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2022 and 2023

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From: Parker, Angela - ODEP <parker.angela@dol.gov>
Sent: Friday, July 21, 2023 at 11:27:34 AM EDT
Subject: FOIA Request # 2023-F-10862

I am writing in response to your request for information, dated June 26, 2023, made pursuant to the Freedom of Information Act (FOIA), 5 U.S.C. § 552. Your request was referred to the Department of Labor's Office of Disability Employment Policy (ODEP), on June 26, 2023, for ODEP's Agency Management Plans for FY22 and FY23.

ODEP is committed to the principles of openness and transparency in making disclosure determinations, and it is the policy of the Department of Labor to disclose information to the maximum extent practicable. See 29 C.F.R. §70.3. I searched the appropriate files and indices for information responsive to your request. The requested items are attached.

I believe ODEP has been responsive to your request. If you need any further assistance or would like to discuss any aspect of your request, please do not hesitate to contact this office or the DOL FOIA Public Liaison, Thomas Hicks, at 202-693- 5427. Alternatively, you may contact the Office of Government Information Services National Archives and Records Administration (OGIS) to inquire the mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road, College Park, MD 20740-6001. You can also reach that office by e-mail at ogis@nara.gov, by phone at 202-741-5770, by fax at 202-741-5769, or by calling toll-free at 1-877-684-6448.

If you disagree and you wish to have my decision reviewed, you may do so by requesting such a review by writing to the Solicitor of Labor within 90 days from the date of this letter. The appeal must state in writing the grounds for the appeal, and it may include any supporting statements or arguments, but such statements are not required. In order to facilitate processing of the appeal, please include your mailing address and daytime telephone number, as well as a copy of the initial request and copy of this letter. The envelope and letter of the appeal should be clearly marked "Freedom of Information Act Appeal." Any amendment to the appeal must be made in writing and received prior to a decision.

The appeal should be addressed to the Solicitor of Labor, Division of Management and Administrative Legal Services, U.S. Department of Labor, 200 Constitution Ave, NW, Room N2420, Washington, DC 20210. Appeals may also be submitted by foiaappeal@dol.gov. Appeals submitted to any other email address will not be accepted. Please refer to tracking number 2023-F-10862 for correspondence related to this request.

Sincerely,

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Compassion has no limit. Kindness has no enemy.

Driving Change « Creating Opportunity

United States Department of Labor
OFFICE OF DISABILITY EMPLOYMENT POLICY
Fiscal Year 2022 Agency Management Plan

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Agency Introduction:

Before the COVID-19 pandemic, the unemployment rate for people with disabilities, ages 16 and over, substantially exceeded the unemployment rate for people without disabilities, at 7.3% versus 3.5%. In addition, the labor force participation rate for people with disabilities was far below that of people without disabilities, at 20.8% versus 68.7%. For those who did work, a greater proportion of people with disabilities lived below the federal poverty level compared to those without disabilities and the poverty gap between the two groups was 14.1 percentage points (Census Bureau, 2020). As the economy rebuilds after the COVID-19 pandemic, people with disabilities face persistent lower labor force participation rates, lower employment ratios, higher unemployment rates, and higher poverty rates. Among people with disabilities, people of color experience greater economic hardship and Black people with disabilities experience the greatest disparities.

Labor Force Statistics and Poverty Rates by Disability Status and Race/Ethnicity

	People without Disabilities	White People with Disabilities	People with Disabilities of Color	Black People with Disabilities
Labor force participation rate	76.5%	36.0%	31.4%	26.0%
Employment to population ratio	72.0%	32.4%	26.6%	21.8%
Unemployment rate	5.8%	10.0%	15.1%	16.2%
Poverty rate	9.3%	22.4%	29.5%	36.7%

Source: Current Population Survey (CPS) basic monthly datasets, CPS March Supplement (ASEC)

Notes: All three labor force statistics are for the time period January 2021 through August 2021; poverty rates are from the March 2021 ASEC and should be considered the poverty rates for 2020; White refers to White non-Hispanic, of Color refers to anyone Hispanic or not White, and Black refers to Black non-Hispanic; age range is 16 through 64 for labor force statistics, 18 through 64 for poverty rates.

In addition, millions of American workers leave the workforce each year after experiencing an injury or illness, which may now include severe and long-haul COVID-19 illness.¹ Hundreds of thousands of these workers typically go on to receive state or federal disability benefits.² Yet many injured or ill workers could remain in their jobs or the workforce if they received timely, effective support to prevent a work disability.³ This may also be true of workers who leave or are at risk of leaving the workforce because of lingering effects of the COVID-19 virus.

ODEP's mission is to develop and influence policies and practices that increase the number and quality of employment opportunities for people with disabilities. ODEP influences policies aimed at improving employment opportunities and outcomes for people with disabilities including employees impacted by illness or injury through a number of key initiatives. ODEP uses and measures the following life cycle of activities: conducting analysis, research, and evaluation; developing implementation tools; developing policy options; conducting outreach; cultivating collaborations; and, providing technical assistance. These activities reflect an intentional process toward adoption, implementation, and scaling of effective policies and practices that enhance employment opportunities and outcomes for people with disabilities.

¹ Bardos, Maura, Hannah Burak, and Yonatan Ben-Shalom. "Assessing the Costs and Benefits of Return-to-Work Programs." Final report submitted to the U.S. Department of Labor, Office of Disability Employment Policy. Washington, DC: Mathematica Policy Research, March 2015.

² Social Security Administration, "Annual Statistical Report on the Social Security Disability Insurance Program, 2015." SSA Publication No. 13- 11826. Washington, DC: Social Security Administration, October 2016.

³ The term "work disability" is defined as an illness, injury, or medical condition that has the potential to inhibit or prevent continued employment or labor force participation, and "federal disability benefits" refers specifically to the Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) programs. See <https://www.ssa.gov/disability/> for more information on SSDI and SSI.

To identify factors affecting the employment of people with disabilities, ODEP conducts qualitative and/or quantitative analyses and research. This includes identifying data sources and collection processes to assess and capture the impact of current initiatives on workers of color and conducting research on racial inequities in the workforce system. ODEP's analyses and research help derive or revise policy language and gauge the effectiveness and potential implications of disability employment and labor policies. ODEP reports on the number of these analyses and research publications. Further, based on the research and analyses, ODEP identifies effective policies and practices for improving the employment opportunities and outcomes of people with disabilities.

Based on its analysis and research of existing and potential policies, ODEP recommends improvements to and alternative approaches for legislation, regulations, executive orders, and other forms of policy proposals and recommendations encompassing federal, state, and local policy.

To raise awareness, share information, and engage stakeholders, ODEP conducts outreach. ODEP utilizes a variety of communication strategies and tools for various outreach purposes. Ultimately, by raising awareness and sharing information, outreach events engage the participants in taking further action to support the adoption and implementation of policies and practices that increase the employment of people with disabilities.

Through collaborative partnerships with other federal agencies and key stakeholders, ODEP leverages and amplifies its efforts to generate, promote, and foster effective and sustainable disability employment policies. ODEP cultivates collaborations within the Department of Labor (DOL), with other federal agencies, state and local policymakers, and with non-governmental organizations, private employers, and other major stakeholders to engage in research and analysis, develop policy outputs, support implementation, conduct outreach, and provide technical assistance. ODEP collaborates with a variety of entities through grants, contracts, communities of practice, interagency agreements, formal partnerships, leadership and coordinating roles, and informal collaboration and assistance.

To facilitate successful development, adoption, implementation, and scaling of effective policies and practices, ODEP provides technical assistance to all levels of government, service providers, and public and private employers. ODEP defines technical assistance as specific advice, assistance, or training that educates stakeholders and increases the likelihood that they adopt and implement changes in policy and practice to enhance employment opportunities and outcomes for people with disabilities, including ill or injured workers.

In FY 2022, ODEP will adapt its initiatives to respond to the current and future challenges caused by the COVID-19 pandemic. In addition, ODEP will amplify its efforts to improve job opportunities and career paths for people of color with disabilities by reviewing every agency activity and initiative to identify ways to address the barriers facing these workers more effectively. ODEP will also support employers through technical assistance and research to encourage full inclusion of people with disabilities and equity for individuals from underserved communities. Given our unique mission to promote integration across fragmented policies and programs, ODEP will continue playing a distinct coordinating role with a wide range of federal agencies influencing disability employment. ODEP will also support state and local governments in ameliorating the impact of COVID-19 on the employment of people with disabilities by informing new state and local legislative and administrative policy. ODEP's planned activities for FY 2022 support DOL's FY 2022-2026 Strategic Goals and Objectives, specifically *Goal 1: Building Opportunity and Equity for All* by advancing training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities. Further, they support *Strategic Objective 1.1*, which requires the agency to advance training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities by developing evidence-based policies, practices, and tools to foster a more inclusive workforce to increase quality employment opportunities for individuals with disabilities. They support the *Equity Agency Priority Goal* to advance racial equity, diversity, and inclusion, and support underserved communities.

Additionally, ODEP’s FY 2022 activities advance the Secretary’s priorities. ODEP will invest in the Care Economy by identifying effective strategies regarding youth transitions, apprenticeships, mental health, and stay-at-work/return-to-work and translating them into federal and state policy to scale successful employment outcomes. ODEP will also assist in building a modern, inclusive workforce by developing a disability policy inclusive of racial equity. In this regard, ODEP will tap into the expertise and enthusiasm of ODEP staff to advance equity in disability policy by regularly engaging staff at all levels to stimulate new ideas and explore new collaborations to support this core value. Lastly, ODEP will support a lifetime of worker empowerment by improving employment opportunities for people with disabilities and supporting employers in both the public and private sectors.

For FY 2022, ODEP has identified a set of themes and supporting strategies that align with our agency’s strategic objective with a budget of more than \$42 million and staff of 51 FTE.

Theme Number	Theme Name	Strategy	Strategy Short Name
1	Promote Disability Inclusion and Advance Equity	Ensure inclusive COVID response and recovery –“Recover into Inclusion”	Inclusion
1	Promote Disability Inclusion and Advance Equity	Promote disability awareness and engage in early policy collaboration	Awareness
2	Advance Employment Entry, Retention, and Advancement	Expand jobs and apprenticeships in clean, green, and high-growth industries	Apprenticeships
2	Advance Employment Entry, Retention, and Advancement	Overcome barriers in employment and create inclusive workplaces	Overcoming barriers
3	DOL as a Model Workplace	Continuing a commitment to a diverse, well-qualified staff at all levels.	Staffing

FY 2022 Budgetary Resources

Budget Activity:	Budget Authority (whole dollars)	FTE
All ODEP FY 22 activities	\$42,711,000	51

Agency Theme, Strategies, and Activities

Agency Theme 1: Promote Disability Inclusion and Advance Equity

Strategy 1: Ensure inclusive COVID response and recovery –“Recover into Inclusion”

Activities:

Each year, millions of American workers leave the workforce after experiencing an injury or illness including those affected by long COVID. Many of these workers receive state or federal disability benefits which facilitate subsistence living. The impacts on individuals, employers, and all levels of government are significant and long lasting. Many ill/injured workers could remain in their jobs or the workforce if they received timely, effective help. Early return-to-work (RTW) programs succeed by returning injured workers to productivity as soon as medically possible during their recovery process. Keeping these workers engaged in gainful employment improves their material well-being, reduces the likelihood of poverty, and lowers the rate of subsistence living provided through federal and state disability safety nets. Recognizing the importance of giving workers with disabilities (including those in underserved communities) economically sustainable alternatives to disability benefits, multiple bipartisan federal budgets provided support and funding to launch early intervention demonstrations. Consequently, ODEP, in partnership with DOL’s Employment and Training Administration (ETA) and Chief Evaluation Office (CEO), and the Social Security Administration (SSA), piloted strategies to return ill or injured workers to gainful employment. Specifically, ODEP implemented the Retaining Employment and Talent After Injury/Illness Network (RETAIN) Demonstration grants.

Additionally, states and localities play critical roles in advancing disability employment policy and state and local intermediary organizations can understand their unique needs and priorities. ODEP continues to assist state and local policymakers in effectively addressing policy barriers that hinder the employment and retention of people with disabilities through the development and dissemination of new tools (e.g., model policy language) and resources (e.g., examples of effective policy adopted in other states) through the State Exchange on Employment and Disability (SEED) initiative.

Retaining Employment and Talent After Injury/Illness Network (RETAIN) Initiative

- In Phase 1 (launched in September 2018), ODEP awarded eight RETAIN cooperative agreements to state applicants (California, Connecticut, Kansas, Kentucky, Minnesota, Ohio, Vermont, and Washington) to plan and implement pilot SAW/RTW programs. ODEP competitively selected five Phase 1 states for Phase 2 grants in April 2021 (Kansas, Kentucky, Minnesota, Ohio, and Vermont), with a performance period that extends to May 2025 (projected). During Phase 2, grantees will expand services to additional geographies, including opportunity zones and underserved communities, and participate in a formal independent evaluation managed by SSA. In FY 2022, Phase 2 grantees will continue program expansions and serve injured and ill workers in their respective geographies. The Phase 1 grantees not selected for a Phase 2 grant will wind down operations and conduct program closeout activities. The RETAIN programmatic technical assistance provider will assist grantees in implementing their respective SAW/RTW programs, which includes conducting targeted technical assistance events. ODEP staff will conduct research and analysis of interim RETAIN program outcomes, including implementation lessons learned. For all these activities, the corresponding number of targeted outreach events; targeted technical assistance events; and analyses, research, and evaluation reports will measure performance. Lastly, all five Phase 2 RETAIN states will conduct employer outreach to an underserved community or an opportunity zone within their state (Milestone ID: RETAIN-1; Equity effort); and, each of the five RETAIN states will develop at least one partnership with a new health care entity or expand an existing partnership to increase services to an underserved community or opportunity zone within their state (Milestone ID: RETAIN-2; Equity effort). By September 2022, ODEP will use quarterly administrative RETAIN program data, which includes demographics and other data (such as zip code), to help identify and measure service penetration into

underserved communities and opportunity zones (Milestone ID: RETAIN-3; Equity effort). ODEP will amplify these efforts by sharing RETAIN successes among the grantees so they can learn from each other and then ultimately include innovative strategies to reach underserved communities in the RETAIN models that are developed and shared.

State Exchange on Employment and Disability (SEED)

- Through SEED, ODEP assists state policymakers in effectively addressing policy barriers that hinder the employment, retention, and advancement of people with disabilities. In FY 2022, ODEP will expand and strengthen partnerships with organizations representing critical state and local legislative and administrative bodies, such as the National Conference of State Legislatures (NCSL), National Governors Association (NGA), Council of State Governments (CSG), Women in Government (WIG), National Association of Counties (NACO), and United States Conference of Mayors (USCM). ODEP expects these partnerships to increase the adoption and implementation of expert policy recommendations at the state and local level. Additionally, ODEP will expand a multi-intermediary effort to establish a cross-intermediary working group on ameliorating the impact of COVID-19 on the employment of people with disabilities through the development of state and local legislative and administrative policy. ODEP will also work with its intermediary partners to address specific barriers to the employment of individuals with mental health disabilities. ODEP will conduct further outreach to groups representing underrepresented populations, including the National Black Caucus of State Legislators (NBCSL), which it will engage separately to discuss specific state policy initiatives targeting Black job seekers and employees with disabilities; National Hispanic Caucus of State Legislators (NHCSL); National Caucus of Native American State Legislators (NCNASL); National Asian Pacific American Caucus of State Legislators (NAPACSL); and Women's Legislative Network (WLN). For all these activities, the corresponding number of policy outputs; implementation tools; outreach events; targeted technical assistance events; internal and external collaborations; and analyses, research, and evaluation reports will measure performance. Lastly, each quarter, SEED will engage at least one state and local intermediary organization to address the development of legislative and administrative policy options targeting the employment and advancement of job seekers and workers with mental health disabilities representing various gender, race, or ethnic populations (Milestone ID: SEED-1; Equity effort). SEED will also complete a draft report on policy options targeting the employment and advancement of job seekers and workers with mental health disabilities from various racial, gender, and ethnic groups (Milestone ID: SEED-2; Equity effort). SEED will broadly share successful state and local policies improving job opportunities for people of color with the intermediaries and during outreach activities to encourage adoption.

Strategy 2: Promote disability awareness and engage in early policy collaboration

Activities:

Nationwide media campaigns developed through public/private collaboration with leading employer and disability organizations foster positive perceptions of people with disabilities and emphasize the value workers with disabilities bring to the workplace. In addition, early collaborations with national organizations towards building a commitment to improving inclusive workplace practices can increase employment opportunities for workers with disabilities. In turn, these efforts can lead to the development and implementation of policies and initiatives that increase recruiting, hiring, advancing, and retaining of workers with disabilities.

Campaign for Disability Employment (CDE)

- The Campaign for Disability Employment (CDE) is an ODEP-funded and administered outreach effort to promote the hiring, retention, and advancement of people with disabilities. In FY 2022, CDE will work with its collaborating organizations to distribute and promote a new public service announcement (PSA) called, “Mental Health at Work: What Can I Do?” (Milestone ID: CDE-1). The CDE will also produce ancillary materials for the PSA, including a discussion guide and background videos about the cast members. ODEP will distribute the PSA to broadcast television and radio stations nationwide, and possibly promote it through billboards and other out-of-home media outlets. For all these activities, the corresponding number of internal and external collaborations will measure performance.
- The CDE takes care to ensure racial diversity in its media assets, as well as the diversity within disability, helping illustrate that disability crosses all other identify factors. In FY 2022, the CDE plans to enhance its outreach to include more business and disability advocacy membership organizations that focus on economic empowerment and employment equity for underserved communities, including people with disabilities of color. CDE will target both national and community-level organizations, with a goal of adding at least two to the CDE’s Supporter list each quarter. Examples include the National Black Disability Coalition, RISE for Black Men and Boys, Out and Equal, and Blind LGBT Pride International, among others.

National Disability Employment Awareness Month (NDEAM)

- National Disability Employment Awareness Month (NDEAM) is a nationwide public outreach campaign held during the month of October that recognizes the contributions of workers with disabilities. Following the announcement of the theme each year, ODEP produces posters in English and Spanish. Employers and communities use the theme and posters to issue proclamations and hold a broad range of events to highlight and educate the public on the importance of disability employment and inclusive workplace cultures. In FY 2022, the theme for NDEAM is “America’s Recovery: Powered by Inclusion.” The nation will celebrate NDEAM, including with a U.S. Department of Labor event. In addition, ODEP will develop a theme and poster for the October 2022 celebration (Milestone ID: NDEAM-1).

Alliances

- Through its formal alliance program, ODEP works with national organizations committed to improving inclusive workplace practices by developing and implementing model policies and initiatives that increase recruiting, hiring, advancing, and retaining of workers with disabilities. ODEP’s alliances help it address emerging topics and identify stakeholder needs that ultimately inform the agency’s policy work, technical assistance, and resources. Public- and private-sector employers, employees, and organizations can readily adopt ODEP’s evidence-based disability employment policies and practices. To bring a focus on equity and racialized poverty, ODEP will prepare a fact sheet in FY 2022 to provide alliance organizations with information to inform their membership about these issues, and request specific strategies they can undertake to make a difference. Alliances in FY 2022 will include the Society for Human Resource Management, Disability:IN, the National Industry Liaison Group, the Professional Baseball Athletic Trainers Society, the Association of University Centers on Disabilities, the American Staffing Association, and the American Association for Access, Equity, and Diversity. For all these activities, the corresponding number of internal and external collaborations will measure performance.

