

**U.S. Department of Labor
Office of Disability Employment
Policy**



November 2020

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TAB 1: AGENCY ORGANIZATIONAL OVERVIEW

Mission

The Office of Disability Employment Policy ([ODEP mission](#)¹) is to develop and influence policies and practices that increase the number and quality of employment opportunities for people with disabilities. ODEP is the only non-regulatory federal agency that promotes policies and coordinates with employers and all levels of government to increase workplace success for people with disabilities.

Authorizing Legislation

ODEP was created in Fiscal Year 2001 when Congress “...established in the Department of Labor an office of disability employment policy which shall, under the overall direction of the Secretary, *provide leadership, develop policy and initiatives, and award grants furthering the objective of eliminating barriers to the training and employment of people with disabilities.* Such office shall be headed by an Assistant Secretary” (emphasis added). See [Pub. L. 106-554](#) § 1(a)(1) [title I], Dec. 21, 2000.

Organizational Structure

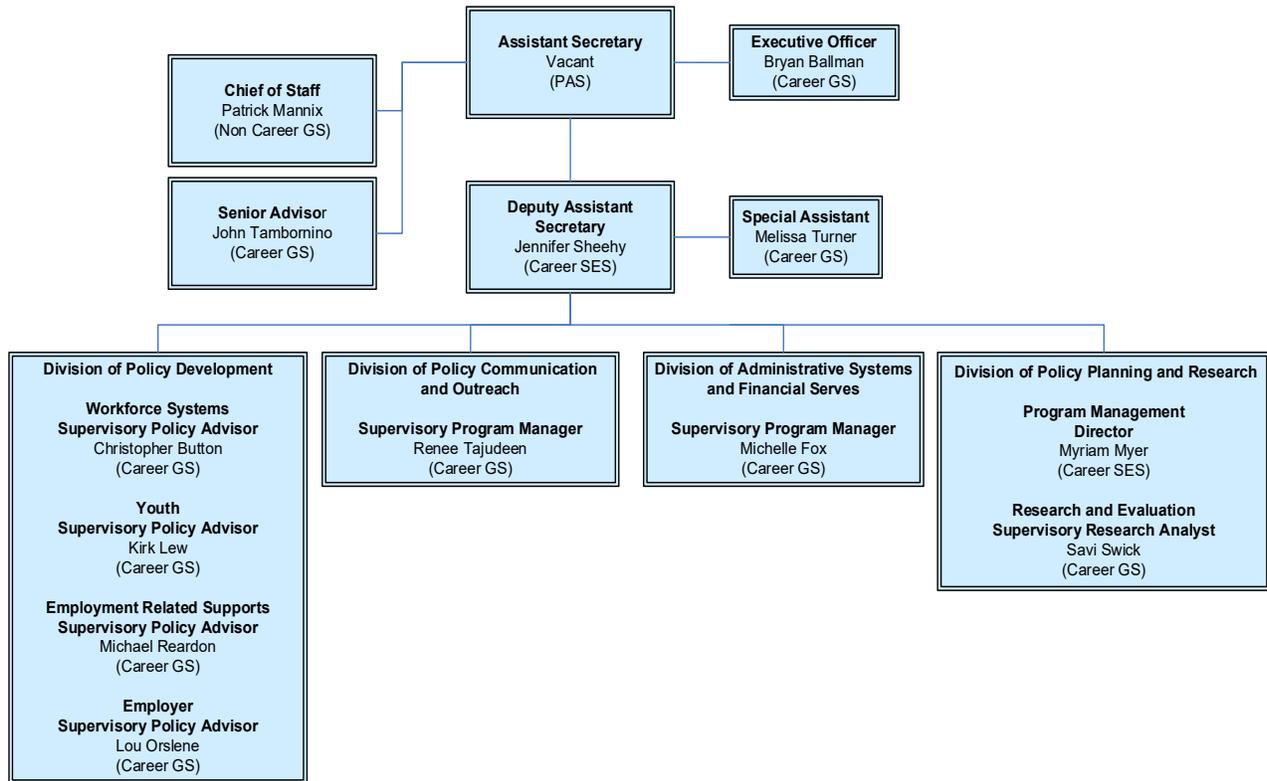
ODEP is led by an Assistant Secretary who is a non-career appointee nominated by the President and confirmed by the United States Senate, is delegated authority and assigned responsibility by the Secretary of Labor, and reports directly to the Secretary. The Office of the Assistant Secretary (front office) includes a Chief of Staff (non-career), an Executive Officer (career), a Senior Advisor (career), and a Special Assistant (career). The Assistant Secretary manages the Deputy Assistant Secretary (career SES), who supports the Assistant Secretary in carrying out his/her duties and accomplishing priority goals, elevates policy and organizational issues, and develops strategies and recommendations to improve employment outcomes for people with disabilities. The Deputy Assistant Secretary serves as ODEP’s chief operating officer and manages its four divisions: the Division of Policy Development, the Division of Policy Planning and Research, the Division of Administrative Systems and Financial Services, and the Division of Policy Communication and Outreach.

