will teach staff how to contribute to a positive work environment for all employees
- ☐ Access ramps with appropriate grading and handrails are available
- ☐ Corner, steps, and edges are marked with highly visible material
- ☐ Signage contains braille and raised lettering
- ☐ Lowered, counters/desks are provided
- ☐ Bathrooms have accessible stalls

Creating opportunities to get people with disabilities to the other side of an inaccessible world

easterseals
New Jersey

eastersealsnj.org/otherside

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INCLUSIVE HIRING CHECKLIST

- ☐ Job openings are advertised in print and on radio in addition to online
- ☐ Online listings include large graphics, audio descriptions, and high contrast colors
- ☐ Community-based disability organizations like Easterseals or state agencies like the Division of Vocational Rehabilitation Services are notified of job opening
- ☐ Job responsibilities are discussed with the potential employee, who may request accommodations to complete their tasks
- ☐ Implement a work from home policy
- ☐ Promotional materials for organization contains disability representation, sending a signal to job seekers that you are an inclusive work environment
- ☐ Service animals are welcomed at the job site
- ☐ New employees have option to be accompanied by a support person

Creating opportunities to get people with disabilities to the other side of an inaccessible world

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New Jersey

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Check Your Benefits

- ☐ Work from home options are offered
- ☐ Flexible work hours are available
- ☐ Mental health counseling services are provided
- ☐ Wellness programs are inclusive and cater to all employees' lifestyles and needs
- ☐ Caregiver support programs such as onsite childcare are available
- ☐ Paid parental leave is offered
- ☐ Insurance coverage for mental health conditions are as equally accessible as coverage for other medical conditions
- ☐ Number of in-network psychologists and psychiatrists have been evaluated to assure that employees have a fair amount of options
- ☐ A return to work program has been implemented for employees who have taken a leave of absence so that they may ease back into the workplace more comfortably
- ☐ Affinity groups for relationship building are available



easterseals
New Jersey

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Ableist VS Disability Examples

WHAT YOU THINK IS THE BARRIER	VS	WHAT THE BARRIER ACTUALLY IS
Candidates with disabilities are not applying to your jobs postings		Your job postings are not accessible
A staff member is falling behind in meetings		You aren't providing printouts, ASL interpreters, captioning, or taking accessibility measures
A new employee is having trouble adapting to their new position		You don't allow support staff to be present during training
A job candidate cannot adequately move around the office because of their wheelchair		Your office does not have ramps, wide enough hallways, or automatic doors
A Deaf employee would be difficult to communicate with		Your staff are not trained on how to provide proper accommodations
A Blind employee would not be able to navigate the work environment		The office does not have braille
DISABILITY		ABLEISM

Download

Download and Sign our Disability Employment Pledge

Show the world you are hiring!

We Pledge

to review and adjust our hiring and workplace practices, as appropriate, to maximize inclusivity, within the next year, with a specific focus on enabling more opportunities for people with disabilities

Company Name

x _____

Creating opportunities to get people with disabilities to the other side of an inaccessible world

eastersealsnj.org/otherSide



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List of Speakers & Disability Experts

Daniela Rivera **10+ Year Certified Employment Inclusion Professional**

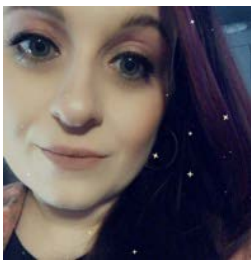


The Director of Community Employment & Vocational Training at NJ's leading disability service provider, Daniela has over 12 years of experience in the human services field; specializing in competitive integrated employment. Currently she oversees the largest Regional Career Center for individuals with hearing loss in New Jersey, currently serving 14 counties and counting. She is highly engaged with the disabled community in New Jersey - across populations.

Speaking topics: Inclusive hiring, deaf & hard of hearing, deafblind, intellectually disabled, scaling human services in New Jersey



Lauren Weishaar **Deaf & Hard of Hearing Employment Specialist**



Featured in the NY Times Article: How to Turn Challenges Like Deafness Into Gifts. A Community Employment Nonprofit leader specializing in deaf and hard of hearing job seeking and skilled manager with first-hand background in the deaf & hard of hearing experience in the workplace and beyond. Read more: <https://www.nytimes.com/2017/06/23/jobs/how-to-turn-challenges-like-deafness-into-gifts.html>

Speaking topics: Understanding the value of job coaching, hearing loss sensitivity, supporting employees with hearing loss