Strategic Portfolio: Budget, Performance, Risk, and Learning for Theme 1 Promoting Disability Inclusion and Advancing Equity

Theme 1: Performance Measures

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	FY 2022 Target
ODEP-01.1	Number of policy outputs	51	37	32	10	10	11	11	42
ODEP-03.1	Number of implementation tools	98	107	52	19	25	14	54	112
ODEP-05.2	Number of Outreach Events (Planned)	123	146	125	35	34	40	43	152
ODEP-08.2	Number of Technical Assistance Events (Targeted)	195	234	186	37	26	114	66	243
*ODEP-11	Number of Internal and External Collaborations	26	34	42	22	36	19	19	24
ODEP-12	Number of Analyses, Research, and Evaluations	26	73	40	3	5	8	26	42
ODEP-13	Percent of customers that find technical assistance center information useful	92%	85%	97%	85%	85%	85%	85%	85%

*ODEP-11 total FY 22 target reflects the average of the four quarters.

Theme 1: Performance Milestones

Milestone ID	Milestone Description	Due Date
CDE-1	Release and distribution of “Mental Health at Work: What Can I Do?” public service announcement.	2021-12-31
RETAIN-1	Each of the five Phase 2 RETAIN states will have conducted employer outreach to an underserved community or an opportunity zone within their state. (Equity effort)	2022-03-31
Learning-1	Send a memo to Bureau of Labor Statistics outlining ODEP objectives for topics and questions to be included in the Current Population Survey Disability Supplement incorporating feedback from internal/external stakeholders. (Equity effort)	2022-07-30
NDEAM-1	Announce Theme for NDEAM 2022.	2022-07-31
SEED-1	Engage four state/local intermediary organizations representing various racial, sexual, and ethnic groups to develop policy options to improve employment outcomes for workers with mental health disabilities. (Equity effort)	2022-09-30
RETAIN-2	Each of the five RETAIN states will have developed at least one partnership with a new health care entity or expand an existing partnership to increase services to an underserved community or opportunity zone within their state.	2022-09-30
RETAIN-3	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort)	2022-09-30
SEED-2	Complete a report on policy options targeting the employment and advancement of job seekers and workers with mental health disabilities from various racial, sexual, and ethnic groups. (Equity effort)	2022-09-30

Theme 1: Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating* as of 10/1/21	Risk Tolerance
ODEP-Risk-01	If ODEP cannot collect and ensure the accuracy of self-reported data from employers about disability employment barriers due to lack of budget resources, staff resources, and/or trust from the employer community, then efforts to identify and remove barriers to employment for persons with disabilities could be insufficient or ineffective.	To address the limited availability of reliable data, ODEP plans to continue to invest in national-level data collection by collaborating with the DOL’s Chief Evaluation Office and Bureau of Labor Statistics (BLS), and with the Census Bureau to ensure recent and relevant data is available with sufficient granularity to support ODEP’s targeted efforts. In addition, ODEP will continue to leverage other sources of data as a strategic asset in order to inform policymaking and program administration.	15	Moderate Risk Tolerance

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating* as of 10/1/21	Risk Tolerance
ODEP-Risk-03	If ODEP is unable to adequately provide effective technical assistance and support to RETAIN Phase 2 grantees as they adapt to the disruptions to local health and workforce systems due to COVID-19, then Phase 2 grantees may not be able to achieve the project's stay-at-work, return-to-work (SAW/RTW) goals.	ODEP closely monitors participant enrollment and grantee activity under RETAIN through bi-weekly updates from grantees and quarterly formal reports. ODEP is working closely with its federal partners and technical assistance contractor to mitigate the current risk by providing expert technical assistance and intensive support.	63	Very Low Risk Tolerance

*Risk rating is calculated by multiplying the score of likelihood of the risk by the score of the impact of that risk (likelihood X impact) = Risk Rating on a scale of 1 to 81 where 81 indicates the highest risk.

Theme 1: Learning-Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
What are the labor market experiences and disparities for persons with a disability by race, gender, ethnicity, other legally protected statuses, and for other historically disadvantaged communities?	To better understand and address barriers to the employment of people with disabilities from underrepresented groups. ODEP's SEED, CDE, and Alliance initiatives will use these findings to improve policy and outreach efforts and employer engagement to increase employment opportunities for people with disabilities from underrepresented groups.

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
<p>What survey designs and questions would enhance the granularity of available disability data by providing more specific information on local labor market conditions, the number and geographic distribution of people with disabilities, specific types of disability, and socio-demographic characteristics?</p> <ul style="list-style-type: none"> • By July 2022, send a memo to BLS that outlines ODEP’s objectives for topics and questions to be included in the Disability Supplement, and incorporates feedback from internal and external stakeholder meetings. (Milestone ID: Learning-1; Equity effort) • By July 2023, coordinate with BLS to send a draft supplement to Census to conduct cognitive testing and prepare for inclusion in the July 2024 Current Population Survey. (Equity effort) 	<p>Obtaining reliable data on people with disabilities that track their labor market experiences over time is a long-standing challenge. ODEP will develop new survey questions designed to capture the number and heterogeneity of people with disabilities to understand better their diversity and varying experiences.</p>
<p>What strategies and programs increase employment for individuals on the autism spectrum?</p>	<p>The findings will help build evidence regarding approaches to improve gainful employment for young adults with developmental disabilities, particularly those on the autism spectrum. In turn, SEED will use these findings to improve policy and outreach efforts.</p>

Agency Theme 2: Advance Employment Entry, Retention, and Advancement

Strategy 1: Expand jobs and apprenticeships in clean, green, and high-growth industries

Activities:

Apprenticeship opportunities enable job candidates to hone skills and talents while attaining portable, recognized credentials that can result in greater economic self-sufficiency and long-term career development. However, apprenticeships have not generally been inclusive of people with disabilities. This appears to be especially true for apprenticeships in high-growth occupations, including the technology, financial service, and health care sectors.

In recent years, ODEP has increasingly looked to influence the fast-growing technology-related trends affecting the modern workplace, as well as to ensure equal access to the necessary components of that workplace. With accessible, useable technology, people with disabilities can gain access to these tools and greatly increase their ability to perform. Alternatively, when those technologies are not accessible or easily useable by all, people with disabilities may lose opportunities to demonstrate their skills in the workplace. To address these critical, technology-based workplace trends, ODEP, through its Partnership on Employment and Accessible Technology (PEAT) created FutureWorks (FW), a policy initiative addressing the most critical components of these emerging technologies. The workplace-related trends targeted by FW include ensuring accessible information and communication workplace technologies (Accessible ICT), addressing the workforce implications and accessibility of autonomous vehicles (Accessible AV), and, ensuring that human resource-based artificial intelligence platforms are free from unintentional bias against the employment and advancement of people with disabilities.

Partnership for Inclusive Apprenticeship (PIA)

- In FY 2022, ODEP will work with its federal and private sector partners to ensure that apprenticeship programs are available to all qualified individuals, including those with disabilities. This work will specifically target Registered Apprenticeship (RA) programs that for technology companies often involve a combination of on-the-job training and classroom instruction. Further, ODEP will continue its Partnership for Inclusive Apprenticeship (PIA) initiative in collaboration with the DOL's Office of Apprenticeship (OA), apprenticeship intermediary organizations (e.g., Apprenti, ApprenticeshipUSA, and Cybersecurity Center), and national employer associations (e.g., the Society for Human Resource Management, U.S. Conference Board, and U.S. Chamber of Commerce) to promote expanded access to inclusive programming for apprentices with disabilities. This year, PIA will expand its work into the clean energy sector, including engaging with relevant unions in that sector. For all these activities, the corresponding number of implementation tools; targeted outreach events; internal and external collaborations; and analyses, research, and evaluation reports will measure performance. Lastly, PIA will engage with at least three new apprenticeship intermediaries from the clean energy sector (Milestone ID: PIA-1), form one new "intermediary" partnership with an institution or program specifically serving Black Americans to combat the worst disparities among people with disabilities (Milestone ID: PIA-2), and obtain a commitment to hire apprentices with disabilities from at least three employers (Milestone ID: PIA-2).

Partnership on Employment and Accessible Technology / FutureWorks (PEAT/ FW)

- In FY 2022, ODEP will identify a broader array of strategic policy areas to promote accessible technologies, including tracking the policy environment concerning federal and state laws, regulations, standards, and guidelines that promote the importance of accessible ICT (e.g., the evolution of web content accessibility guidelines (WCAG 2.1)), AV, AI, and other emerging technology areas. Through in-person and/or virtual think tanks, ODEP will convene relevant stakeholders to address the unintentional disability employment barriers that may result from artificial design and machine learning, as well as specific policy analyses and guidance for stakeholders in other emerging areas of accessible technology, including the accessibility of employment-related virtual reality tools. ODEP will establish strategic outreach and communication materials, including utilizing

social media, newsletters, and other media strategies to promote accessible technology, with a specific focus on its role in supporting the hiring and advancement of workers with disabilities. For all these activities, the corresponding number of policy outputs; implementation tools; targeted outreach events; targeted technical assistance events; internal and external collaborations; and analyses, research, and evaluation reports will measure performance. Lastly, PEAT/FW will engage with at least one major AI company to address AI fairness issues (Milestone ID: PEAT-1) and will develop a paper for DOL on AI fairness issues in employment (Milestone ID: PEAT-2). PEAT will also form at least one new partnerships via PEAT-supported initiatives (e.g. Teach Access, XR Access, Start Access) with institutions or programs specifically serving Black Americans to combat the worst disparities among people with disabilities (e.g., Black Girls Code, Blacks in Technology, HCBUs) (Milestone ID: PEAT-3).

Strategy 2: Overcome barriers in employment and creating inclusive workplaces

Activities:

The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues. Those who benefit from JAN's services include private employers of all sizes, government agencies, employee representatives, and service providers, as well as people with disabilities and their families (including veterans). JAN responds to over 40,000 technical assistance requests per year, approximately 50 percent of which are from employers. SAW/RTW issues are involved in over 80 percent of these technical assistance contacts. JAN holds training sessions both in person and virtually for employers, including private, state, and federal employers, and other stakeholders. JAN also conducts presentations at events such as the Society for Human Resource Management Annual Conference, the National Industry Liaison Group Conference, and the Disability Management Employer Coalition Conference, among others. In addition, JAN plans to hold the JAN Academy—a half-day training session on workplace accommodation strategies—at the *Disability:IN* pre- and annual conference. To support these activities, JAN has produced materials, including a resource page and blogs, and provided information on the Americans with Disabilities Act (ADA) and accommodations in response to COVID-19, including long COVID.

The Employer Assistance and Resource Network on Disability Inclusion (EARN) is a technical assistance center that provides resources, technical assistance, and compliance assistance to help private and public-sector employers to recruit, hire, retain, and advance individuals with disabilities. Through intermediary organizations such as chambers of commerce and industry associations, EARN helps private sector employers tap into the talents of employees with disabilities by building inclusive workplace cultures. EARN conducts research, develops evidenced policies and disseminates effective policies and best practices and other resources to employers, which can be used to attract a labor force that includes people with disabilities. EARN regularly conducts virtual and in-person meetings with leading business organizations, private sector companies and federal agencies to keep abreast of the issues and challenges they face in increasing disability inclusion in their workforces so that responsive tools can be developed and delivered.

Further, ODEP has long recognized the value of states in advancing innovative policy to address long-standing challenges in disability employment. There is a present opportunity to help states collaborate to develop innovative approaches to workforce inclusion, and to draw upon these innovations to inform broader policy development at the federal level. In the Advancing State Policy Integration for Recovery and Employment (ASPIRE) initiative, ODEP will help states adopt and adapt policies that support the proven individual placement and support (IPS) model of supported employment. IPS is an evidence-based strategy to help individuals with mental health disabilities obtain competitive integrated employment.

Job Accommodation Network (JAN)

- In FY 2022, ODEP will work with JAN to review its technical assistance requests and publish a list of identified “best practices.” JAN will also update the Workplace Accommodation Toolkit, a resource for employers that highlights solutions to situations described to JAN every day, which includes role-playing videos that demonstrate how to manage these situations successfully. JAN will also create and develop products, including technical assistance and training materials for employers and others, related to the ADA and accommodations during and after the pandemic as people return to the workplace. JAN will enhance its outreach to intermediary organizations that serve marginalized communities to inform them of JAN’s resources and availability to help employers and people with disabilities from communities of color to enhance employment opportunities and combat racialized poverty. This outreach will include organizations such as the U.S. Black Chambers, Inc.; Black Business Association; United States Hispanic Chamber of Commerce; U.S. Pan Asian American Chamber of Commerce; and the National Association of Minority Companies. For all these activities, the corresponding number of implementation tools, targeted outreach events, and targeted technical assistance events will measure performance.

Employer Assistance & Resource Network on Disability Inclusion (EARN)

- In FY 2022, EARN will conduct research to identify effective employment policies and practices to increase the quantity and quality of employment opportunities for people with disabilities. Additional interpretation of research findings will identify differences based on race. This research will use the Inclusion@Work framework, which is an internationally award-winning multimedia policy tool that provides this assistance. The tool outlines seven core components of a disability-inclusive workplace and Inclusion@Work covers a number of topics for building an inclusive business culture, including the benefits of employee work-life programs and comprehensive policies and procedures that address the needs of people with disabilities throughout the entire employment lifecycle (recruitment, hiring, retention, advancement). At ODEP’s request, EARN provides focused feedback and suggested policies pertaining to disability inclusion topics such as outreach, recruitment, self-identification, self-disclosure, and the role of managers overseeing the reasonable accommodation process. Using research methodologies, EARN will expand its research to focus on employee mental health and wellbeing, including racial differences regarding experiences and utilization of supports, and effective strategies for recruiting people with disabilities in the federal sector. For all these activities, the corresponding number of implementation tools; targeted outreach events; targeted technical assistance events; internal and external collaborations; and analyses, research, and evaluation reports will measure performance. EARN will increase its collaborations by adding two members to the Inclusion@Work Leadership Council representing underserved communities. Lastly, EARN will identify new relevant policies that are appropriate and necessary to support underrepresented groups in the workplace using online dialogue and webinar outreach events (Milestone ID: EARN-1).

Advancing State Policy Integration for Recovery and Employment (ASPIRE)

- In FY 2022, ODEP will assist states and service providers in increasing competitive integrated employment opportunities for individuals with mental health disabilities, with a specific focus on increasing access to these opportunities for Americans with mental health disabilities from diverse racial and ethnic backgrounds. ASPIRE activities target a broad array of stakeholders interested in increasing access to IPS employment support. Through ASPIRE, ODEP will promote competitive integrated employment for people with mental health disabilities by providing extensive policy development support to states. For all these activities, the corresponding number of policy outputs, implementation tools, targeted outreach events, and targeted technical assistance events will measure performance. Lastly, ASPIRE will develop a policy resource or tool for state governments to help them assess alignment of policy and funding needed for access to employment

services and supports, and measure competitive integrated employment and related outcomes for individuals with mental health conditions from racially and ethnically diverse backgrounds (Milestone ID: ASPIRE-1).

Center for Advancing Policy on Employment for Youth (CAPE-Youth)

- Launched and administered by ODEP in FY 2019, the purpose of the Center for Advancing Policy on Employment for Youth (CAPE-Youth) is to increase the capacity of national, state, and local workforce systems to support improved transition and employment-related outcomes for youth and young adults with disabilities through the identification and dissemination of evidence-based policies and practices. In FY 2022, through CAPE-Youth, ODEP will conduct ongoing research and policy analysis on the current state of national- and state-level legislation, regulations, and policy proposals that impact the transition and employment-related outcomes of youth and young adults with disabilities. In addition, ODEP will develop tools to support policy solutions and practices designed to increase state and workforce system knowledge and capacity regarding competitive integrated employment outcomes for youth and young adults with disabilities. All of the Center's policy development and technical assistance work is grounded in the concepts found within the President's Executive Order 13985 - Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. The Center is currently working on briefs focused on policy considerations for Career and Technical Education and workforce administrators, trauma-informed services, and the intersectionality between underserved populations and disability. CAPE Youth is also being purposeful in recruiting youth with disabilities from underserved populations to participate in all aspects of CAPE Youth's policy development and creation of policy implementation tools. Finally, ODEP will conduct outreach and provide technical assistance to the states, stakeholders, subject matter experts engaged in the development, coordination, and delivery of services and supports designed to improve employment outcomes for youth and young adults with disabilities. For all these activities, the corresponding number of implementation tools, targeted outreach events, and targeted technical assistance events will measure performance.

Workforce Recruitment Program (WRP)

- To increase labor force participation of people with disabilities, ODEP administers the Workforce Recruitment Program (WRP), a recruitment and referral program that connects federal and private sector employers nationwide with college students and recent graduates with disabilities, including veterans, who are seeking internships or permanent jobs. A searchable database compiles information from candidates and is available through the WRP website to employers. The WRP provides a pipeline of employees with disabilities for the Federal Government. ODEP and the U.S. Department of Defense's (DoD) Defense Human Resources Activity's (DHRA) Diversity Management Operations Center (DMOC) manage the federal sector part of the program (WRP.gov), and ODEP's EARN manages private sector engagement.
- In FY 2022, ODEP will continue to promote the use of the WRP to federal hiring managers to help agencies meet their talent acquisition goals, including supporting the COVID-19 response and recovery efforts. ODEP will expand its technical assistance to federal agencies and explore actions that would strengthen the program and increase federal job opportunities for participants. ODEP also will coordinate with DOD on the hiring and use of the WRP, and explore engaging an interagency advisory group. EARN and ODEP will continue to respond to private sector employers interested in the WRP, connecting them with job seekers as appropriate. ODEP also will explore the efficacy of federal and non-federal technology solutions that may facilitate private sector employer access to qualified candidates with disabilities. Given changes in the broader environment of disability employment and workforce recruitment since WRP was established, ODEP will explore potential programmatic reforms to the program. ODEP will continue to work with schools to help them support student and recent graduate participation in the WRP and to encourage students with disabilities to pursue both public and private sector employment. For all these activities, the corresponding number of internal and external collaborations

and targeted technical assistance events will measure performance. To reach individuals with disabilities from underserved communities, ODEP will continue to increase its outreach to Historically Black Colleges and Universities, Hispanic Serving Institutions, Asian American and Pacific Islander Serving Institutions, and Tribal Colleges and Universities. For example, ODEP will expand outreach to HBCUs and minority focused special interest groups of the Association on Higher Education and Disability (AHEAD). The WRP promotes equity and addresses racialized poverty because its internships are typically paid rather than the unpaid internships offered by other programs. Unpaid internships require that candidates have the privilege, money and time to be able to take an unpaid opportunity to gain career experience. (Equity effort).