In addition to leadership and management positions, ODEP’s current workforce includes Policy Advisors, Program Analysts, Management Analysts, Business Development Specialists, Economists, an Administrative Officer, Administrative Assistants, Confidential Assistants, and Fellows and Interns on temporary assignments. ODEP capacity is augmented by contractors and grantees that manage multiple research projects and policy centers under the direction of ODEP, and provide staffing support in certain areas.

¹ <https://www.dol.gov/agencies/odep/about>.

TAB 1: Agency Organizational Overview

Organizational Chart



Workforce At-A-Glance

DEPARTMENT OF LABOR EMPLOYMENT *
AS OF 11/1/2020 - ODEP

AGENCY			
Subagency	National Office	Regional Office	Total
ODEP	48	4	52
Total	48	4	52
RACE & GENDER			
Ethnicity	F	M	Total
Asian		1	1
Black		10	10
Hispanic		3	3
Two or more Races		2	2
White	15	13	28
Total	31	21	52

BARGAINING UNIT	
Local 12	32
NCFL	2
Non-BU	18
SUPERVISORY**	
Non Supervisor	43
Supervisor	9
WORK SCHEDULE	
F-Full Time	51
P-Part Time	1
REGIONS	
2 New York	1
4 Atlanta	1
9 San Francisco	1
10 Seattle	1
Natl Ofc	48
Total	52

GRADE DISTRIBUTION	
00	3
07	1
09	3
11	3
12	3
13	11
14	19
15	9
Total	52
DISABLED STATUS	
No Disability	23
Non-targeted	13
Targeted	16
APPOINTMENT TENURE	
Indefinite	1
Permanent	48
Temporary	3
RETIREMENT ELIGIBILITY	
Early Out	3
Eligible	8
Not Eligible	41

METRO D.C. AREA EMPLOYEES BY BUILDING		
FRANCES PERKINS BLDG	48	
Total	48	
Includes regional employees working in the D.C. area		
GRADE 13 & ABOVE		
Ethnicity	F	M
Asian	1	0
Black	7	3
Hispanic	1	1
Two or more Races	1	2
White	12	13

* Permanent and Temporary Employees
** Supervisor count includes manager levels 2 and 4

Organizational Changes During the Past Four Years

In January 2017, ODEP added the **Program Management** team, led by a Senior Executive Services (SES) career staff member, to the **Division of Policy Planning and Research**. This change integrated information technology, procurement management, and grants management functions.

Key Leaders

- **Vacant**, Assistant Secretary
- **Jennifer S. Sheehy**, Deputy Assistant Secretary
- **Patrick M. Mannix**, Chief of Staff

TAB 1: Agency Organizational Overview

- **Bryan Ballmann**, Executive Officer
- **John Tambornino**, Senior Advisor
- **Melissa Turner**, Special Assistant
- **Myrian M. Myer**, Director of Program Management

TAB 2: STATE OF PLAY

Key Meetings, Decisions, and Announcements

ODEP is the federal agency responsible for spearheading the annual National Disability Employment Awareness Month (NDEAM) activities. In January 2021, ODEP will engage key stakeholders (including employers, service providers, and federal, state, and local agencies) to develop an NDEAM theme. By March 2021, ODEP will provide a list of potential themes to the Office of the Secretary for approval. The Department announces the official NDEAM theme in early May.

ODEP leadership was scheduled to travel to China in April 2020 to exchange information on disability hiring practices, as part of ongoing work organized by the U.S. Department of State and coordinated with the Department's Bureau of International Labor Affairs (ILAB). This engagement is considered a successful example of U.S./China cooperation, and disability is the only human rights topic that Chinese officials have been willing to discuss with the U.S. The meeting was postponed due to COVID-19 and is likely to be rescheduled for April 2021.