Cristina Jones **MBA, CSSBB, VP & Doctoral candidate with 20+ of healthcare leadership**



A certified Six Sigma Black Belt (CSSBB) and Doctoral candidate (DBA), Cristina boasts 20+ years in hospital & healthcare leadership. As the Vice President of Population Health at Easterseals New Jersey, Cristina provides leadership over the agency's ID/D portfolio that includes 5 separate programs and 1,500+ clients across the state.~ Prior to this Cristina worked at the Children's Hospital of Philadelphia (CHOP) for 10 years, where she held various leadership roles and was responsible for the oversight and accountability of all business, clinical, academic, and research functions.

Speaking topics: Population health, financial impact, program development, corporate social responsibility, getting buy-in, staff management.

List of Speakers & Disability Experts

Jessica Zucker



Clinical Services Director & Certified Clinical Trauma professional (CCTP)

Using cognitive therapy and motivational techniques Jessica taps into a decade long roster of working with individuals with mental illness and helping them overcome a diverse array of issues both at work and in life. As a seasoned behavioral health leader she has coached other leaders on how to effectively support and respond to staff mental health needs at work.

Speaking topics: Staff mental wellness, access to care, job accommodations, workplace mental health crisis response, zero suicide initiative, trauma-informed management



Amanda Stylianou **MBA, CESP, VP & Doctoral Candidate with 20+ Years of Healthcare Leadership**



Dr. Stylianou is a social worker first, dedicated to improving the health and wellbeing of individuals, families, and communities. As the Vice President of Population Health focused on Behavioral Health at Easterseals NJ she oversees the organization's state-wide mental health services across 21 counties. Previously the Director of Quality Improvement at Rutgers University Behavioral Health Care, she has devoted her career to building and leading quality programming in the field of behavioral health and brings experience in providing community-based and clinical services to consumers, families, and staff.

Speaking topics: Mental health in the workplace, cultivating staff wellness, EAP service options, thought leadership



Mike Owen

JD, SPHR: Lawyer, C-suite leader, Veteran Public Speaker



This University of Pennsylvania alumni served six years as a public defender and trial attorney after getting his law degree from Villanova. His resume now includes several senior level Human Resources positions within organizations such as Princeton University, MetLife, and Montclair State University. As a recipient of Gannett Company's 'President's Ring Award', given only to select HR leaders nationwide, he has become a sought-after speaker on topics such as the "modernization of management through the strategic applications of HR practice." He is currently the in-house counsel and Chief Human Resource officer of the 1800 employee-staffed, 80-million-dollar nonprofit, Easterseals New Jersey

Speaking topics: Labor & employee Relations, staff wellness, executive leadership, employee productivity, compensation/reward structures, organizational design & development

Programs and Support Services*

Supported Employment

A program supporting individuals with disabilities to enhance and develop skills while also helping them to apply and obtain jobs. The individual is assigned a supported employment specialist who will ensure the individual has all the tools they need to execute their job duties with minimal support. This program can help both the employer and employee to best prepare the new-hire for success.

Career Pathway Connections

An employment program specifically catering to deaf, Deafblind, and hard of hearing workers. Its staff provides a variety of supports to those they serve, including training, access to adaptive technology, job preparedness, and self-advocacy education. The staff can also work with an employer to educate managers and staff about accommodations and supports needed to employ a job candidate they represent.

Job Sampling

Job sampling allows for both the employer and employee to test the waters and see if a job candidate may or may not be a good fit for a position in their company. This is a mutually beneficial program that provides individuals with disabilities with the opportunity to gain on-the-job experience while the employer can evaluate their job skills and perhaps choose to bring on a participant as a new employee.

Key Agency Resources

Department of Labor – Office of Disability Employment
dol.gov/agencies/odep

Division of Vocational Rehabilitation Services
nj.gov/labor/career-services/special-services/individuals-with-disabilities/

Division of the Deaf and Hard of Hearing
nj.gov/humanservices/ddhh/

Commision for the Blind and Visually Impaired
state.nj.us/humanservices/cbvi/

Division of Mental Health and Addiction Services (DMHA)
state.nj.us/humanservices/dmhas/home/

***Easterseals New Jersey Employment Services**
eastersealsnj.org/employmentservices

Thank you for reading!

**Share this guide and educate
others by having them visit
eastersealsnj.org/inclusiveemployment**



all abilities. limitless possibilities.