Federal Partners in Transition (FPT)

- The Federal Partners in Transition (FPT) was established to increase the coordination of federal programs serving transition-age youth with disabilities. It regularly convenes policy officials, senior executives, and career staff from federal agencies, including the Departments of Education, Health and Human Services, and Labor; and the SSA. Through FPT, these federal partners work to identify strategies and methods to produce outcomes and policies aligned with ODEP's mission and current priorities while promoting the successful transition of youth with disabilities. ODEP convenes the FPT group to develop processes, strategies, and solutions to support youth with disabilities in their transition to postsecondary education and employment. The Federal Youth Transition Plan guides the FPT's strategic priorities. The plan is a blueprint for enhanced interagency coordination by developing compatible goals to improve outcomes for youth with disabilities in transition. ODEP and all the partner agencies on the FPT share a common goal of improving job opportunities for youth and young adults with disabilities, including those from underserved populations. ODEP will leverage the FPT to identify ways to improve transition outcomes for people of color and maintain a focus on these workers in all relevant youth-related activities.
- In FY 2022, FPT will continue to coordinate with other interagency groups like the Interagency Working Group on Youth Programs (IWGYP), the Interagency Autism Coordinating Committee (IACC), and the Interagency Committee on Disability Research (ICDR). The coordination with other interagency groups will help ODEP and its FPT partners understand emerging transition-related concerns and helps identify strength-based research, policies, and practices that can be shared with youth and adult service systems, state education agencies, state Vocational Rehabilitation and workforce development agencies, schools, and youth with disabilities and their families. For all these activities, the corresponding number of internal and external collaborations will measure performance.

National Expansion of Employment Opportunities Network (NEON)

- Through the National Expansion of Employment Opportunities Network (NEON) initiative, ODEP will work directly with National Provider Organizations (NPOs) and their memberships, made up of Local Provider Organizations (LPOs) that serve individuals with significant disabilities, to develop strategic plans and communities of practice to increase capacity for competitive integrated employment.
- In FY 2022, ODEP will conduct a series of webinars and other outreach events for state government leaders, federal agency staff, and external partners, and provide targeted technical assistance to sheltered employment providers interested in changing their business model to support competitive integrated employment. Through NEON, each new LPO will develop an assessment plan, and each LPO will change their policies to result in decreased use of sheltered employment environments and increased use of competitive integrated employment. During FY 2022, as part of the LPO Agreement to receive technical assistance through NEON, each participating LPO will submit data on the demographics of individuals served in order to understand the impact of NEON on increasing Competitive Integrated Employment (CIE) opportunities for underserved communities,

including workers with disabilities who are from racial and ethnic minorities. As needed, the contractor will develop implementation tools to help providers transition toward competitive integrated employment. These implementation tools will include resources such as informational briefs, guides, toolkits, FAQs, and fact sheets. Through NEON, LPO personnel, NPO personnel, and subject matter experts will present at professional conferences to explain the work NEON has accomplished and share implementation tools and policy outputs. At a minimum, ODEP will provide a NEON presentation at each NPO's national conference. For all these activities, the corresponding number of policy outputs, targeted outreach events, and targeted technical assistance events will measure performance. Each of the 75 LPOs will participate in technical assistance provided by subject matter experts. In addition, the Employment First Community of Practice will hold monthly webinars to train members about strategies for effective provider transformation. Lastly, NEON will complete assessments for at least 30 LPOs (Milestone ID: NEON-1).

National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD)

- The LEAD Center is a policy development center focused on assisting states, workforce specialists, American Job Centers, and employment service providers in implementing the Workforce Innovation and Opportunity Act (WIOA). The specific areas of concentration for the LEAD Center include; capacity building related to financial literacy, Veterans' employment, Section 188 of WIOA implementation, health care, integrated career pathways, research, and data collection. More specifically, LEAD is developing three pilot programs to increase financial literacy and economic advancement of people with disabilities by leveraging the requirements of the Community Reinvestment Act, in partnership with American Job Centers (AJC), to increase employment for and build capacity of AJCs to serve people with disabilities through public-private partnerships with financial industries such as banks. The pilots will target communities with high representation of diverse racial and ethnic groups. LEAD is developing additional pilots to help local areas increase their reporting of disability data as required under WIOA and collected through ETA's Participant Individual Record Layout (PIRL). For example, ODEP is partnering with ETA's Division of Indian and Native American Programs (DINAP) to present two webinars to DINAP grantees on disability inclusion within the grantee's workforce systems and training. Webinars will describe the importance of data collection to understand the population served by these grantees, and ways to use the data on prevalence of disability within the Native American population to ensure that the grantee programming is inclusive. Additionally, the LEAD Center will update their website, including state disability policies, which inform a range of practitioners, policy makers and the public. For all these activities, the corresponding number of implementation tools; targeted outreach events; and analyses, research, and evaluation reports will measure performance. To advance financial literacy, LEAD will develop four new resources for the Secure Your Financial Future toolkit. ODEP will also update this toolkit to address the needs of Black Americans with Disabilities.
- Lastly, LEAD will complete a developmental evaluation for the PIRL pilots targeting communities with high representation of diverse racial and ethnic groups (Milestone ID: LEAD-1; Equity effort).

Strategic Portfolio: Budget, Performance, Risk, and Learning for Theme 2 Advance Employment Entry, Retention, and Advancement

Theme 2: Performance Measures

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	FY 2022 Target
ODEP-01.1	Number of policy outputs	51	37	32	10	10	11	11	42
ODEP-03.1	Number of implementation tools	98	107	52	19	25	14	54	112
ODEP-05.2	Number of Outreach Events (Planned)	123	146	125	35	34	40	43	152
ODEP-08.2	Number of Technical Assistance Events (Targeted)	195	234	186	37	26	114	66	243
ODEP-11	Number of Internal and External Collaborations	26	34	42	22	36	19	19	24
ODEP-12	Number of Analyses, Research, and Evaluations	26	73	40	3	5	8	26	42
ODEP-13	Percent of customers that find technical assistance center information useful	92%	85%	97%	85%	85%	85%	85%	85%

*ODEP-11 total FY 22 target reflects the average of the four quarters.

Theme 2: Performance Milestones

Milestone ID	FY 2022 Agency Management Plan Milestones	Due Date
PEAT-1	PEAT/FW will engage with at least one major AI company to address AI fairness issues.	2021-12-31
PIA-1	PIA will engage with at least three new apprenticeship intermediaries from the clean energy sector.	2021-12-31
PIA-2	Form one new “intermediary” partnership with an institution or program specifically serving Black Americans	2022-01-31

Milestone ID	FY 2022 Agency Management Plan Milestones	Due Date
PEAT-1	PEAT/FW will engage with at least one major AI company to address AI fairness issues.	2021-12-31
PIA-1	PIA will engage with at least three new apprenticeship intermediaries from the clean energy sector.	2021-12-31
ASPIRE-1	Develop a policy resource or tool for state governments to help them assess access to employment supports and measure CIE and related outcomes for individuals with mental health conditions from racially and ethnically diverse backgrounds.	2022-03-31
PEAT-2	Form at least one new partnerships via PEAT-supported initiatives with institutions or programs specifically serving Black Americans.	2022-03-31
PIA-3	At least three employers will commit to hiring apprentices with disabilities.	2022-07-31
NEON-1	Complete assessments for at least 30 LPOs.	2022-07-31
PEAT-3	PEAT/FW will develop a paper for DOL on AI fairness issues in employment.	2022-09-30
EARN-1	EARN will identify new relevant policies that are appropriate and necessary to support underrepresented groups in the workplace using online dialogue and webinar outreach events (Equity effort).	2022-09-30
LEAD-1	Completion of developmental evaluation for the PIRL pilots.(Equity effort)	2022-09-30

Theme 2: Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	*Risk Rating as of 10/1/21	Risk Tolerance
ODEP-Risk-02	If ODEP does not have adequate funding and staff to securely host WRP, personally identifiable information (PII) within WRP's web-based database of college students and recent graduates with disabilities that ODEP manages and makes available to federal agencies is at risk of security breaches or inadvertent disclosure. This could harm the students involved, the Department's reputation, and public trust.	ODEP is working with DOL's Office of the Chief Information Officer (OCIO) to protect the PII managed by the WRP program. In FY 2021, ODEP entered into a Memorandum of Understanding with the EARN grantee, Cornell University, to ensure the PII is protected according to Government standards.	63	Very Low Risk Tolerance

Risk ID	Risk Description	Mitigation Strategy (if applicable)	*Risk Rating as of 10/1/21	Risk Tolerance
ODEP-Risk-02	If the IT hosting and security costs cannot be reduced or controlled, the cost to operate WRP could become unsustainable and, if eliminated, would reduce the Department's capability to promote labor market participation of highly skilled college students and recent graduates with disabilities.	ODEP will continue working with OCIO to ensure that the program meets are required IT and security standards to avoid any unanticipated costs and to ensure the program is managed as cost effectively as possible.	35	Low Risk Tolerance

*Risk rating is calculated by multiplying the score of likelihood of the risk by the score of the impact of that risk (likelihood X impact) = Risk Rating on a scale of 1 to 81 where 81 indicates the highest risk.

Theme 2: Learning - Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
What resources do employers need to increase post-COVID-19 workplace and telework opportunities for people with disabilities?	To better understand the resource needs of employers and to increase the employment of persons with a disability given the likelihood of increasing use of remote, telework, or flexible work arrangements. EARN and JAN will then use these findings to create technical assistance materials and outreach efforts to disseminate best practices to employers.
What resources are most effective to support employee mental health during the COVID-19 pandemic?	To better help address employee mental health and well-being during and after COVID-19, to address barriers to the employment of individuals with mental health conditions, and, to ameliorate the impact of COVID-19 on the employment of people with disabilities.
What policies and practices seem to increase recruiting, hiring, and advancing people with disabilities from underrepresented groups?	To ensure workers with disabilities including those in underserved communities have economically sustainable employment options. EARN, JAN, WRP, PIA, and CAPE-Youth will then use these findings to improve outreach efforts and employment opportunities for people with disabilities from underrepresented groups.

Theme 3: DOL as a Model Workplace

Strategy 1: Continuing a commitment to a diverse, well-qualified staff at all levels.

Activities:

Workforce Planning

- In FY 2022, ODEP plans to hire an additional 12 staff ranging from entry level to the GS-14 level to support the new Administration priorities, the Department's hiring initiative, and the Agency's succession plan. To achieve this goal, ODEP will use a variety of methods to attract qualified talent. ODEP will continue its nation-wide employment searches by posting vacant positions on USAJobs and open its vacancies to all sources (federal employees and the public). ODEP will reach out to disability organizations for recommendations of qualified candidates and continue to host internships for students from various colleges and universities, disability organizations and programs such as Pathways, and the Department's Student Volunteer Program.
- To ensure ODEP meets the Administration's priorities of diversity, equity and inclusion, recruitment strategies will include the use of Office of Personnel Management's (OPM) hiring flexibilities, specifically the non-competitive authorities (e.g., Schedule A, Peace Corps, Presidential Management Fellows Program, 30% Veterans preference, etc.). Additionally, ODEP will continue with outreach initiatives with organizations that serve populations such as Historically Black Colleges and Universities (HBCU), and other professional associations that serve people of color. ODEP will use its own program, WRP that houses approximately 2,500 students and recent college graduates with disabilities to search for candidates from both diverse and professional backgrounds.
- ODEP will track the number of applications received, the diversity of candidates interviewed and hired, ODEP's overall staffing diversity, and diversity at different GS levels. ODEP currently has 47% non-white employees, most at the GS-13 level and below. One of ODEP's goals is to increase diversity including disability at the higher GS levels. ODEP will measure the success of these efforts in coordination with DOL's Office of Human Resources instead of creating separate measures for ODEP.

Employee Engagement

- In FY 2022, ODEP will continue its internal diversity, equity, and inclusion (DEI) forums; all-staff meetings, lunch and learn series, and other informal sessions (i.e., coffee breaks) including one-on-one sessions with individual employees and leadership. This will help employees to interact with each other, share their ideas, and allow for social exchanges between colleagues who may not regularly see each other during the course of their work.

Career and Leadership Development

- In FY 2022, ODEP will invest in its employees by supporting individual professional development and conducting agency-wide trainings that address competencies needed to perform the duties of their positions successfully (e.g., writing workshops, DEI etc.). As such, ODEP has created a training tool fashioned after Yelp, which lists available trainings taken and reviewed by ODEP employees so their colleagues can find quality trainings. ODEP will continue to expand this resource to direct employees to relevant training.
- To increase diversity, equity, inclusion and accessibility, ODEP contracted with Partnership for Public Service to conduct two sessions of DEI training for its employees. ODEP conducted the first session virtually and will conduct the second session in person if the pandemic conditions improve. Topics of discussion include: Experiences and How They Shape Our Perspective (Implicit Biases), Group Conformity and Its Impact on the Individual, Impact of Diversity on persons with Disabilities, How to Speak Up for Self and Others and Participants' Commitment to Action.

- ODEP has supported three of its GS-14s to attend the nine-month long Federal Executive Institute (FEI) Leadership Training for future leaders. ODEP will continue to use the Department's training resources such as Learning Link to identify trainings that support career development. ODEP will also encourage participation in the Department's Career and Leadership programs (e.g., Mentoring @labor program, Core Leadership@labor program, Coaching@labor program and the Presidents Management Council interagency rotation program). Other suggested trainings include Partnership for Public Service's Excellence in Government Fellows Program.

Succession Planning

- In FY 2022, ODEP will continue to refine an effective succession plan to replace its senior employees, most of whom are close to retirement, so that the Department will retain institutional knowledge and continue leading cross-agency disability employment policy development and dissemination.
- ODEP will achieve this goal by identifying current staff, who have the necessary knowledge and core skills, with those who have demonstrated the ability to execute ODEP's mission. These employees will receive resources and the training to prepare them for the leadership positions when they become available.
- ODEP always conducts a nation-wide search when leadership positions are available. In FY 22 ODEP will increase outreach for diverse candidates by utilizing ODEP's network referrals, the disability community, Historically Black Colleges, Universities, and organizations that serve people of color.

Strategic Portfolio: Budget, Performance, Risk, and Learning for Theme 2 Advance Employment Entry, Retention, and Advancement

Theme 3: Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Theme 3: Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
HR-1	ODEP will increase outreach by attending at least three external job fairs (e.g., Peace Corps, PMF etc.)	2022-09-30
HR-2	ODEP will establish relationship with at least two regional HBCU's career centers (e.g., Howard, Morgan, Bowie State, UDC, Coppin State, etc.)	2022-09-30

Theme 3: Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	*Risk Rating as of 10/1/21	Risk Tolerance
ODEP-Risk-07	If ODEP does not have an effective succession planning to replace its senior employees, most of whom are close to retirement, the Department may be unable to retain institutional knowledge and continue leading cross-agency disability employment policy development and dissemination.	ODEP will achieve this goal by identifying current staff, who have the necessary knowledge and core skills, with those who have demonstrated the ability to execute ODEP's mission. These employees will receive resources and the training to prepare them for the leadership positions when they become available.	5	High Risk Tolerance

*Risk rating is calculated by multiplying the score of likelihood of the risk by the score of the impact of that risk (likelihood X impact) = Risk Rating on a scale of 1 to 81 where 81 indicates the highest risk.

Operational Portfolio for ALL Themes and Strategies: HR, IT, and Procurement

Human Resources

Item or Issue	Description	Strategy (short name)	Agency POC
Engagement to meet requirements of DOL's engagement strategy and continued improvement of the Office of Personnel Management's Federal Employee Viewpoint Survey	ODEP will continue its internal DEI forums, all-staff meetings, lunch and learn series, and other informal sessions (i.e., coffee breaks) as a way for employees to interact with each other, share their ideas, and allow for social exchanges between colleagues who may not regularly see each other during the course of their work.	Staffing	Michelle Fox
Agency- wide trainings	ODEP will invest in its employees by supporting individual professional development and conducting agency-wide trainings that address competencies needed to perform the duties of their positions successfully (e.g., writing workshops, DEI etc.). As such, ODEP created a training tool fashioned after Yelp, which lists available trainings taken and reviewed by ODEP employees so their colleagues can find quality trainings. ODEP will continue to expand this resource to direct employees to relevant training.	Staffing	Michelle Fox
Agency- wide hiring efforts	ODEP plans to hire an additional 12 staff ranging from entry level to the GS-14 level to support the new Administration priorities, the Department's hiring initiative, and the ODEP's succession plan.	Staffing	Michelle Fox

Information Technology

Systems, Initiatives, or Investments	Description	Strategy (short name)	Agency POC
Campaign for Disability Employment (CDE); Job Accommodation Network (JAN)	ODEP offers two websites for public outreach efforts that promote the hiring, retention, and advancement of people with disabilities.	Overcoming barriers	Renee Tajudeen
Workforce Recruitment Program (WRP)	Activities include: timely monthly reporting of expenditures and the ability to increase the number and quality of employment opportunities for people with disabilities; ability to allow access to private sector; and, WRP's Authorization to Operate (ATO) is scheduled to be updated by December 2022.	Overcoming barriers	Renee Tajudeen
Job Accommodation Network (JAN)	ODEP applications are maintained current on core security requirements and deliverables. Deliverables are submitted for ODEP review and approval on the agreed upon dates prior to final submission into Cyber Security Assessment and management (CSAM). OCIO has security responsibilities for the JAN application. Currently, an ATO is scheduled to be updated by December 2021.	Overcoming barriers	Renee Tajudeen

Procurement

Procurement Item	Description	Strategy (short name)	Agency POC
Job Accommodation Network (1605DC-17-C-0038)	Provide technical assistance and support to employers, people with disabilities, and other stakeholders.	Overcoming barriers	Betsy Kravitz
Campaign for Disability Employment (1605C5-21-F-00019)	Conduct outreach to promote positive attitudes about employment for people with disabilities.	Awareness	Betsy Kravitz
State Exchange on Employment and Disability (SEED)	Engage in policy development and dissemination through state and local intermediaries.	Inclusion	Nadia Mossburg
Partnership on Inclusive Apprenticeship (PIA)	Engage with employer associations and apprenticeship intermediaries to advance inclusion of people with disabilities in high demand apprenticeships.	Apprenticeships	Scott Robertson

Procurement Item	Description	Strategy (short name)	Agency POC
Partnership on Employment and Accessible Technology/FutureWorks (PEAT/FW)	Engage with technology community to ensure accessibility of workplace ICT, AI, AV, and VR.	Inclusion	Nathan Cunningham

Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
None	

Appendix B – Performance Measures and Milestones (Complete List)

This appendix will include the measures and/or milestones from the Department of Labor E-Business Suite (DEBS). Measures tables include measure identifier, name, prior year results, current year targets, and target by quarter (if applicable).