Policy and Regulatory Issues

ODEP does not have regulatory authority, yet it serves as a critical resource for Department agencies and other federal agencies to ensure that the potential impact on people with disabilities is considered early in the development of policy and regulations. ODEP should be included early in policy discussions, and can review draft regulations and policy and provide advice regarding disability employment issues. Our most intensive engagements have included assisting and partnering with the Department's Civil Rights Center (CRC), Employment and Training Administration (ETA), Office of Federal Contract Compliance Policy (OFCCP), and the Wage and Hour Division (WHD).

ODEP policy work focuses on eliminating barriers that prevent people with disabilities from achieving full employment. This involves coordinating federal policy on disability employment, and exploring how federal, state, local, provider and employer policies, programs, and practices can improve employment outcomes. ODEP policy development involves collaboration with other Department agencies and multiple federal agencies outside the Department, along with state and local governments and a breadth of stakeholders, in order to identify, develop, validate, and scale successful policies and practices. A number of key policy issues and initiatives are described below.

The Retaining Employment and Talent after Injury/Illness Network (RETAIN)

Demonstration Project is designed to develop, implement, evaluate, and bring to scale promising stay-at-work and return-to-work early intervention strategies to support injured or ill workers in employment. The project is a collaboration with ETA and the Social Security Administration (SSA). During Phase 1, eight states (California, Connecticut, Kansas, Kentucky, Minnesota, Ohio, Vermont, and Washington) received a total of \$26 million to launch pilot projects to develop and test project designs. During Phase 2, a subset of these states will receive grants to scale their projects and participate in an evaluation. In October 2020, ODEP issued the RETAIN

Projects Phase 2 Funding Opportunity Announcement (FOA). Consistent with the President's Fiscal Year 2020 Budget, the FOA announced the availability of approximately \$108 million in cooperative agreement funds. ODEP expects to announce the winners of the Phase 2 competition in early calendar year 2021 and to launch projects shortly thereafter.

WHD administers **Section 14(c)** of the Fair Labor Standards Act (FLSA), which permits employers and service providers with certificates issued by WHD to pay persons with disabilities subminimum wages. Historically, stakeholders opposing the 14(c) program have sought the support of the Secretary, including requesting that he or she support legislation that would abolish the program, and refrain from taking certain administrative actions such as issuing new certificates that allow organizations to participate. Supporters of the program have requested that the Secretary publicly support "choice," which refers to the option of working in facilities operating with a 14(c) certificate rather than in integrated jobs paying minimum wage or higher. Nevertheless, ODEP has provided extensive technical assistance to help states and service providers promote competitive integrated employment for workers with significant disabilities as an alternative to subminimum wage work in segregated settings. ODEP anticipates continuing stakeholder attention to the 14(c) program, especially given the U.S. Commission on Civil Rights' September 2020 report, which called the program "antiquated" and "discriminatory," and recommended that it be phased out.

Mental health in the workplace has received heightened national attention and is a major interest of stakeholders, including its potential relationship to workplace violence and individual experiences during the COVID-19 pandemic. To address this demand, ODEP's employer technical assistance center, the Employer Assistance and Resource Network on Disability Inclusion (EARN), created the award-winning [Mental Health Toolkit](#).² In addition, ODEP's Job Accommodation Network (JAN) continues to add resources to support workplace accommodations for workers with mental health conditions. ODEP has also incorporated mental health issues into its youth technical assistance center, the RETAIN demonstration, and initiatives promoting competitive integrated employment.

The Fiscal Year 2021 President's Budget includes a legislative proposal to transfer SSA's **Ticket to Work and Self-Sufficiency Program** to the Department in order to improve program structure, coordination, and employment outcomes. Under this proposal, ETA would administer the program, and ODEP would provide policy guidance. The Ticket program was established in 1999 to assist adult disability beneficiaries in becoming employed, yet relatively few disability beneficiaries have successfully participated in the program. The proposal is intended to better integrate the Ticket program into the public workforce system and to better serve disability beneficiaries who are seeking employment. Program transfer and redesign could have major consequences for disability beneficiaries and service providers, and present complex challenges in program administration. In order to allow stakeholders and experts to provide critical input into these proposed changes, in September ODEP published a request for information (RFI), and is seeking additional opportunities for public input.

² <https://askearn.org/mentalhealth/>.