Measure ID	FY 2022 Agency Management Plan Measures	FY 2020 Result	FY 2021 Target	FY 2021 YTD Result	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target	FY 2022 Target
ODEP-01.1	Number of policy outputs	51	37	32	10	10	11	11	42
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ODEP-08.2	Number of Technical Assistance Events (Targeted)	195	234	186	37	26	114	66	243
ODEP-11	Number of Internal and External Collaborations	26	34	42	22	36	19	19	24 (AVG)
ODEP-12	Number of Analyses, Research, and Evaluations	26	73	40	3	5	8	26	42
ODEP-13	Percent of customers that find technical assistance center information useful	92%	85%	97%	85%	85%	85%	85%	85%

Milestone ID	FY 2022 Agency Management Plan Milestones	Due Date
PEAT-1	PEAT/FW will engage with at least one major AI company to address AI fairness issues.	2021-12-31
PIA-1	PIA will engage with at least three new apprenticeship intermediaries from the clean energy sector.	2021-12-31
CDE-1	Release and distribution of “Mental Health at Work: What Can I Do?” public service announcement.	2021-12-31
PIA-2	Form one new “intermediary” partnership with an institution or program specifically serving Black Americans.	2022-01-31
ASPIRE-1	Develop a policy resource or tool for state governments to help them assess access to employment supports and measure CIE, and related outcomes for individuals with mental health conditions from racially and ethnically diverse backgrounds.	2022-03-31
RETAIN-1	Each of the five Phase 2 RETAIN states will have conducted employer outreach to an underserved community or an opportunity zone within their state. (Equity effort)	2022-03-31
Learning-1	Send a memo to BLS outlining ODEP objectives for topics and questions to be included in the CPS Disability Supplement incorporating feedback from internal/external stakeholders. (Equity effort)	2022-07-30
PEAT-2	Form at least one new partnerships via PEAT-supported initiatives with institutions or programs specifically serving Black Americans.	2022-03-31
PIA-3	At least three employers will commit to hiring apprentices with disabilities.	2022-07-31
NEON-1	Complete assessments for at least 30 LPOs including those in underserved communities.	2022-07-31
NDEAM-1	Announce Theme for NDEAM 2022.	2022-07-31
SEED-1	Engage four state/local intermediary organizations representing various racial, sexual, and ethnic groups to develop policy options to improve employment outcomes for workers with mental health disabilities. (Equity effort)	2022-09-30
RETAIN-2	Each of the five RETAIN states will have developed at least one partnership with a new health care entity or expand an existing partnership to increase services to an underserved community or opportunity zone within their state.	2022-09-30
PEAT-3	PEAT/FW will develop a paper for DOL on AI fairness issues in employment.	2022-09-30
EARN-1	EARN will identify new relevant policies that are appropriate and necessary to support underrepresented groups in the workplace using online dialogue and webinar outreach events (Equity effort).	2022-09-30
RETAIN-3	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort)	2022-09-30
LEAD-1	Completion of developmental evaluation for the PIRL pilots targeting communities with high representation of diverse racial and ethnic groups.(Equity effort)	2022-09-30
SEED-2	Complete a report on policy options targeting the employment and advancement of job seekers and workers with mental health disabilities from various racial, sexual, and ethnic groups. (Equity effort)	2022-09-30
HR-1	ODEP will increase outreach by attending at least three external job fairs (e.g., Peace Corps, PMF etc.)	2022-09-30
HR-2	ODEP will establish relationship with at least two regional HBCU’s career centers (e.g., Howard, Morgan, Bowie State, UDC, Coppin State, etc.) (Equity effort)	2022-09-30

United States Department of Labor

Fiscal Year 2023 ODEP Agency Management Plan

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Agency Introduction:

Bureau of Labor Statistics (BLS) data clearly indicate the need for better policies and practices to empower workers and job seekers with disabilities. In May 2022, the unemployment rate for people with disabilities aged 16 and older was 7.1 percent, compared to 3.2 percent for people without a disability, a disparity that persists over time. The labor force participation rate for people with disabilities was 22.9 percent, compared to 67.8 percent for those without a disability. Among people with disabilities, people of color experience greater economic hardship and Black people with disabilities experience the greatest disparities.

Labor Force Statistics and Poverty Rates by Disability Status and Race/Ethnicity

	People without Disabilities	White People with Disabilities	People of Color with Disabilities	Black People with Disabilities	Men with Disabilities	Women with Disabilities
Labor force participation rate	76.9%	38.4%	33.9%	28.1%	38.3%	35.1%
Employment to population ratio	73.7%	35.3%	29.5%	23.9%	34.5%	31.8%
Unemployment rate	4.2%	8.0%	13.0%	15.0%	10.1%	9.3%
Poverty rate	9.3%	22.4%	29.5%	36.7%	22.6%	27.5%

Source: Current Population Survey (CPS) basic monthly datasets, CPS March Supplement (ASEC)

Notes: All three labor force statistics are for the time period June 2021 through May 2022; poverty rates are from the March 2021 ASEC and should be considered the poverty rates for 2020; White refers to White non-Hispanic, of Color refers to anyone Hispanic or not White, and Black refers to Black non-Hispanic; age range is 16 through 64 for labor force statistics, 18 through 64 for poverty rates.

In addition, millions of American workers leave the workforce each year after experiencing an injury or illness, which may now include severe and long-haul COVID-19 illness.¹ Hundreds of thousands of these workers typically go on to receive state or federal disability benefits.² Yet many injured or ill workers could remain in their jobs or the workforce if they received timely, effective support to prevent a work disability.³ This may also be true of workers who leave or are at risk of leaving the workforce because of lingering effects of the COVID-19 virus.

ODEP's planned activities for FY 2023 support DOL's FY 2022-2026 Strategic Goals and Objectives, specifically *Goal 1: Building Opportunity and Equity for All* by advancing training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities. Further, they support *Strategic Objective 1.1*, which requires the agency to advance training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities by developing evidence-based policies, practices, and tools to foster a more inclusive workforce to increase quality employment opportunities for individuals with disabilities. They support the *Equity Agency Priority Goal* to advance racial equity, diversity, and inclusion, and support underserved communities.

Additionally, ODEP's FY 2023 activities advance the Secretary's priorities. ODEP will continue to invest in the Care Economy by identifying and promoting effective strategies regarding youth transitions, apprenticeships, mental health,

¹ Al-Aly, Z., Bowe, B. & Xie, Y. Long COVID after breakthrough SARS-CoV-2 infection. Nat Med (2022).

<https://doi.org/10.1038/s41591-022-01840-0>.

² Social Security Administration, "[Annual Statistical Report on the Social Security Disability Insurance Program, 2020](#)." SSA Publication No. 13- 11826. Washington, DC: Social Security Administration, November 2021.

³ The term "work disability" is defined as an illness, injury, or medical condition that has the potential to inhibit or prevent continued employment or labor force participation, and "federal disability benefits" refers specifically to the Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) programs. See <https://www.ssa.gov/disability/> for more information on SSDI and SSI.

and stay-at-work/return-to-work (SAW/RTW) and translating them into federal and state policy to scale successful employment outcomes. ODEP will also assist in building a modern, inclusive workforce by developing disability employment policy inclusive of racial equity. In this regard, ODEP will tap into the expertise and enthusiasm of its staff to advance equity in disability policy by regularly engaging them at all levels to stimulate new ideas and explore new collaborations to support this core value. Lastly, ODEP will continue to identify and support employment opportunities for people with disabilities and supporting employers in both the public and private sectors.

ODEP's mission is to develop and influence policies and practices that increase the number and quality of employment opportunities for people with disabilities. ODEP influences policies aimed at improving employment opportunities and outcomes for people with disabilities. ODEP accomplishes this through several key initiatives. ODEP uses and measures the following life cycle of activities: conducting analysis, research, and evaluation; developing implementation tools; developing policy options; conducting outreach; cultivating collaborations; and providing technical assistance. These activities reflect an intentional process toward adoption, implementation, and scaling of effective policies and practices that enhance employment opportunities and outcomes for people with disabilities.

To identify factors affecting the employment of people with disabilities, ODEP conducts qualitative and/or quantitative analyses and research. This includes identifying data sources and collection processes to assess and capture the impact of current initiatives on workers of color with disabilities and conducting research on racial inequities for persons with disabilities in the workforce system. ODEP's analyses and research help derive or revise policy language and gauge the effectiveness and potential implications of disability employment and labor policies. ODEP reports on the number of these analyses and research publications. Further, based on the research and analyses, ODEP identifies effective policies and practices for improving the employment opportunities and outcomes of people with disabilities through rigorous program evaluations and/or performance results.

Based on its analysis and research of existing and potential policies, ODEP recommends improvements and alternative approaches for legislation, regulations, executive orders, and other forms of policy proposals and recommendations of federal, state, and local policy.

ODEP conducts outreach to raise awareness, share information, and engage stakeholders. ODEP utilizes a variety of communication strategies and tools for outreach purposes. ODEP will continue to make sure that its policy initiatives are engaging diverse stakeholders from underrepresented communities. In FY 2023, ODEP will take steps to build staff, contractor, and grantee knowledge on how to communicate with new stakeholders in a culturally and linguistically competent way. Ultimately, by raising awareness and sharing information, outreach events engage the participants in taking further action to support the adoption and implementation of policies and practices that increase the employment of people with disabilities.⁴

Through collaborative partnerships with other federal agencies and key stakeholders, ODEP leverages and amplifies its efforts to generate, promote, and foster effective and sustainable disability employment policies. ODEP cultivates collaborations within the Department of Labor (DOL), with other federal agencies, state, and local policymakers, and with non-governmental organizations, private employers, and other major stakeholders to engage in research and analysis, develop policy outputs, support implementation, conduct outreach, and provide technical assistance. ODEP collaborates with a variety of entities through grants, contracts, communities of practice, interagency agreements, formal partnerships, leadership and coordinating roles, and informal collaboration and assistance.

⁴ See the following SEED webpage: <https://www.dol.gov/agencies/oasp/evaluation/completedstudies/State-Exchange-Employment-Disability-SEED-Evaluation>

To facilitate successful development, adoption, implementation, and scaling of effective policies and practices, ODEP provides technical assistance to all levels of government, service providers, and public and private employers. ODEP defines technical assistance as specific advice, assistance, or training that educates stakeholders and increases the likelihood that they adopt and implement changes in policy and practice to enhance employment opportunities and outcomes for people with disabilities, including ill or injured workers.

In FY 2023, ODEP will continue to adapt its initiatives to respond to the current and future challenges caused by the COVID-19 pandemic. In addition, ODEP will amplify its efforts to improve job opportunities and career paths for people of color with disabilities by reviewing each ODEP activity and initiative to identify ways to address the barriers facing these workers more effectively. ODEP will also support employers through technical assistance and research to encourage full inclusion of people with disabilities and equity for individuals from underserved communities. Given our unique mission to promote integration across fragmented policies and programs, ODEP will continue playing a distinct coordinating role with a wide range of federal agencies influencing disability employment. ODEP will also support state and local governments in ameliorating the impact of COVID-19 on the employment of people with disabilities by informing new state and local legislative and administrative policy.

For FY 2023, ODEP has identified a set of themes and supporting strategies that align with our agency’s strategic objective with a budget of \$40,500,000 and staff of 56 FTE. ODEP has organized its operations by distributing key functions among eight units: four policy teams specializing in various aspects of disability employment policy including workforce systems serving jobseekers, employer outreach and engagement, youth with disabilities transitioning from education to employment, and related systems and services such as transportation and technology that support employment. Additionally, to support ODEP’s policy work, there is a research, evaluation, and performance management team; a policy communications and outreach team; an administrative and financial systems support team; and an executive management team. All units are located in DOL’s national office. ODEP does not have regional offices.

Theme Number	Theme Name	Strategy	Strategy Short Name
1	Promote Disability Inclusion and Advance Equity	Ensure inclusive COVID response and recovery – “Recover into Inclusion”	Inclusion
1	Promote Disability Inclusion and Advance Equity	Promote disability awareness and engage in early policy collaboration	Awareness
2	Advance Employment Entry, Retention, and Advancement	Expand jobs and apprenticeships in clean, green, and high-growth industries	Apprenticeships
2	Advance Employment Entry, Retention, and Advancement	Overcome barriers to employment and create inclusive workplaces	Overcoming barriers

Theme Number	Theme Name	Strategy	Strategy Short Name
3	DOL as a Model Workplace	Continue a commitment to a diverse, well-qualified staff at all levels.	Building talent
4	Data as a Strategic Asset	Build expertise, access, and use of data to develop evidence-based policy.	Data-driven decisions

FY 2023 Budgetary Resources

Budget Activity:	Budget Authority (whole dollars)	FTE
All ODEP FY 23 activities	\$40,500,000	56

Agency Theme, Strategies, and Activities

Agency Theme 1: Promote Disability Inclusion and Advance Equity

Strategy 1: Ensure inclusive COVID response and recovery – “Recover into Inclusion”

Activities:

Each year, millions of America’s workers leave the workforce after experiencing an injury or illness, including those affected by long COVID. Many of these workers receive state or federal disability benefits which facilitate subsistence living. The impacts on individuals, employers, and all levels of government are significant and long lasting. Many ill/injured workers could remain in their jobs or the workforce if they receive timely, effective help. Early return-to-work (RTW) programs succeed by returning injured workers to productivity as soon as medically possible during their recovery process. Keeping these workers engaged in gainful employment improves their material well-being, reduces the likelihood of poverty, and lowers the rate of subsistence living provided through federal and state disability safety nets. Recognizing the importance of giving workers with disabilities, including those in underserved communities, economically sustainable alternatives to disability benefits, multiple bipartisan federal budgets provided support and funding to launch early intervention demonstrations. Consequently, ODEP, in partnership with DOL’s Employment and Training Administration (ETA) and Chief Evaluation Office (CEO), and the Social Security Administration (SSA), piloted strategies to return ill or injured workers to gainful employment. Specifically, ODEP implemented the Retaining Employment and Talent After Injury/Illness Network (RETAIN) Demonstration grants.

Additionally, states and localities play critical roles in advancing disability employment policy and intermediary organizations can understand their unique needs and priorities. ODEP continues to assist state and local policymakers in effectively addressing policy barriers that hinder the employment, retention, and advancement of people with disabilities through the development and dissemination of new tools (e.g., model policy language) and resources (e.g., examples of effective policy adopted in other states) through the State Exchange on Employment and Disability (SEED) initiative.

Retaining Employment and Talent After Injury/Illness Network (RETAIN) Initiative

- RETAIN is the first federal disability employment grant to test coordinated employment and health services and early intervention strategies to assist ill or injured workers when they are making the decision to remain in the

workforce or leave because of a disability.⁵ RETAIN is designed to reduce days off work, improve an individual's chance at maintaining their livelihood, and give them alternatives to leaving work and possibly depending only on Social Security benefits.

- In Phase 1 (launched in September 2018), ODEP awarded eight RETAIN cooperative agreements to state applicants (California, Connecticut, Kansas, Kentucky, Minnesota, Ohio, Vermont, and Washington) to plan and implement pilot SAW/RTW programs. ODEP competitively selected five Phase 1 states for Phase 2 grants in April 2021 (Kansas, Kentucky, Minnesota, Ohio, and Vermont), with a performance period that extends to May 2025. During Phase 2, grantees will expand services to additional geographies, including opportunity zones and underserved communities, and participate in a formal independent evaluation managed by SSA.
- In FY 2023, Phase 2 grantees will continue program expansions and serve injured and ill workers in geographic areas that have a high concentration of residents from underserved communities. The RETAIN programmatic technical assistance provider will assist grantees in implementing their respective SAW/RTW programs, which includes conducting targeted technical assistance events. ODEP staff will conduct research and analysis of interim RETAIN program outcomes, including lessons learned from implementation. For all these activities, the corresponding number of targeted outreach events; targeted technical assistance events; and analyses, research, and evaluation reports will measure performance. Lastly, ODEP will continue to use quarterly administrative RETAIN program data, which includes demographics and other data (such as zip code), to help identify and measure service penetration, including equitable service delivery, into underserved communities and opportunity zones (**Milestone ID: RETAIN-1, 2, 3; Equity effort**). ODEP will amplify these efforts by sharing RETAIN successes among the grantees so they can learn from each other including innovative strategies to reach underserved communities in their programs.

State Exchange on Employment and Disability (SEED)

- Through SEED, ODEP assists state policymakers in effectively addressing policy barriers that hinder the employment, retention, and advancement of people with disabilities. In FY 2022, ODEP expanded and strengthened partnerships with organizations representing critical state and local legislative and administrative bodies, such as the National Conference of State Legislatures (NCSL), National Governors Association (NGA), Council of State Governments (CSG), Women in Government (WIG), National Association of Counties (NACO), and United States Conference of Mayors (USCM). These partnerships increased the adoption and implementation of expert policy recommendations at the state and local level including legislation and executive orders related to enhancing accessible transportation and equal access to workplace technology and creating initiatives to address the employment of veterans with disabilities. Additionally, ODEP expanded a multi-intermediary effort and established a cross-intermediary working group on ameliorating the impact of COVID-19 on the employment of people with disabilities through the development of state and local legislative and administrative policy. ODEP also worked with its intermediary partners to address specific barriers to employment for individuals with mental health disabilities. SEED conducted further outreach to groups serving underrepresented populations, including the National Black Caucus of State Legislators (NBCSL), which it engaged separately to discuss specific state policy initiatives targeting Black job seekers and employees with

⁵ RETAIN promotes closer coordination among individuals and organizations who influence workers' decision about how or whether to stay at or return to work after a work disability. We define "work disability" as an injury, illness, or medical condition, including COVID-19-related complications, that has the potential to inhibit or prevent continued employment or labor force participation. RETAIN programs implement early intervention strategies to improve stay-at-work/return-to-work (SAW/RTW) outcomes of individuals who experience a work disability while employed, including communities of color who are disproportionately impacted by the COVID-19 pandemic, to promote economic recovery in those communities.

disabilities; the Board of Latino Legislative Leaders (BLLL); the National Caucus of Native American State Legislators (NCNASL); the National Organization of Black Elected Leaders – Women (NOBEL Women); and the Women’s Legislative Network (WLN). Policy priorities for these organizations have included the development of inclusive apprenticeships targeting people with disabilities in underrepresented communities, as well as developing education and awareness strategies that promote apprenticeship opportunities for underrepresented groups.

- In addition to continuing the activities referenced above, in FY 2023, SEED will establish a multi-intermediary Mental Health and Employment Policy Task Force consisting of state legislators, mayors, and governors’ office representatives (**Milestone ID: SEED-1**). During a series of convenings, the Task Force will review and propose a range of mental health-related policies, plans, practices, and implementation strategies for adoption by states and localities. Information gleaned from the Task Force will be used to develop a comprehensive policy framework for state and local policymakers to help them ensure they are effectively addressing the mental health needs of workers (**Milestone ID: SEED-2**). For all these activities, the corresponding number of policy outputs; implementation tools; targeted outreach events; targeted technical assistance events; internal and external collaborations; and analyses, research, and evaluation reports will measure performance. Through all of these activities, ODEP will demonstrate approaches that are culturally and linguistically effective for diverse communities by supporting the equity intermediaries in their respective communication processes (e.g., materials developed for Spanish-readers).