Major Grants and Contracts

ODEP's largest grant program is the [Retaining Employment and Talent After Injury/Illness Network \(RETAIN\)](#)³ demonstration project, noted above, which is designed to improve employment retention of workers after an illness or injury and reduce their need for public benefits. RETAIN is jointly funded and administered by ODEP, ETA, and SSA and involves two Phases: Phase 1 grants were awarded to eight states to plan and pilot a care coordination model for early intervention; Phase 2 grants will expand the strongest pilots for additional development and evaluation. In Phase 1, eight states received \$11 million in ODEP funds in addition to nearly \$15 million in ETA funds, and SSA invested over \$12 million to prepare Phase 1 grantees for a formal evaluation during Phase 2. Up to five Phase 2 grantees will receive approximately \$20 million each for expansion of Phase 1 pilots. For continuous support of the RETAIN grants, ODEP has invested \$7.1 million (combined with \$2.8 million from ETA) in technical assistance to provide expert advice on an array of topics, including adapting pilots to the COVID-19 pandemic.

ODEP also manages several policy and technical assistance centers through competitively-awarded cooperative agreements and contracts, including the following:

- [Job Accommodation Network \(JAN\)](#): provides free, expert, and confidential information and guidance regarding workplace accommodations and disability employment issues. The West Virginia University Research Corporation manages JAN through a contract funded for \$2.8 million per year, which extends until March 2022.
- [Employer Assistance and Resource Network for Disability Inclusion \(EARN\)](#): a technical assistance center that provides resources, confidential assistance, and training to guide employers in the public and private sectors to recruit, hire, retain, and advance individuals with disabilities. EARN is managed under a four-year cooperative agreement with Cornell University, with base funding of \$8 million. EARN received an additional \$2 million to research and respond to employer-identified COVID-19 policy issues. The cooperative agreement extends through September 2023.
- [Leadership for Employment and Advancement of People with Disabilities \(LEAD\) Center](#): a policy development center that assists states and service providers to support implementation of the Workforce Innovation and Opportunity Act (WIOA). Social Policy Research Associates was awarded a \$2 million contract in September 2019 to manage LEAD through September 2021, with three additional option years.
- [Center for Advancing Policy on Employment for Youth \(CAPE-Youth\)](#): a policy development center that conducts research, develops viable policy solutions, and delivers training and resources to support national, state, and local capacity to improve employment outcomes for youth with disabilities, including through promoting youth leadership and development. In FY 2019, the Council of State Governments received \$5 million in funding to manage the Center under a five-year cooperative agreement; the

³ <https://www.dol.gov/agencies/odep/topics/saw-rtw/about>.

grantee also received an additional \$1 million to research and develop solutions for new issues that have arisen during the COVID-19 pandemic.

- [Partnership on Employment and Accessible Technology \(PEAT\)](#): a project that fosters collaborations to make emerging technologies accessible and to support workplaces in using inclusive technologies that engage the skills of employees with disabilities. PEAT is in the first option year of a multi-year contract awarded to the Wheelhouse Group, funded at \$1.5 million for the current year, which extends until July 2021.
- [State Exchange on Employment & Disability \(SEED\)](#)⁴: an initiative launched in 2015 to support state and local governments in developing and implementing disability-inclusive policies. Through partnerships with organizations such as the Council of State Governments, National Conference of State Legislatures, National Governors Association, and the U.S. Conference of Mayors, SEED develops and disseminates resources designed to address state and local priorities. SEED is managed under a \$3.4 million contract with Concepts, Inc. which extends through June 2021.
- [Apprenticeship Inclusion Models \(AIM\)](#): a collaboration with ETA's Office of Apprenticeship launched in 2018 to help working-age youth and adults with disabilities participate in apprenticeships. AIM is part of a two-year, \$2 million initiative to develop and evaluate innovative practices to expand inclusive apprenticeship opportunities, education, and occupational skills training in high-growth/in-demand occupations such as information technology, healthcare, and advanced manufacturing.
- [SSI Youth Recipient Employment Transition Research](#): a project to cultivate the next generation of policy and program development and evaluation to promote successful employment and education transitions for youth participating in the Supplemental Security Income (SSI) program. In Fiscal Year 2018, ODEP awarded a contract to Mathematica Policy Research to review evidence-based strategies to support transition-age youth with disabilities. In Fiscal Year 2019, ODEP awarded a \$1.1 million contract to Mathematica to build upon this work by helping ODEP competitively select twelve policy, program, and service proposals to promote successful transitions of youth SSI recipients. ODEP and Mathematica are providing technical assistance to authors, and plan to publish a collection of papers in early 2021. The White House Office of Management and Budget (OMB) has expressed strong interest in this project.