Strategy 2: Promote disability awareness and engage in early policy collaboration

Activities:

Nationwide media campaigns developed through public/private collaboration with leading employer and disability organizations foster positive perceptions of people with disabilities and emphasize the value workers with disabilities bring to the workplace. In addition, early collaborations with national and community-based organizations focused on building a commitment to improving inclusive workplace practices that can increase employment opportunities for workers with disabilities. In turn, these efforts can lead to the development and implementation of policies and initiatives that increase recruiting, hiring, advancing, and retaining workers with disabilities. Building on its partnerships with organizations who engage with underserved populations, ODEP will seek new collaborations to reach more people and identify new advocacy leaders that ultimately help ODEP reach additional marginalized communities. Outreach and engagement tools and techniques will include social media and DOL event analytics, online dialogues, and stakeholder research (to better understand what media outlets they use).

Campaign for Disability Employment (CDE)

- CDE is an ODEP-funded and administered outreach effort to promote the hiring, retention, and advancement of people with disabilities. CDE began working with its collaborating organizations to distribute and promote a new public service announcement (PSA) called, “Mental Health at Work: What Can I Do?”
- Since its inception in 2010, the CDE takes care to illustrate that disability crosses all other identity factors in its media content and targets distribution of campaign products strategically to reach underserved and diverse populations. All five of the CDE’s PSAs have a Spanish-language version and at least one Spanish-language accompanying product and are distributed to Spanish-language television and radio stations. The CDE will work with its member organizations and ODEP Alliance partners to assess and develop, as needed, materials in additional languages to reach more diverse communities. Moreover, for its latest PSA focused on mental health, the CDE includes satellite radio in its distribution plan. As a result, in addition to business leaders/employers and

demographic segments of working-age (18-64), the CDE is targeting Black and Hispanic Americans. The CDE is working to engage more campaign supporters representative of diverse audiences, including organizations who serve the LGBTQI+ community, youth and young adults, and people with varying disabilities.

- In FY 2023, the CDE will continue its outreach to mental health and business associations, as well as equity-focused organizations that work with historically underserved populations. Examples of strategic social media placements and targeted outreach include an email campaign to numerous intermediary organizations serving diverse communities, such as the African American Behavioral Health Center of Excellence, Asian Mental Health Collective, National Latino Behavioral Health Association, American Indian Vocational Rehabilitation Services, and others. The CDE also arranges PSA screenings at events attended or hosted by key diversity-focused intermediaries, such as the National Organization of Black Elected Legislative Women and the Board of Latino Legislative Leaders. The CDE will run a programmatic radio PSA campaign during Mental Health Awareness Month that specifically targets African American and Spanish-speaking satellite radio listeners. This effort will be complemented by a social media advertising campaign promoting the PSA to Spanish speaking social media subscribers. Traditional social media tactics will also be used to reach diverse communities. For example, the CDE posts content on its channels (FB, Twitter, Instagram, and LinkedIn) linked to Minority Mental Health Awareness Month in July and engages in live tweeting during third-party webinars focused on underserved populations, such as the Southeast ADA Center Webinar, “Disabled, Trans, and Queer: Intersectional Conversations in the Workplace,” the FISA Foundation Webinars, “Race + Disability Check-In: Cultivating Strategic Partnerships” and “Race, Disability, Organizational Culture, and Social Change: Promising Practices from Centers for Independent Living.”

Furthermore, the CDE will seek additional campaign supporters who engage with underserved populations building on recent collaborations (i.e., Maryland Youth Leadership Forum, Independence Now, National Business Inclusion Consortium and National Latino Behavioral Health Association). The CDE will also explore additional collaborations with organizations who engage underserved populations that the campaign may not currently be reaching. In addition, the CDE will engage with ODEP Alliance partner, American Association for Access Equity and Diversity, to promote its messaging among its diverse members. The CDE will continue to look for opportunities to expand accessibility including incorporating American Sign Language (ASL) into its video products.

Lastly, the CDE produced a brief educational video called, “Mental Health and the Federal Workplace: What Can I Do?” to educate federal workers of all levels about steps they can take to foster a mental health-friendly Federal Government workplace which it will roll out in FY 2023. Information on how to obtain the mental health supports they or others may need will be included in the video. The video will feature leaders from multiple federal agencies sharing concrete steps we *all* can take to destigmatize mental health and foster a supportive federal workplace. The video will be posted online, screened within federal agencies, promoted through federal awareness-building campaigns, and distributed through the many federal workgroups related to mental health and inclusive employment practices.

National Disability Employment Awareness Month (NDEAM)

- NDEAM is a nationwide public outreach campaign held during the month of October that recognizes the contributions of workers with disabilities. Following the announcement of the theme each year, ODEP produces digital and print posters in English and Spanish. ODEP also promotes a web-based toolkit that features news releases, proclamations, social media and event ideas. Employers and communities use the theme, posters and toolkits to amplify messages and coordinate events to highlight and educate the public on the importance of

disability employment and inclusive and equitable workplace cultures. All materials produced by ODEP, including the web-based toolkits, are accessible and 508 compliant.

- In FY 2023, ODEP will develop and announce a new theme (**Milestone ID: NDEAM-1**) that promotes agency policy and messaging objectives. In addition, ODEP will produce a print and digital poster in English and Spanish and update all related promotional materials. ODEP will leverage its robust network of sister federal agencies, alliances, partner intermediary organizations, and technical assistance centers and collaborate with the Office of Public Affairs to promote NDEAM's extensive outreach resources. Furthermore, ODEP will utilize web and social media analytics and engagement tools to understand the impact and reach of the NDEAM digital campaign.

Strategic Portfolio: Performance, Risk, and Learning for Theme 1 Promoting Disability Inclusion and Advancing Equity

Theme 1: Performance Measures

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	FY 2023 Target
ODEP-01.1	Number of policy outputs	41	42	33	7	13	11	11	42
ODEP-03.1	Number of implementation tools	128	112	61	18	26	22	56	122
ODEP-05.2	Number of Outreach Events (Planned)	163	152	115	35	38	45	52	170
ODEP-08.2	Number of Technical Assistance Events (Targeted)	246	243	188	35	60	64	98	257
ODEP-11	Number of Internal and External Collaborations	37	24	27	28	37	38	33	34
ODEP-12	Number of Analyses, Research, and Evaluations	77	42	17	9	17	15	10	51
ODEP-13	Percent of customers that find technical assistance center information useful	98%	90%	90%	92%	92%	92%	92%	92%

*ODEP-11 total FY 23 target reflects the average of the four quarters.

Theme 1: Performance Milestones

Milestone ID	Milestone Description	Due Date
SEED-1	SEED will convene the multi-intermediary Mental Health and Employment Task Force of key state legislators, mayors, and governors' office representatives.	2022-11-15
RETAIN-1	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-02-28
SEED-2	SEED will complete a comprehensive report on state and local policy options targeting the employment and advancement of job seekers and workers with mental health disabilities from various racial, gender, and ethnic groups (Equity effort).	2023-03-31
RETAIN-2	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-05-30
NDEAM-1	Announce Theme for NDEAM 2023.	2023-07-31
LEARNING-1	Produce paper on exploratory analysis on stakeholder engagement on disability measurements and gaps.	2023-07-31
RETAIN-3	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-08-30

Theme 1: Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating* as of 05/24/2022	Risk Tolerance
ODEP-Risk-01	If ODEP cannot collect and ensure the accuracy of self-reported data from employers about disability employment barriers due to lack of budget resources, staff resources, and/or trust from the employer community, then efforts to identify and remove barriers to employment for persons with disabilities could be insufficient or ineffective.	To address the limited availability of reliable data, ODEP plans to continue to invest in national-level data collection by collaborating with the DOL's Chief Evaluation Office and Bureau of Labor Statistics (BLS), and with the Census Bureau to ensure recent and relevant data is available with sufficient granularity to support ODEP's targeted efforts. In addition, ODEP will continue to leverage other sources of data as a strategic asset in order to inform policymaking and program administration.	15	Moderate Risk Tolerance

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating* as of 05/24/2022	Risk Tolerance
ODEP-Risk-03	If ODEP is unable to adequately provide effective technical assistance and support to RETAIN Phase 2 grantees as they adapt to the disruptions to local health and workforce systems due to COVID-19, then Phase 2 grantees may not be able to achieve the project's stay-at-work, return-to-work (SAW/RTW) goals.	ODEP closely monitors participant enrollment and grantee activity under RETAIN through bi-weekly updates from grantees and quarterly formal reports. ODEP is working closely with its federal partners and technical assistance contractor to mitigate the current risk by providing expert technical assistance and intensive support.	63	Very Low Risk Tolerance

*Risk rating is calculated by multiplying the score of likelihood of the risk by the score of the impact of that risk (likelihood X impact) = Risk Rating on a scale of 1 to 81 where 81 indicates the highest risk.

Theme 1: Learning-Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
What are the labor market experiences and disparities for persons with a disability by race, gender, ethnicity, other legally protected statuses, and for other historically disadvantaged communities?	To better understand and address barriers to the employment of people with disabilities from underrepresented groups. ODEP's SEED, CDE, and Alliance initiatives will use these findings to improve policy and outreach efforts and employer engagement to increase employment opportunities for people with disabilities from underrepresented groups.
<p>What survey designs and questions would enhance the granularity of available disability data by providing more specific information on local labor market conditions, the number and geographic distribution of people with disabilities, specific types of disability, and socio-demographic characteristics, including use of languages other than English.</p> <p>•By July 2023, coordinate with BLS to send a draft supplement and brief to Census to conduct cognitive testing and prepare for inclusion in the July 2024 Current Population Survey (Milestone ID: LEARNING-1). (Equity effort)</p>	Obtaining reliable data on people with disabilities that track their labor market experiences over time is a long-standing challenge. ODEP will develop new survey questions designed to capture the number and heterogeneity of people with disabilities to understand better their diversity and varying experiences.

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
What strategies and programs increase employment for individuals on the autism spectrum?	The findings will help build evidence regarding approaches to improve gainful employment for young adults with developmental disabilities, particularly those on the autism spectrum. In turn, the Equitable Transitions Model (ETM) and CAPE Youth will use these findings to improve policy and outreach efforts.

Agency Theme 2: Advance Employment Entry, Retention, and Advancement

Strategy 1: Expand jobs and apprenticeships in clean, green, and high-growth industries

Activities:

Apprenticeship opportunities enable job candidates to hone skills and talents while attaining portable, recognized credentials that can result in greater economic self-sufficiency and long-term career development. However, apprenticeships have not generally been inclusive of people with disabilities. This appears to be especially true for apprenticeships in high-growth occupations, including the technology, financial services, and health care sectors.

In recent years, ODEP has increasingly looked to influence the fast-growing technology-related trends affecting the modern workplace, as well as to ensure equal access to the necessary components of that workplace. With accessible, useable technology, people with disabilities can gain access to these tools and greatly increase their ability to perform. Alternatively, when those technologies are not accessible or easily useable by all, people with disabilities may lose opportunities to demonstrate their skills in the workplace. To address these critical, technology-based workplace trends, ODEP, through its Partnership on Employment and Accessible Technology (PEAT) created FutureWorks (FW), a policy initiative addressing the most critical components of these emerging technologies. The workplace-related trends targeted by FW include ensuring accessible information and communication workplace technologies (Accessible ICT), addressing the workforce implications and accessibility of autonomous vehicles (Accessible AV), and ensuring that human resource-based artificial intelligence (AI) platforms are free from unintentional bias against the employment and advancement of people with disabilities. PEAT engages with technology companies, emerging technology associations (e.g., XR Access, AV Consortium), and developers of these new technologies on accessibility issues and tracks progress based on reports submitted to ODEP on changes made as a result of our work.

Partnership for Inclusive Apprenticeship (PIA)

- ODEP worked with its federal and private sector partners to ensure that apprenticeship programs are available to all qualified individuals, including those with disabilities. This work specifically targeted Registered Apprenticeship (RA) programs that for technology companies often involve a combination of on-the-job training and classroom instruction. Further, ODEP continued its Partnership for Inclusive Apprenticeship (PIA) initiative in collaboration with the DOL's Office of Apprenticeship (OA), Women's Bureau (WB), Veterans Employment and Training Services (VETS), apprenticeship intermediary organizations (e.g., Apprenti, Three Talents, and Cybersecurity Center), and national employer associations (e.g., the Society for Human Resource Management, U.S. Conference Board) to promote expanded access to inclusive programming for apprentices with disabilities. PIA greatly expanded its work into the clean energy sector, including engaging with relevant unions in that sector. Lastly, PIA engaged with three new apprenticeship intermediaries from the clean energy sector and

formed three new intermediary partnerships with organizations specifically serving Black Americans to combat the worst disparities among people with disabilities (OneTen.org, Blacks in Technology Mentorship Program, and Renewables Forward). In FY 2023, PIA will form at least one new intermediary partnership and develop an engagement plan to jointly promote the recruitment of individuals with disabilities as apprentices (**Milestone ID: PIA-1**).

- In FY 2023, PIA will continue to expand these private sector relationships in high growth, high demand sectors. In addition, working through ODEP, PIA will create an interagency working group for inclusive energy apprenticeships with the Department of Energy (DOE), the U.S. Department of Transportation (DOT), and the Environmental Protection Agency (EPA); this working group would coordinate, monitor, and support apprenticeship programs that target the infrastructure and clean energy sectors (**Milestone ID: PIA-2**). For all these activities, the corresponding number of policy outputs; implementation tools; targeted outreach events; targeted technical assistance events; internal and external collaborations; and analyses, research, and evaluation reports will measure performance.

Partnership on Employment and Accessible Technology / FutureWorks (PEAT/ FW)

- In FY 2022, ODEP identified a broad array of strategic policy areas to promote accessible technologies, including tracking the policy environment concerning federal and state laws, regulations, standards, and guidelines that promote the importance of accessible information and communication technology (ICT), Accessible AV, AI, extended Realities (XR), and other emerging technology areas. Through virtual think tanks, ODEP convened relevant stakeholders to address the unintentional disability employment barriers that may result from artificial design and machine learning, as well as specific policy analyses and guidance for stakeholders in other emerging areas of accessible technology. ODEP established strategic outreach and communication materials, including utilizing social media, newsletters, and other media strategies to promote accessible technology, with a specific focus on its role in supporting the hiring and advancement of workers with disabilities.
- In FY 2023, PEAT will continue the above listed activities but will expand its efforts to engage newer XR and AI companies and associations, as well as working more closely with DOL's Office of Federal Contract and Compliance Programs (OFCCP) on their HIRE initiative and AI equity work. Specifically, ODEP will form at least two new partnerships via PEAT-supported initiatives with institutions or programs specifically serving Black Americans (**Milestone ID: PEAT-1**). Additionally, ODEP will host at least one Think Tank on emerging technology issues that will include federal agency representatives, private technology companies and key advocacy organizations (**Milestone ID: PEAT-2**). For all these activities, the corresponding number of policy outputs; implementation tools; targeted outreach events; targeted technical assistance events; internal and external collaborations; and analyses, research, and evaluation reports will measure performance.

Strategy 2: Overcome barriers in employment and creating inclusive workplaces

Activities:

The Job Accommodation Network (JAN), a service provided by ODEP, is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues. Those who benefit from JAN's services include private employers of all sizes, government agencies, employee representatives, and service providers, as well as people with disabilities and their families (including veterans). JAN responds to over 40,000 technical assistance requests per year. SAW/RTW issues are involved in over 80 percent of these technical assistance

consultations. Furthermore, JAN estimates that inquiries received between November 2020 and August 2022 related to health conditions associated with COVID-19 account for 15-20 percent of consultations when including mental health related conditions. JAN holds training sessions both in person and virtually for employers, including private, state, and federal employers, veteran service organizations (VSOs), and other stakeholders. Topics include the interactive reasonable accommodation process, accommodations for specific types of conditions (mental health, neurodiversity, hearing loss, Long COVID, etc.), disability inclusion during the hiring process, reasonable accommodations related to the future of work/telework, and others. JAN provides virtual and in-person training for the Department of Veterans Affairs, Veterans Readiness and Employment (VRE), and Homeless Program Office at the Veterans Health Administration (VHA), among others. JAN also conducts presentations at events such as the Society for Human Resource Management chapter meetings, Disability: IN affiliate meetings, Disability Management Employer Coalition Compliance Conference, Assistive Technology Industry Association Conference, EEOC EXCEL Conference, and more.

The Employer Assistance and Resource Network on Disability Inclusion (EARN) is a technical assistance center that helps employers tap into the talents of employees with disabilities by building inclusive workplace cultures. Through thirteen national intermediary organizations engaged in the Inclusion@Work Leadership Council, EARN conducts research, develops evidence-based tools and resources, provides technical assistance and training, and promotes disability-inclusive policies and practices. EARN acts as a convener by regularly conducting virtual and in-person meetings with leading business organizations, private sector companies and federal agencies. In this role, EARN engages with employer stakeholders and others to remain closely informed of the issues and challenges relevant to developing a workforce inclusive of people with disabilities. This stakeholder engagement ensures EARN's technical assistance remains relevant and that its products enable effective recruitment, hiring, retention, and advancement of people with disabilities.

Further, ODEP has long recognized the value of states in advancing innovative policy to address long-standing challenges in disability employment. There is a present opportunity to help states collaborate to develop innovative approaches to workforce inclusion, and to draw upon these innovations to inform broader policy development at the federal level. In the Advancing State Policy Integration for Recovery and Employment (ASPIRE) initiative, ODEP will help states adopt and adapt policies that support individual placement and support (IPS) model of supported employment. IPS is an evidence-based strategy to help individuals with mental health disabilities obtain competitive integrated employment.

In light of the ongoing pandemic and the inequitable impact of COVID-19 on service delivery for youth and young adults with disabilities (Y&YAD), especially youth with intersecting identities from disadvantaged backgrounds, ODEP is launching the Equitable Transition Model (ETM) grants. We do not yet know the full impact of the pandemic on the number of disconnected youth with disabilities; however, initial data indicate that the percentage of disconnected youth has increased from 13.8 percent in 2019 to an estimated 17.5 percent in 2020⁶, especially for Native American (23.4 percent) and Black youth (17.4 percent).⁷ Enrollment in postsecondary education is also down, with a stark drop of 14.8 percent in community college enrollment since 2019⁸, which will have long-term impacts on college attainment and lifetime earnings. Taken together, there is an urgency to find ways to reconnect more Y&YAD with systems of support. The ETM project will allow ODEP to help grantees develop scalable strategies and serve more youth from a wider variety of settings, including those who are justice-involved, in foster care, experiencing homelessness, or disconnected from any system, and to rigorously test and evaluate each state's model. ETM builds on the lessons learned from the Promoting the Readiness of Minors in Supplemental Security Income (PROMISE) project and includes a comprehensive program design enhanced with culturally responsive services for youth and families. Equitable service delivery will be part of the ETM grant terms. Each grant applicant must demonstrate their commitment to racial equity including

⁶ https://research.upjohn.org/cgi/viewcontent.cgi?article=1035&context=up_policybriefs

⁷ <https://ssrc-static.s3.amazonaws.com/moa/ADecadeUndone.pdf>

⁸ <https://nscresearchcenter.org/stay-informed/>

outreach to underserved populations, engagement of diverse communities and culturally competent and responsive service delivery. Lastly, the ETM funding opportunity announcement (FOA) will be shared with a diverse group of qualified applicants, for example, tribal organizations, through ODEP's and our federal partners' networks.

Job Accommodation Network (JAN)

- In FY 2023, ODEP will work with JAN to review its most recent technical assistance requests to identify and publish a list of identified "best practices." JAN will continue to enhance the Workplace Accommodation Toolkit, a resource for employers that highlights solutions to situations commonly described to JAN and includes role-playing videos that demonstrate how to manage these situations successfully. JAN also will continue to create and develop products and resources, including technical assistance and training materials for employers and others, related to the ADA and accommodations during and after the pandemic as people return to the workplace. JAN's technical assistance services, products, and training will continue to use language and terminology appropriate to a broad range of audiences and will continue to reflect an understanding of and respond to the needs of JAN customers from diverse communities, backgrounds, and abilities. Services and products will continue to assist employers and people with disabilities from underserved and marginalized populations, including those marginalized by race and in the LGBTQI+ community. JAN recently implemented secure video conferencing and has access to interpreters to facilitate consultations for individuals who use ASL. As part of this effort, during FY 2023, JAN will conduct outreach to intermediary organizations that provide services to underserved communities. For all these activities, corresponding targeted technical assistance and outreach events will be measured.

Employer Assistance & Resource Network on Disability Inclusion (EARN)

- In FY 2023, ODEP will re-compete the EARN cooperative agreement to continue to increase the capacity of employers to recruit, hire, retain and advance people with disabilities through the identification and promotion of evidence-based policies and effective practices. As part of the re-compete, ODEP will promote the FOA to organizations and universities that are serving underserved communities and encourage anyone who is qualified to apply, including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Native American tribal organizations. EARN's work will be developed from a social equity perspective with a special emphasis on underserved communities including, but not limited to, Black, Latino, American Indian and Alaska Native, Asian Americans, Native Hawaiians, and Pacific Islanders, and other persons of color; women; members of religious minorities; LGBTQI+ persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality. This focus comes from EARN's internal research based on reviews of existing academic literature and analysis of the US Census Bureau's Household Mental Health Pulse Survey. To this end, EARN continues to conduct research, develop evidence-based tools and resources, provide technical assistance and training, and promote disability-inclusive policies and practices. EARN will ensure the relevance of its work by regularly convening employer stakeholders and others to conduct virtual and in-person meetings with leading business organizations, private sector companies and federal agencies. EARN will continue its research and policy analysis focus on workplace mental health with particular emphasis on underserved communities most affected by the COVID pandemic. This research will be conducted via a series of literature reviews, environmental scans, listening sessions, and meetings with stakeholders **(Milestone ID: EARN-1)**. This effort will result in several evidence-based tools and resources added to the EARN Mental Health Toolkit as well as the Inclusion@Work Framework. With this work, EARN plans to develop three to five new relationships with stakeholder groups from underserved communities to better understand and develop culturally responsive policies, practices, tools, and resources. EARN will also work with its existing

partners in the Inclusion@Work Leadership Council to emphasize and disseminate culturally and linguistically competent and targeted policies, practices, tools, and resources.

- Additionally in FY 2023, in collaboration with the Office of Federal Contract Compliance Program, Small Business Administration and the DOL Procurement Equity Committee, EARN will scale its technical assistance and policy and practice products for federal contractors and small businesses. This will entail the research necessary to redevelop EARN's Small Business & Disability Employment: Steps to Success Toolkit (**Milestone ID: EARN-2**). Lastly, EARN will develop sample policies to expand the resources within the Inclusion@Work Framework for Building a Disability-Inclusive Organization. Based upon the seven Inclusion@Work strategies for creating disability-inclusive workplace cultures and meeting organizations' Diversity, Equity, Inclusion and Accessibility (DEIA) goals, EARN will develop recommendations for organizational governance of disability inclusion initiatives, specific sample policies for implementing the seven strategies, offer targeted outreach and technical assistance events and develop implementation tools for promoting these policies within an organization.

Advancing State Policy Integration for Recovery and Employment (ASPIRE)

- ODEP assisted states and service providers to increase competitive integrated employment opportunities for individuals with mental health disabilities with a specific focus on diverse racial and ethnic backgrounds. ASPIRE activities targeted a broad array of stakeholders interested in increasing access to IPS employment support.
- In FY 2023, ODEP will award a new contract to continue the work of ASPIRE. ODEP will follow the lead of DOL's procurement office in ensuring equity in the procurement process. The new tasks will include identification of specific numbers of policy deliverables for each participating Local Provider Organization, continuation of a Leadership Development monthly training program for states, and development of at least five national policy deliverables in mental health and employment. In FY 2023, ASPIRE will identify and develop at least one policy tool per state to advance employment for people with mental health conditions with a focus on diverse racial and ethnic backgrounds (**Milestone ID: ASPIRE-1**, Equity Effort) and at least three national briefs (**Milestone ID: ASPIRE-2**).

Center for Advancing Policy on Employment for Youth (CAPE Youth)

- Launched and administered by ODEP in FY 2019, the purpose of CAPE Youth is to increase the capacity of national, state, and local workforce systems to support improved transition and employment-related outcomes for youth and young adults with disabilities with a focus on those from underserved communities through the identification and dissemination of evidence-based policies and practices. CAPE Youth recently released a brief entitled, *Addressing the Needs of Youth with Disabilities and Other Intersecting Identities: State Strategies for Program Implementation*.⁹ The brief highlights that many of the youth and young adults with disabilities have intersecting identities which include:
 - belonging to racial minority groups;
 - being from low-income households;
 - being members of the foster care system;
 - having involvement in the justice system;
 - experiencing homelessness or being a runaway;
 - being a member of the LGBTQI+ community;

⁹ The brief is available at: <https://capeyouth.org/wp-content/uploads/sites/9/2022/02/Addressing-the-Needs-of-Youth-with-Disabilities-and-Other-Intersecting-Identities-State-Strategies-for-Program-Implementation.pdf>

- being immigrants or English language learners; or
 - belonging to other marginalized populations.
- In FY 2023, ODEP will re-compete a new cooperative agreement to continue CAPE Youth. ODEP will promote the FOA to a broader audience, including organizations and universities that are serving underserved communities. Over the last two years, ODEP has improved relationships with federal partners and community-based organizations that represent and closely work with underserved populations. The purposeful outreach to entities that represent Native and Tribal matters, HBCUs, and Minority Serving Institutions (MSIs) will help increase participation in ODEP funding opportunities.
 - In FY 2023, CAPE Youth will build upon research and evaluation conducted during the first grant cycle and continue to disseminate quality policy products and tools designed to encourage innovation in state and local disability employment policies and practices. ODEP recognizes the importance of engaging diverse stakeholder groups and will be purposeful in working with youth with disabilities from underserved populations through participation in all aspects of CAPE Youth's policy development. ODEP is working to approve a mentoring fellowship program that the CAPE Youth Policy Development Center will manage. The fellowship consists of three parts. The first part involves classroom/workshop instruction, and the second will consist of mentoring. The last part will implement the newly created youth tool kit, which focuses on helping youth and policymakers develop meaningful ways to engage in policy development. In FY 2023, the CAPE Youth Fellowship will be fully operational, the Youth focused tool entitled, *My Future Matters: A Toolkit for Youth with Disabilities on Leadership, Employment and Policy*, will be released for public use, and the Center will be releasing implementation tools designed to foster inclusive work environments. CAPE Youth plans to continue conducting outreach and dissemination of CAPE Youth and ODEP related policy products to state and local workforce development entities through universal (webinars and briefs) and targeted (state TA visits and state data request) technical assistance strategies.

Workforce Recruitment Program (WRP)

- To increase labor force participation of people with disabilities, ODEP administers the Workforce Recruitment Program (WRP), a recruitment and referral program that connects federal and private-sector employers nationwide with college students and recent graduates with disabilities, including disabled veterans, who are seeking internships or permanent jobs. A searchable database compiles information from candidates and is available through the WRP website for federal employers to search for candidates for internships, apprenticeships, and long-term positions. The WRP provides a pipeline of employees with disabilities for the Federal Government. ODEP and the U.S. Department of Defense's (DoD) Defense Human Resources Activity's (DHRA) Diversity Management Operations Center (DMOC) manage the federal sector part of the program (WRP.gov), and ODEP's EARN manages private sector engagement, which could include private-sector apprenticeship programs. WRP staff will also connect with the Office of Apprenticeship to ensure that federal apprenticeship programs are aware of WRP as a talent resource.
- In Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, President Biden charged the Secretaries of Labor and Defense with expanding and strengthening the WRP, as well as providing a report of Presidential, administrative, or congressional actions that would further expand job opportunities and strengthen the program. ODEP worked to expand the program's impact by adding a new GS-13 Program Manager to the prior staff of two in order to increase outreach efforts and presentations that stimulate increased use and job opportunities by federal agencies, as well as increasing college and university outreach to grow student participation. Furthermore, ODEP engages with VETS to leverage stakeholder

networks, such as campus veteran services offices. In addition, the outreach seeks to promote education and awareness about the Schedule A Hiring authority available to federal hiring managers.

- To reach individuals with disabilities from underserved communities, ODEP continues to increase its outreach to HBCUs, HSIs, Asian American and Pacific Islander Serving Institutions (AAPISIs), and Tribal Colleges and Universities (TCUs). For example, ODEP expanded outreach to HBCUs and minority-focused special interest groups of the Association on Higher Education and Disability (AHEAD).
- In FY 2023, ODEP will continue its work to promote WRP as a resource for federal agencies and hiring managers to meet their talent acquisition and diversity goals. ODEP will work with the Administration to expand the WRP in response to EO 14035. ODEP will increase its technical assistance to federal agencies, including by working with Federal Executive Boards, unions, and employee resource/affinity groups. ODEP will explore actions to strengthen the program by educating and encouraging the provision of effective reasonable accommodations and expand federal job opportunities for participants, including illustrating how WRP can be used as part of agency DEIA strategic planning. ODEP will also coordinate with DoD on the use of the WRP to expand agency hiring. EARN and ODEP will respond to private-sector employers interested in the WRP, connecting them with job seekers as appropriate. ODEP will continue to enhance the WRP program and website to improve user functionality and experience. This effort includes proposing actions to institute better data collection efforts and increased reporting by agencies to WRP. ODEP will engage with colleges and universities around the country to support student and recent graduate participation in the WRP and to encourage students with disabilities to pursue federal employment opportunities. ODEP will also leverage relationships with federal partners, alliance members, and university associations to increase college and university participation in WRP. To reach individuals with disabilities from underserved communities, ODEP will grow its outreach to HBCUs, HSIs, AAPISIs, and TCUs. ODEP will release the 2023 Application Database in the first quarter of FY 2023 (**Milestone ID: WRP-1**). We will measure performance through the number of internal and external collaborations and targeted technical assistance events.

National Expansion of Employment Opportunities Network (NEON)

- Through the NEON initiative, ODEP will work directly with National Provider Organizations (NPOs) and their memberships, made up of Local Provider Organizations (LPOs) that serve individuals with significant disabilities, to develop strategic plans and communities of practice to increase capacity for competitive integrated employment.
- As part of the LPO Agreement to receive technical assistance through NEON, each participating LPO submits data on the demographics of individuals served in order to understand the impact of NEON on increasing competitive integrated employment opportunities in underserved communities, including workers with disabilities who are racial and ethnic minorities.
- In FY 2023, ODEP will award a new contract for the NEON initiative. ODEP will follow the lead of DOL's procurement office in giving priority to selecting qualified, underserved small businesses. ODEP will provide at least one NEON-focused presentation at each of the national conferences of the National Provider Organizations. Nationally recognized subject matter experts will provide intensive technical assistance and training to all LPOs participating in the NEON activities. NEON work will expand to include work with state intermediary organizations to focus on state policy alignment across state systems such as vocational rehabilitation, Medicaid and intellectual/developmental disability. Implementation tools will be developed to

align with the new workplan developed in the first quarter of FY 2023. NEON will complete an assessment of at least 45 LPOs (**Milestone ID: NEON-1**).

National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD)

- The LEAD Center is a policy development center focused on assisting states, workforce specialists, American Job Centers (AJCs), and employment service providers in implementing the Workforce Innovation and Opportunity Act (WIOA). The specific areas of concentration for the LEAD Center include capacity building related to financial literacy, Veterans' employment, Section 188 of WIOA implementation, health care, integrated career pathways, research, and data collection.
- LEAD implements multiple activities to increase meaningful service to people with disabilities through workforce system programs. For example, LEAD staff initiated three pilot programs to increase financial literacy and economic advancement of people with disabilities by leveraging the requirements of the Community Reinvestment Act, in partnership with AJCs, to increase employment for and build capacity of AJCs to serve people with disabilities through public-private partnerships with financial institutions such as banks. LEAD also developed a pilot to help local workforce areas increase their reporting of disability data, as required under WIOA and collected through ETA's Participant Individual Record Layout (PIRL). LEAD staff completed a developmental evaluation for this PIRL pilot, targeting communities with high representation of diverse racial and ethnic groups. A case study with highlights of the PIRL work will be released late summer 2022. ODEP and LEAD Center staff also partnered in FY 2022 with ETA's Division of Indian and Native American Programs (DINAP) to increase understanding of service to Native Americans with disabilities through DINAP grantees.
- In FY 2023, ODEP will orient the new LEAD grantee with the work of its prior LEAD contract. A workplan will be developed that will build on the activities of the LEAD Center from FY 2022, including continuation of the Community Reinvestment Act pilots with the AJCs to leverage requirements of financial institutions to invest in their communities. In FY 2023, LEAD will continue to expand the Financial Toolkit to include additional materials. The workplan established in FY 2022 will be utilized in FY 2023 to advance work in the Direct Support Professional workforce. A webinar series will be implemented to inform the field about significant developments and research relating to employment and disability. In addition, LEAD will widely disseminate the Section 188 Disability Reference Guide throughout the workforce development system. Lastly, in FY 2023, LEAD will complete the training and technical assistance plan for Blending, Braiding, and Leveraging funding and resources across critical systems that are essential for employment of youth and adults with disabilities (**Milestone ID: LEAD-1**).

Equitable Transition Model (ETM)

- In FY 2023, ODEP will award three to four cooperative agreements to begin the ETM demonstration project. The ETM project will focus on youth in older age ranges than previous demonstrations and requirements to appropriately respond and consider the unique needs of the selected target population(s). The ETM projects will focus resources on those youth who most need holistic supports and undertake the long-term work to align state systems to better meet the needs of all youth. ODEP will analyze the findings from the demonstration to develop policy recommendations that scale up effective strategies. The ETM grants will focus on DEIA elements in a variety of ways, starting with the program design. The project will require grantees to incorporate DEIA elements into the program design when considering the needs of youth participants and how we train direct

support professionals. In addition, ODEP has integrated DEIA principles into the ETM funding opportunity announcement to ensure grantees are considering inclusive policies and practices in developing their ETM grant applications. Grantees will receive additional points for meeting DEIA priorities outlined in the FOA and are encouraged to develop partnerships that reflect the holistic needs of the targeted youth population.

- In FY 2023, ODEP plans to complete the design of the ETM grants, Technical Assistance (TA) and evaluation contracts with input from federal partner agencies. ODEP will conduct a competitive process to select the three to four ETM grantees, TA provider and an independent, third party, evaluation entity. The grants will be awarded by September 2023 and each state will launch their ETM initiatives thereafter (**Milestone ID: ETM-1**). The first year of the demonstration will consist of strategic initiatives focused on the development of strong public/private partnerships, formal agreements between partners, Institutional Review Board (IRB) approval, and implementation of key grant components in each state's ETM program design.

Strategic Portfolio: Performance, Risk, and Learning for Theme 2 Advance Employment Entry, Retention, and Advancement

Theme 2: Performance Measures

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	FY 2023 Target
ODEP-01.1	Number of policy outputs	41	42	33	7	13	11	11	42
ODEP-03.1	Number of implementation tools	128	112	61	18	26	22	56	122
ODEP-05.2	Number of Outreach Events (Planned)	163	152	115	35	38	45	52	170
ODEP-08.2	Number of Technical Assistance Events (Targeted)	246	243	188	35	60	64	98	257
ODEP-11	Number of Internal and External Collaborations	37	24	27	28	37	38	33	34
ODEP-12	Number of Analyses, Research, and Evaluations	77	42	17	9	17	15	10	51
ODEP-13	Percent of customers that find technical assistance center information useful	98%	90%	90%	92%	92%	92%	92%	92%

*ODEP-11 total FY 23 target reflects the average of the four quarters.

Theme 2: Performance Milestones

Milestone ID	FY 2023 Agency Management Plan Milestones	Due Date
WRP-1	2023 WRP Application Database Release	2022-12-15
EARN-1	EARN will produce a report of its findings from the FY2022 Q4 Listening Session with representatives from organizations from underserved communities. This report is intended to inform our future strategy in meeting the mental health needs of underserved communities as well as enhance the Mental Health Toolkit. (Equity effort).	2022-12-30
PIA-1	Form at least one new intermediary partnership with an institution or program specifically serving Black American apprentices, preferably in the Southeast regional area, and develop an engagement plan to jointly promote the recruitment of individuals with disabilities as apprentices (Equity effort).	2023-03-31
PIA-2	Engage with at least two federal agencies to establish an interagency working group for inclusive apprenticeships in the energy and infrastructure sectors.	2023-03-31
PEAT-1	Form at least two new partnerships via PEAT-supported initiatives with institutions or programs specifically serving Black Americans (Equity effort).	2023-03-31
PEAT-2	PEAT will host at least one Think Tank on emerging technology issues that will include federal agency representatives, private technology companies and associations, and key advocacy organizations.	2023-05-31
NEON-1	Completion of assessments for at least 45 LPOs for NEON.	2023-09-30
EARN-2	EARN will produce a new Small Business & Disability Employment: Steps to Success Toolkit in collaboration with OFCCP and SBA.	2023-09-30
ETM-1	Award three to four ETM cooperative agreements.	2023-09-30
ASPIRE-1	ASPIRE will identify and develop at least one policy tool per state to advance employment for people with mental health conditions with a focus on diverse racial and ethnic backgrounds (Equity effort). Such tools will emphasize appropriate language access and cultural competence.	2023-09-30
ASPIRE-2	ASPIRE will develop at least three national briefs and/or webinars on advancing employment for people with mental health conditions that reflect cultural competence.	2023-09-30
LEAD-1	LEAD will complete a plan for training and technical assistance plan for Blending, Braiding and Leveraging.	2023-09-30

Theme 2: Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	*Risk Rating as of 10/1/21	Risk Tolerance
ODEP-Risk-04	If ODEP does not have adequate funding and staff to securely host WRP, personally identifiable information (PII) within WRP's web-based database of college students and recent graduates with disabilities that ODEP manages and makes available to federal agencies is at risk of security breaches or inadvertent disclosure. This could harm the students involved, the Department's reputation, and public trust.	ODEP is working with DOL's Office of the Chief Information Officer (OCIO) to protect the PII managed by the WRP program. In FY 2021, ODEP entered into a Memorandum of Understanding with the EARN grantee, Cornell University, to ensure the PII is protected according to Government standards.	63	Very Low Risk Tolerance
ODEP-Risk-05	If the IT hosting and security costs cannot be reduced or controlled, the cost to operate WRP could become unsustainable and, if eliminated, would reduce the Department's capability to promote labor market participation of highly skilled college students and recent graduates with disabilities.	ODEP will continue working with OCIO to ensure that the program meets the required IT and security standards to avoid any unanticipated costs and to ensure the program is managed as cost effectively as possible.	35	Low Risk Tolerance

*Risk rating is calculated by multiplying the score of likelihood of the risk by the score of the impact of that risk (likelihood X impact) = Risk Rating on a scale of 1 to 81 where 81 indicates the highest risk.

Theme 2: Learning - Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
What resources do employers need to increase post-COVID-19 workplace and telework opportunities for people with disabilities?	To better understand the resource needs of employers and to increase the employment of persons with a disability given the likelihood of increasing use of remote, telework, or flexible work arrangements. EARN and JAN will then use these findings to create technical assistance materials and outreach efforts to disseminate best practices to employers.

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
What resources are most effective to support employee mental health during the COVID-19 pandemic?	To better help address employee mental health and well-being during and after COVID-19, to address barriers to the employment of individuals with mental health conditions, and, to ameliorate the impact of COVID-19 on the employment of people with disabilities.
What policies and practices seem to increase recruiting, hiring, and advancing people with disabilities from underrepresented groups?	To assist workers with disabilities, including those in underserved communities, have economically sustainable employment options. EARN, JAN, WRP, PIA, and CAPE Youth will then use these findings to improve outreach efforts and employment opportunities for people with disabilities from underrepresented groups.

Agency Theme 3: DOL as a Model Workplace

Strategy 1: Implement activities in support of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan

Activities:

Review of Recruitment

- In FY 2023, the agency will review all recruitment packages for new hires (position descriptions, recruitment checklist, job analysis and competency-based questions) to ensure that they incorporate inclusive language and eliminate any unnecessary barriers. Additionally, ODEP will promote the use of diverse hiring panels to consider applicants. This will be tracked through **Milestone ODEP-1**.

Increase outreach and recruitment to underserved communities

- Through the hiring plan developed in the Spring of FY 2022, the agency will conduct targeted outreach to HBCUs and other minority-serving institutions. This outreach will be conducted virtually and through in-person job fairs and in collaboration with DOL's new South East regional hiring initiative. ODEP is located at the national office. With DOL OHR, we will conduct local outreach to localities with high unemployment rates and ODEP will engage with non-profits and community centers that work with underserved communities to recruit candidates for job fairs. ODEP will share information on how people with disabilities may be eligible to apply to job postings within the federal government. In addition, ODEP will share its vacancies with DOL's employee affinity groups. The agency will report on its progress through **Milestone ODEP-2**.

Maximize use of Workforce Recruitment Program (WRP)

- By Q1 of FY 2023, the agency will issue a memorandum from the Agency Head requiring all hiring managers to review the WRP database to identify potential qualified candidates for position vacancies and/or the use of Schedule A hiring authority prior to posting. This memo will stress the importance of providing effective reasonable accommodations, if needed. This will be tracked through **Milestone ODEP-3**.

Maintain Network of Recruitment Champions

- By Q1 of FY 2023, the agency will establish a rotational schedule for the agency's recruitment champions to balance workload and provide networking opportunities to all. This will be tracked through **Milestone ODEP-4**.

Implement internships, fellowships, and apprenticeships

- In addition to WRP, ODEP will utilize the Pathways Programs to increase the number of college students and recent graduates recruited from underserved communities for vacant positions. The agency will report on progress through **Milestone ODEP-5**.

Institutionalize DEIA in performance plans

- The agency will include a performance element in all managers and supervisors' FY 2024 Performance Management Plans that clearly delineates the agency's commitment to being a model employer and clarifies their roles and responsibilities in advancing DEIA. The agency will use this element to promote accountability and recognize managers and supervisors who make concerted efforts to promote DEIA. This will be tracked through **Milestone ODEP-6**.

Increase participation in leadership and career development training

- The agency will deploy a strategy to increase participation in non-mandatory leadership and career development programs, including DEIA training opportunities, such as identifying low to no cost training opportunities and ensuring staff coverage for training offered during work hours. ODEP will ensure it provides equitable access to these opportunities at all levels (Equity Effort). This will be tracked through **Milestone ODEP-7**.

Ensure the use of inclusive language

- In FY 2023, the agency will establish a schedule to begin reviewing handbooks, guidance materials, workplace internal policies, and other materials to use inclusive language and up-to-date terminology for all employees such as gender-neutral titles (e.g., spouse instead of husband or wife) or preferred identifiers (e.g., employees with disabilities instead of "handicapped persons"). This will be tracked through **Milestone ODEP-8**.

Analyze FEVS Data

- To encourage employee feedback to increase the quality of FEVS data for analysts, in FY 2023, the agency will communicate FEVS participation rates weekly to staff while the survey is open and provide opportunities for employees to share feedback throughout the year via town halls, surveys, focus groups, or other mechanisms. This will be tracked through **Milestones ODEP-9 and ODEP-10**.

Make Hybrid Work Successful

- ODEP will regularly assess workforce data to ensure telework eligibility and participation determinations are being made in accordance with agency policy and applicable law, fairly and equitably, and in a manner that effectively meets the agency's needs.

Strategy 2: Incorporation of Annual Hiring Plan

Activities:

Use of Hiring Flexibilities

- ODEP will continue to use OPM's hiring flexibilities to ensure that qualified individuals from all underrepresented groups, including persons with disabilities, veterans, and military spouses are targeted and considered for vacant positions.
- In FY 2023, ODEP will continue its recruitment efforts by participating in both internal and external job fairs (e.g., Presidential Management Fellows program, Peace Corps, DOL Virtual Career Fair) to ensure ODEP identifies talent not captured through traditional hiring methods (**Milestone ID: HR-1**). ODEP will use social media platforms such as LinkedIn to recruit qualified applicants who possess unique skillsets to help ODEP achieve its mission. ODEP will aide OHR to identify organizations that serve diverse communities to participate in external job fairs.

Recruitment Efforts

- In FY 2023, ODEP will identify and fill mission critical positions, and in the event of a Continuing Resolution, ODEP will prioritize filling of such positions to continue supporting our mission.
- ODEP will hire new employees from diverse backgrounds to fill vacancies at both entry- and senior-levels in FY 2023. Hiring at the entry level not only helps with succession planning, but will also bring new energy, innovation, and cultural change.
- In FY 2023, ODEP will continue to prepare its talented staff by providing leadership opportunities (e.g., trainings, details) to those staff that exhibit talent, expertise, ambition, strong leadership skills and interest in joining the management team. By providing development opportunities, ODEP provides its staff with the knowledge needed to compete for progressively more senior roles.
- ODEP will continue to build its relationships with HBCUs, six of which are in the National Capital Region (i.e., University of the District of Columbia, University of Maryland Eastern Shore, Coppin State, Morgan State, Bowie State and Howard University) to recruit underserved students of color (**Milestone ID: HR-2**). ODEP will continue to utilize the WRP to work with the nationwide HBCUs that are in the database and continue to build relationships with those colleges/universities.
- ODEP will expand the WRP program to make it easier for our federal partners to hire qualified Schedule A applicants.
- ODEP will educate management and fully utilize current opportunities (e.g., incentives, workplace flexibilities) to strengthen recruitment efforts.

Standardize Recruitment

- In FY 2023, ODEP will convene a panel of Subject Matter Experts (SMEs) to standardize its recruitment packages. In FY 2022, ODEP standardized its Policy Advisors Position Descriptions that range between a GS-09 through GS-14. Standardized recruitment packages have helped ODEP fill its positions faster and most importantly ensure

consistency and fairness in hiring. Standardized recruitment packages also help to identify the best competencies and skill sets that ODEP needs to fulfill its mission.

Improve Onboarding

- In FY 2023, ODEP will revamp its onboarding process. Onboarding is a major component of employee engagement and retention. ODEP will focus on developing a strong connection with its new employees, including those hired through Schedule A hiring authority, through communication, training and development. ODEP will assign new employees with a mentor (i.e., a buddy system) who will work closely with the employee from six months up to one year. By doing so, ODEP hopes new employees will feel a strong sense of belonging to ODEP's mission and the Department. ODEP will also use the Department's hiring flexibilities and offer remote work as a recruitment tool for mission critical positions. As ODEP is only located at the national office, hiring remote workers from other parts of the country will provide us with a more diverse staff who can address the needs of people with disabilities nationwide. ODEP's goal is that this process will encourage enthusiasm for learning/growing at ODEP along with loyalty and commitment to the mission.

Strategy 3: Continue a commitment to a diverse, well-qualified staff at all levels.

Activities:

Workforce Planning

- In FY 2023, ODEP plans to hire up to an additional eight staff ranging from entry level to the GS-14 level to support the new Administration priorities, the Department's hiring initiative, and the Agency's succession plan. To achieve this goal, ODEP will use a variety of methods to attract qualified talent. ODEP will continue its nationwide employment searches by posting vacant positions on USAJobs and open its vacancies to all sources (federal employees and the public). ODEP will reach out to disability organizations for recommendations of qualified Schedule A eligible candidates and continue to host internships for students from various colleges and universities, disability organizations, and programs such as Pathways and the Department's Student Volunteer Program.
- To ensure ODEP meets the Administration's priorities of diversity, equity, inclusion and accessibility, recruitment strategies will include the use of Office of Personnel Management's (OPM) hiring flexibilities, specifically the non-competitive authorities (e.g., Schedule A, Peace Corps, 30 percent Veterans preference, etc.). Additionally, ODEP will enhance its outreach initiatives to engage more deeply with organizations that serve diverse populations such as HBCUs and other professional associations that serve people of color. ODEP will use its own program, WRP, that houses approximately 2,500 students and recent college graduates with disabilities to search for candidates from diverse and professional backgrounds.
- ODEP will continue to track the number of applications received and the diversity of candidates interviewed and hired. One of ODEP's goals is to increase diversity including people with disabilities at the higher GS levels. ODEP will measure the success of these efforts in coordination with DOL's Office of Human Resources (OHR) instead of creating separate measures for ODEP. This includes working with OHR to track separations disaggregated by demographic data so that we can track retention of employees with disabilities and by race and ethnicity.

Employee Engagement

- In FY 2023, ODEP will continue its internal DEIA forums, all-staff meetings, lunch and learn series, and other informal sessions (i.e., coffee breaks, hybrid hangouts) including one-on-one sessions with individual employees and leadership. This will help employees to interact with each other, share their ideas, and allow for social exchanges between colleagues who may not regularly see each other during their work.

Career and Leadership Development

- In FY 2023, ODEP will continue its practice of supporting individual professional development and conducting agency-wide trainings that address competencies needed to perform the duties of their positions successfully (e.g., writing workshops, DEIA, etc.). As such, ODEP has created a training tool fashioned after Yelp, which lists available trainings taken and reviewed by ODEP employees so their colleagues can find quality trainings. ODEP will continue to expand this resource to direct employees to relevant training. Additionally in FY 2023, ODEP will improve its use of recognition programs and incentives to reward high performers.
- In FY 2022, ODEP nominated one of its GS-15 supervisors to attend the Federal Executive's Institute Residential Training program, "Leadership for a Democratic Society" (LDS), conducted by the Office of Personnel Management at the Federal Executive Institute (FEI) in Charlottesville, Virginia. Executive Learning Projects will engage program participants in efforts to make specific improvements in their jobs and organizations. In FY 2023, ODEP will continue to send employees to professional trainings and use the Department's training resources such as Learning Link to identify trainings that support career development. ODEP will also promote increased participation in the Department's Career and Leadership programs (e.g., Mentoring@Labor program, Core Leadership@Labor program, Coaching@Labor program, ContinuousLearning@Labor and the Presidents Management Council interagency rotation program). ODEP will continue to support employees in the Federal Executive Institute and Partnership for Public Service's Excellence in Government Fellows Program.
- In FY 2023, ODEP will continue to focus on equitable advancement opportunities for staff with disabilities. Specifically, ODEP will continue to explore training opportunities for staff with disabilities to enable them to be strong candidates for supervisor roles that become available. ODEP expects to have at least one supervisory position available at the end of the 2022 calendar year.
- In FY 2023, ODEP will promote increased participation in technology and innovation communities of practice (aligned with the Department's Future of Work Plan) to empower staff and improve how we work.

Succession Planning

- In FY 2023, ODEP will continue to refine an effective succession plan to replace its senior employees, several of whom are close to retirement, so that ODEP will retain institutional knowledge and continue leading cross-agency disability employment policy development and dissemination.
- ODEP will achieve this goal by identifying current staff, who have the necessary knowledge and core skills, with those who have demonstrated the ability to execute ODEP's mission. In FY 2022, ODEP replaced its Executive Officer with an internal employee who displayed the knowledge needed to execute its mission. ODEP will continue to offer its employees the resources and training, including detail opportunities, to prepare them for the leadership positions when they become available.

- ODEP always conducts a nation-wide search when leadership positions are available. In FY 2023, ODEP will increase outreach for diverse candidates by utilizing ODEP’s network referrals, the disability community, Historically Black Colleges, Universities, and organizations that represent people of color.

Strategic Portfolio: Performance, Risk, and Learning for Theme 3 Advance Employment Entry, Retention, and Advancement

Theme 3: Performance Measures

Measure ID	Measure Name	FY 2021 Result	FY 2022 Annual Target	FY 2022 Q1 Target	FY 2022 Q2 Target	FY 2022 Q3 Target	FY 2022 Q4 Target
ODEP will follow the lead of DOL’s Office of Human Resources in measuring performance for HR activities	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Theme 3: Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date
ODEP-3	Issue memo from Agency Head requiring maximize use of Workforce Recruitment Program (WRP).	2022-12-31
ODEP-4	Maintain network of Recruitment Champions.	2022-12-31
ODEP-1	Review of Recruitment Packages.	2023-09-30
ODEP-2	Increase outreach and recruitment to underserved communities (Equity effort).	2023-09-30
ODEP-5	Implement internships, fellowships, and apprenticeships.	2023-09-30
ODEP-6	Institutionalize DEIA in performance plans and promote accountability and recognize effort (Equity effort).	2023-09-30
ODEP-7	Increase participation in leadership and career development training.	2023-09-30
ODEP-8	Ensure the use of inclusive language (Equity effort).	2023-09-30

Milestone ID	Milestone Description	Milestone Due Date
ODEP-9	ODEP will communicate FEVS participation rates weekly to staff while the survey is open.	2023-09-30
ODEP-10	ODEP will provide opportunities for employees to share feedback throughout the year via town halls, surveys, focus groups, or other mechanisms.	2023-09-30
HR-1	ODEP will increase outreach by attending at least three external job fairs (e.g., Peace Corps, PMF etc.).	2023-09-30
HR-2	ODEP will establish relationships with at least two regional HBCUs' career centers (e.g., Howard, Morgan, Bowie State, UDC, Coppin State, etc.) (Equity effort).	2023-09-30

Theme 3: Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	*Risk Rating as of 10/1/21	Risk Tolerance
ODEP-Risk-06	If ODEP does not have an effective succession planning to replace its senior employees, many of whom are close to retirement, the Department may be unable to retain institutional knowledge and continue leading cross-agency disability employment policy development and dissemination.	ODEP will achieve this goal by identifying current staff, who have the necessary knowledge and core skills, with those who have demonstrated the ability to execute ODEP's mission. These employees will receive resources and the training to prepare them for the leadership positions when they become available.	15	High Risk Tolerance

*Risk rating is calculated by multiplying the score of likelihood of the risk by the score of the impact of that risk (likelihood X impact) = Risk Rating on a scale of 1 to 81 where 81 indicates the highest risk.

Agency Theme 4: Data as a Strategic Asset

Strategy 1: Build expertise, access, and use of data to develop evidence-based policy.

To ensure adequate and effective data-driven decision making, ODEP must ensure it is collecting high-quality data on its projects, programs, and interests. This includes providing continuous feedback to RETAIN grantees, promoting the use of the WRP database, and actively sharing information on people experiencing long COVID symptoms. In order for this effort to be effective, ODEP must identify challenges with collecting data, disseminate best practices, socialize the value in better data management, document the progress with ongoing data governance projects, and identify specific data training needs. The activities below highlight ODEP's efforts to utilize its data as a strategic asset.

Activities:

Data Governance

- ODEP engaged its federal partners, the research community and disability advocacy groups to identify and address the current gaps in available data on persons with disabilities and to develop suggestions for improving the disability supplement fielded as part of the Bureau of Labor Statistics' Current Population Survey. In FY 2023, ODEP will continue to engage these stakeholders to drive the push for change in collecting more comprehensive data and developing questions to better identify people with disabilities in existing data collection efforts. This activity will be tracked in **Milestone ID: DATA-1.**
- ODEP will continue to provide data quality assessments of the RETAIN quarterly data in conjunction with the RETAIN independent evaluator. Through continuous meetings with RETAIN grantees, ODEP will identify ways to collect more reliable, accurate, and complete data. This activity will be tracked in **Milestone ID: DATA-2.**

Data Talent

- ODEP will hire at least one new staff member with specific skills in data science and analytics, using to a great extent possible, standardized templates and position descriptions matching industry standard for high-quality data scientists, and leveraging appropriate subject matter expert reviews of applicants. In its job announcements, ODEP will seek experience in conducting equity data analysis. This activity will be tracked in **Milestone ID: DATA-3.**
- ODEP will continue to meet with data stewards to identify specific data training needs to ensure staff are applying industry best practices, including better data management and documentation, making data-driven decisions, and documenting progress with ongoing data governance projects. This activity will be tracked in **Milestone ID: DATA-4.**

Data Access

- ODEP will work to upgrade our disability statistics webpage to establish itself as the primary source for commonly cited disability and employment statistics. The goal is to have a user interface that allows visitors to filter, manipulate, and visualize disability data that fits their research needs. This activity will be tracked in **Milestone ID: DATA-5.**
- ODEP will enhance the WRP website and coordinate with other federal agencies and private-sector employers to promote their use of the WRP database and submitting higher quality data which will support student and recent graduate participation in the WRP and encourage students with disabilities to pursue federal employment opportunities. This activity will be tracked in **Milestone ID: DATA-6.**

Data Use

- In support of DOL's broader equity initiatives and learning priority area 2, ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort). This activity will be tracked in **Milestone ID: RETAIN-1, 2, 3.**
- As the nation continues to battle and understand the effects and impacts of long COVID, federal agencies and researchers are working diligently to identify and obtain data on individuals experiencing long COVID. RETAIN programs target individuals with work-related or non-work-related injuries and illnesses who are employed or at a minimum in the labor force when the injury or illness occur. Included in this target population are individuals who experience long COVID symptoms and require SAW/RTW services. In support of the White House National Research Action Plan on long COVID, ODEP will periodically share updates on what RETAIN is able to glean on the individuals experiencing long COVID and their employment status and outcomes. The data collected from RETAIN will allow ODEP to provide updates from various intersectional lenses. This activity will be tracked in **Milestone ID: Data-7.**

Strategic Portfolio: Performance, Risk, and Learning for Theme 4 Data as a Strategic Asset

Theme 4: Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan, Customer Experience, Climate, Agency Specific, Hiring)
DATA-1	Address gaps in disability data by engaging stakeholders, including those from racial/ethnic and LGBTQI+ groups.	2023-09-30	Equity-All
DATA-2	Continuously improve grantee data collection in RETAIN.	2023-09-30	Agency Specific
DATA-3	Hire at least one new staff with strong data science and analytics background with skills in equity assessment.	2023-09-30	Hiring
DATA-4	Provide adequate training for data users.	2023-09-30	Customer Experience
DATA-5	Upgrade ODEP disability statistics webpage to increase traffic.	2023-09-30	Customer Experience
DATA-6	Promote the use of WRP database to hire students with disabilities.	2023-09-30	DEIA Plan
DATA-7	Provide data/statistics from RETAIN grantees on experiences and outcomes of individuals experiencing Long COVID.	2023-09-30	Agency Specific

Theme 4: Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy (if applicable)	Risk Rating as of 5/25/22	Risk Tolerance
ODEP-1	If ODEP cannot collect and ensure the accuracy of self-reported data from employers about disability employment barriers due to lack of budget resources, staff resources, and/or trust from the employer community, then efforts to identify and remove barriers to employment for persons with disabilities could be insufficient or ineffective.	To address the limited availability of reliable data, ODEP plans to continue to invest in national-level data collection by collaborating with the DOL's Chief Evaluation Office and Bureau of Labor Statistics (BLS), and with the Census Bureau to ensure recent and relevant data is available with sufficient granularity to support ODEP's targeted efforts. In addition, ODEP will continue to leverage other sources of data as a strategic asset in order to inform policymaking and program administration.	15	Moderate Risk Tolerance

Theme 4: Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
What survey questions can be used to more effectively identify individuals with a disability? What survey designs and questions would enhance the granularity of available disability data by providing more specific information on local labor market conditions, the number and geographic distribution of people with disabilities, specific types of disability, and socio-demographic characteristics?	Currently, several surveys are identifying individuals with a disability by administering the Washington Group Short-Set Six questions. Research shows that this leaves out a large portion of individuals, especially those experiencing mental health conditions and episodic conditions. In efforts to better capture this population and understand their challenges, ODEP is continuously engaging stakeholders to think about questions that are more effective and identifying how to address the gaps in data on this population.

Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
None	

Appendix B – Performance Measures and Milestones (Complete List)

This appendix will include the measures and/or milestones from the Department of Labor E-Business Suite (DEBS). Measures tables include measure identifier, name, prior year results, current year targets, and target by quarter (if applicable).

FY 2023 ODEP Performance Measures

Measure ID	FY 2023 Agency Management Plan Measures	FY 2021 Result	FY 2022 Target	FY 2022 YTD Result	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	FY 2023 Target
ODEP-01.1	Number of policy outputs	41	42	33	7	13	11	11	42
ODEP-03.1	Number of implementation tools	128	112	61	18	26	22	56	122
ODEP-05.2	Number of Outreach Events (Planned)	163	152	115	35	38	45	52	170
ODEP-08.2	Number of Technical Assistance Events (Targeted)	246	243	188	35	60	64	98	257
ODEP-11	Number of Internal and External Collaborations	37	24	27	28	37	38	33	34
ODEP-12	Number of Analyses, Research, and Evaluations	77	42	17	9	17	15	10	51
ODEP-13	Percent of customers that find technical assistance center information useful	98%	90%	90%	92%	92%	92%	92%	92%

FY 2023 ODEP Milestones

Milestone ID	FY 2023 Agency Management Plan Milestones	Due Date
SEED-1	SEED will convene the multi-intermediary Mental Health and Employment Task Force of key state legislators, mayors, and governors' office representatives.	2022-11-15
WRP-1	2023 WRP Application Database Release	2022-12-15

EARN-1	EARN will produce a report of its findings from the FY 2022 Q4 Listening Session with representatives from organizations from underserved communities. (Equity effort).	2022-12-30
ODEP-3	Issue memo from Agency Head requiring maximize use of WRP.	2022-12-31
ODEP-4	Maintain network of Recruitment Champions.	2022-12-31
RETAIN-1	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-02-28
PEAT-1	Form at least two new partnerships via PEAT-supported initiatives with institutions or programs specifically serving Black Americans, preferably in the Southeast regional area (Equity effort).	2023-03-31
PIA-1	Form at least one new intermediary partnership with an institution or program specifically serving Black American apprentices, preferably in the Southeast regional area, and develop an engagement plan to jointly promote the recruitment of individuals with disabilities as apprentices (Equity effort).	2023-03-31
PIA-2	Engage with at least two federal agencies to establish an interagency working group for inclusive apprenticeships in the energy and infrastructure sectors.	2023-03-31
SEED-2	SEED will complete a comprehensive report on state and local policy options targeting the employment and advancement of job seekers and workers with mental health disabilities from various racial, gender, and ethnic groups (Equity effort).	2023-03-31
PEAT-2	PEAT will host at least one Think Tank on emerging technology issues that will include federal agency representatives, private technology companies and associations, and key advocacy organizations.	2023-05-31
RETAIN-2	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-05-31
Learning-1	Produce paper on exploratory analysis on stakeholder engagement on disability measurements and gaps.	2023-07-31
NDEAM-1	Announce Theme for NDEAM 2023.	2023-07-31
RETAIN-3	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort)	2023-08-30
ASPIRE-1	ASPIRE will identify and develop at least one policy tool per state to advance employment for people with mental health conditions with a focus on diverse racial and ethnic backgrounds. Such tools will emphasize appropriate language access and cultural competence (Equity effort).	2023-09-30

ASPIRE-2	ASPIRE will develop at least 3 national briefs and/or webinars on advancing employment for people with mental health conditions that reflect cultural competence.	2023-09-30
DATA-1	Address gaps in disability data by engaging stakeholders, including those from racial/ethnic and LGBTQ+ groups.	2023-09-30
DATA-2	Continuously improve grantee data collection in RETAIN.	2023-09-30
DATA-3	Hire at least 1 new staff with strong data science and analytics background with skills in equity assessment.	2023-09-30
DATA-4	Provide adequate training for data users.	2023-09-30
DATA-5	Upgrade ODEP disability statistics webpage to increase traffic.	2023-09-30
DATA-6	Promote the use of WRP database to hire students with disabilities.	2023-09-30
DATA-7	Provide data/statistics from RETAIN grantees on experiences and outcomes of individuals experiencing long COVID.	2023-09-30
EARN-2	EARN will produce a new Small Business & Disability Employment: Steps to Success Toolkit in collaboration with OFCCP and SBA.	2023-09-30
ETM-1	Award three to four ETM cooperative agreements.	2023-09-30
HR-1	ODEP will increase outreach by attending at least three external job fairs (e.g., Peace Corps, PMF etc.).	2023-09-30
HR-2	ODEP will establish relationship with at least two regional HBCU's career centers (e.g., Howard, Morgan, Bowie State, UDC, Coppin State, etc.) (Equity effort).	2023-09-30
LEAD-1	LEAD will complete a plan for training and technical assistance plan for Blending, Braiding and Leveraging.	2023-09-30
NEON-1	Completion of assessments for at least 45 LPOs for NEON.	2023-09-30
ODEP-1	Review of Recruitment Packages.	2023-09-30
ODEP-2	Increase outreach and recruitment to underserved communities (Equity effort).	2023-09-30
ODEP-5	Implement internships, fellowships, and apprenticeships.	2023-09-30
ODEP-6	Institutionalize DEIA in performance plans and promote accountability and recognize effort (Equity effort).	2023-09-30
ODEP-7	Increase participation in leadership and career development training.	2023-09-30
ODEP-8	Ensure the use of inclusive language.	2023-09-30
ODEP-9	ODEP will communicate FEVS participation rates weekly to staff while the survey is open.	2023-09-30
ODEP-10	ODEP will provide opportunities for employees to share feedback throughout the year via town halls, surveys, focus groups, or other mechanisms.	2023-09-30

Appendix C – Equity Appendix

Equity is embedded in all of ODEP's themes, strategies, and projects in managing its operations. ODEP's planned activities for FY 2023 support DOL's FY 2022-2026 Strategic Goals and Objectives, and specifically *Goal 1: Building Opportunity and Equity for All*. ODEP strives to advance training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities to foster a more inclusive workforce.

Theme 1: Promote Disability Inclusion and Advance Equity

Strategy 1: Ensure inclusive COVID response and recovery – “Recover into Inclusion” (pg. 5)

As the nation works to recover from the COVID-19 pandemic, we must be vigilant and deliberate in ensuring an inclusive recovery. As the labor force statistics and poverty rates from the introduction to the AMP show, though people with disabilities have regained some economic momentum in 2022, they continue to face persistent lower labor force participation rates, lower employment ratios, higher unemployment rates, and higher poverty rates. These rates are even less favorable for people of color with disabilities.

ODEP develops its strategic objectives and strategies with equity in mind. The activities undertaken for each of our strategies provide specific examples of how we are working to ensure an inclusive COVID response and recovery. For example, in Retaining Employment and Talent after Injury/Illness Network (RETAIN), ODEP will continue outreach to underserved communities and expanded data collection during Phase 2 activities. This activity will be tracked in **Milestone ID: RETAIN-1, 2, 3**. Relatedly, our State Exchange on Employment and Disability (SEED) initiative will complete a comprehensive report on state and local policy options targeting the employment and advancement of job seekers and workers with mental health disabilities from various racial, sexual, and ethnic groups. This activity will be tracked in **Milestone ID: SEED-2**.

Strategy 2: Promote disability awareness and engage in early policy collaboration (pg. 7)

ODEP takes care to ensure racial diversity in its effort to promote disability awareness. For example, in the Campaign for Disability Employment (CDE), ODEP will continue its outreach to equity-related mental health and business organizations when promoting its “Mental Health at Work: What Can I Do?” public service announcement (PSA). This includes conducting outreach to working-age African Americans and Spanish speakers through targeted radio and online ad placements promoting the PSA and conducting targeted promotion of the Spanish version of the PSA and poster. The CDE is working to engage more campaign supporters that are representative of diverse audiences, including organizations who serve the LGBTQI+ community, youth and young adults, and people with varying disabilities. Building on its existing relationships and alliances with organizations who engage with underserved populations, ODEP will seek new collaborations to reach more community-based organizations. Furthermore, ODEP will gather analytics from its digital outreach, events, and online dialogues to identify new outreach pathways and partners.

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
RETAIN-1	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-02-30	Equity-All
SEED-2	SEED will complete a comprehensive report on state and local policy options targeting the employment and advancement of job seekers and workers with mental health disabilities from various racial, sexual, and ethnic groups (Equity effort).	2023-03-31	Equity-All
RETAIN-2	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-05-31	Equity-All
RETAIN-3	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-08-30	Equity-All

Theme 2: Advance Employment Entry, Retention, and Advancement

Strategy 1: Expand jobs and apprenticeships in clean, green, and high-growth industries (pg. 12)

Apprenticeship opportunities enable participants to develop the skills and credentials they need to be successful and have a path towards their long-term career growth. Though these opportunities have generally not been inclusive of people with disabilities and from underserved communities, ODEP is taking specific steps to ensure equity in this effort.

As part of the Partnership for Inclusive Apprenticeship (PIA) initiative, ODEP works with its federal and private sector partners to ensure that apprenticeship programs are available to all qualified individuals, including those with disabilities and from underserved communities. ODEP fostered connection building with the Historically Black Colleges and Universities Clean Energy Initiative to further drive collaboration efforts that focus on serving underserved populations. In FY 2023, ODEP will form at least one new intermediary with an institution or program that is specifically serving Black American apprentices, preferably in the Southeast regional area. This is tracked through **Milestone ID: PIA-1**.

ODEP works to influence fast-growing technology-related trends affecting the modern workplace including ensuring equal access to the necessary components of that workplace for people with disabilities. This includes creating accessible technologies to be inclusive of people with disabilities, so they are not at risk of being excluded from such opportunities. ODEP's Partnership on Employment and Accessible Technology/FutureWorks (PEAT/ FW) addresses the most critical components of these emerging technologies and trends. In FY 2023, ODEP will form at least two new partnerships via PEAT-supported initiatives with institutions or programs specifically serving Black Americans, preferably in the Southeast regional area. This is tracked through **Milestone ID: PEAT-1**.

Strategy 2: Overcome barriers in employment and creating inclusive workplaces (pg. 14)

Overcoming barriers in employment and creating inclusive workplaces requires keeping a focus on equity. There are several projects ODEP is undertaking to achieve this strategy, each with equity in mind.

The Employer Assistance and Resource Network on Disability Inclusion (EARN) is a technical assistance center that helps employers tap into the talents of employees with disabilities by building inclusive workplace cultures. Consistent with Executive Orders 13985 and 14035, ODEP will plan EARN's work from a social equity perspective with a special emphasis on underserved communities. In FY 2023 specifically, EARN will produce a report of findings from one of its FY 2022 listening sessions with representatives from underserved communities to inform our future strategy in meeting the mental health needs of underserved communities as well as enhance the Mental Health Toolkit. This is tracked through **Milestone ID: EARN-1**.

Under the Advancing State Policy Integration for Recovery and Employment (ASPIRE) initiative, ODEP assists states and service providers to increase competitive integrated employment opportunities for individuals with mental health disabilities, with a specific focus on diverse racial and ethnic backgrounds. In FY 2023, ASPIRE will identify and develop at least one policy tool per state to advance employment for people with mental health conditions with a focus on diverse racial and ethnic backgrounds. This is tracked through **Milestone ID: ASPIRE-1**.

To increase labor force participation of people with disabilities, ODEP administers the Workforce Recruitment Program (WRP), a federal program that connects federal and private-sector employers nationwide with college students and recent graduates with disabilities. The WRP promotes equity and addresses racialized poverty because its internships are typically paid rather than the unpaid internships offered by other programs that are not affordable for students from underserved communities due to unpaid status (**Milestone ID: WRP-1**).

ODEP's National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD) is a policy development center focused on assisting states, workforce specialists, American Job Centers (AJCs), and employment service providers in implementing the Workforce Innovation and Opportunity Act (WIOA). LEAD implements multiple activities to increase meaningful service to people with disabilities through workforce system programs. This includes developing a pilot program to help local workforce areas increase their reporting on disability data. To ensure racial equity in its evaluation of the pilot, LEAD will continue to target communities with high representation of diverse racial and ethnic groups.

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
WRP-1	WRP will release its application database and promote its use to underserved communities.	2022-12-15	Equity-All
EARN-1	EARN will produce a report of its findings from the FY2022 Q4 Listening Session with representatives from organizations from underserved communities. This report is intended to inform our future strategy in meeting the mental health needs of underserved communities as well as enhance the Mental Health Toolkit (Equity effort).	2022-12-30	Equity-All
PIA-1	ODEP will form at least one new intermediary with an institution or program that is specifically serving Black American apprentices, preferably in the Southeast regional area.	2023-03-31	Equity-All
PEAT-1	ODEP will form at least two new partnerships via PEAT-supported initiatives with institutions or programs specifically serving Black Americans, preferably in the Southeast regional area	2023-03-31	Equity-All
ASPIRE-1	ASPIRE will identify and develop at least one policy tool per state to advance employment for people with mental health conditions with a focus on diverse racial and ethnic backgrounds (Equity effort).	2023-09-30	Equity-All

Strategy 1: Implement activities in support of the Department’s Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan (pg. 24)

ODEP continues to implement activities in support of the Department’s Diversity, Equity, Inclusion, and Accessibility (DEIA) plan. Before posting vacancy announcements, ODEP will review vacancies to ensure we use inclusive and plain language to eliminate any unnecessary barriers. Specifically, through its hiring plan, the agency will conduct targeted outreach to HBCUs and other minority-serving institutions to increase outreach and recruitment to underserved communities. This is tracked through **Milestone ID: ODEP-2**. To further ensure ODEP’s commitment to equity, the agency will include a performance element in all managers and supervisors’ FY 2023 Performance Management Plans that clearly delineates the agency’s commitment to being a model employer and clarifies their roles and responsibilities in advancing DEIA. This will be tracked through **Milestone ID: ODEP-6**.

Strategy 2: Incorporation of Annual Hiring Plan (pg. 26)

ODEP’s FY 2023 hiring plans incorporate processes to ensure we are inclusive and targeting underrepresented groups. ODEP will continue to use OPM’s hiring flexibilities to ensure that all underrepresented groups are targeted and considered for vacancies. ODEP’s recruitment efforts will include establishing relationships with HBCUs, Tribal Colleges and Universities, the Department’s reentry employment opportunities program, and other underserved communities in collaboration with OHR. This is tracked through **Milestone ID: HR-2**.

Strategy 3: Continue a commitment to a diverse, well-qualified staff at all levels. (pg. 27)

ODEP is committed to a diverse, well-qualified staff at all levels. To ensure equity in this commitment, ODEP will establish relationships with at least two regional HBCU’s career centers, LGBTQI+ organizations such as the Human Rights’ Campaign, and a local community center that works with underserved youth This is tracked through **Milestone ID: HR-2**.

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
ODEP-2	Increase outreach and recruitment. Connect with 3 underserved communities (Equity effort).	2023-09-30	DEIA Plan
ODEP-6	Institutionalize DEIA in performance plans (Equity effort).	2023-09-30	DEIA Plan
HR-1	ODEP will increase outreach by attending at least three external job fairs (e.g., Peace Corps, PMF etc.).	2023-09-30	DEIA Plan
HR-2	ODEP will establish relationship with at least two regional HBCU’s career centers (e.g., Howard, Morgan, Bowie State, UDC, Coppin State, etc.) (Equity effort).	2023-09-30	DEIA Plan

Theme 4: Data as a Strategic Asset

Strategy 1: Build expertise, access, and use of data to develop evidence-based policy (pg. 30)

In order to successfully bring value to the planning and administration of DOL programs, American workers, and all other stakeholders, data must be used as a strategic asset. ODEP makes evidence-based policies by collecting high-quality data on its projects, programs, and interests. ODEP continues to be bold in everything we do by using every tool to promote equity. This includes utilizing the data we collect to monitor how we assist underserved communities and help vulnerable workers secure their workplace rights and gain access to economic security and opportunities.

In RETAIN, ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones. This activity will be tracked throughout FY 2023 in **Milestone IDs: RETAIN-1, 2, 3**. Once RETAIN services end, a formal evaluation will be conducted by an independent evaluator.

Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories (Options: Equity -All, DEIA Plan)
RETAIN-1	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-02-30	Equity-All
RETAIN-2	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-05-31	Equity-All
RETAIN-3	ODEP will use quarterly administrative RETAIN program data, which includes extensive demographics and other data (such as zip code), to help identify and measure service penetration into underserved communities and opportunity zones (Equity effort).	2023-08-30	Equity-All