Enforcement

ODEP does not have enforcement authority, but will continue to provide technical assistance to key federal partners with this authority, including the Department's CRC, ETA, OFCCP, and WHD, and also the Department of Justice (DOJ) and the Equal Employment Opportunity Commission (EEOC).

⁴ <https://www.dol.gov/agencies/odep/initiatives/state-exchange-on-employment-and-disability>.

Key Agency Stakeholders

ODEP accomplishes its mission through collaboration within the Department, and with numerous federal agencies, state and local governments, non-profit policy and advocacy organizations, major employers and employer associations, and universities and research organizations. ODEP has formal alliances with several key non-governmental stakeholders critical to its mission, along with formal partnerships and informal working relationships with an array of stakeholders relevant to this mission.

Formal Alliances with Non-Governmental Partners

- **American Staffing Association**: a membership organization that supports the staffing, recruiting, and workforce solutions industry through advocacy, research, education, and by promoting high standards of legal, ethical, and professional practices.
- **Association of University Centers on Disabilities**: a membership organization that coordinates university-based interdisciplinary programs and community resources in the U.S. that focus on the employment and well-being of persons with disabilities.
- **Disability:IN**: a non-profit organization that promotes disability inclusion in the workplace, supply chains, and marketplace.
- **National Industry Liaison Group**: a non-profit organization founded to improve communication between OFCCP and independent Industry Liaison Groups (ILGs).
- **Professional Baseball Athletic Trainers Society**: an educational resource for the Major League and Minor League Baseball athletic trainers to improve understanding of sports medicine in order to promote the health of professional baseball players.
- **Society for Human Resource Management (SHRM)**: the largest human resources professional society supporting human resources professionals.

National Disability Organizations

- **ACCSES**: a national network of more than 1,200 organizations that serve people with disabilities that advocates individual self-determination.
- **American Association of People with Disabilities**: a national non-profit organization that works to increase the political and economic power of people with disabilities.
- **The American Network of Community Options and Resources**: a national, non-profit association representing service providers for people with disabilities.
- **The Arc of the U.S.**: a national community-based organization representing people with intellectual and developmental disabilities and serving them and their families.
- **Association of People Supporting Employment First**: a national non-profit membership organization dedicated to the “employment first” vision that all people with disabilities have a right to competitive employment in an inclusive workplace.

- [Bazon Center for Mental Health Law](#): a national organization promoting civil rights, inclusion, and equality of persons with mental disabilities through litigation, public policy advocacy, coalition building, education, media outreach, and technical assistance.
- [Consortium for Citizens with Disabilities](#): a coalition of national consumer, advocacy, provider, and professional organizations that advocates federal legislation and policy to fully integrate children and adults with disabilities into mainstream society.
- [Council of State Administrators of Vocational Rehabilitation](#): a national organization comprised of administrators of state rehabilitation agencies and constituting the state partners per the federal Rehabilitation Act of 1973.
- [Mental Health America](#): a national community-based organization that addresses the needs of persons living with mental illness and promotes the mental health of all persons.
- [National Alliance on Mental Illness](#): the largest grassroots mental health organization dedicated to improving the lives of persons affected by mental illness.
- [National Disability Institute](#): a national organization focused on the financial health and wellness of people with disabilities.
- [National Disability Rights Network](#): a network of organizations dedicated to improving the lives of people with disabilities by guarding against abuse, advocating for rights, and ensuring accountability in health care, education, employment, housing, transportation, and juvenile and criminal justice systems (also serves as the federally mandated Protection and Advocacy Systems and the Client Assistance Programs for individuals with disabilities).
- [National Federation of the Blind](#): the largest organization of the blind in the U.S., dedicated to the full and equitable integration of the blind into society.
- [National Organization on Disability](#): a national non-profit organization that promotes the full participation and contributions of people with disabilities in all aspects of life.

Federal Partners Outside the Department

In pursuit of its mission, ODEP engages and partners with numerous federal agencies outside of the Department, including through interagency agreements to leverage funding, managing joint projects, leading workgroups established in response to Administration priorities or Government Accountability Office (GAO) recommendations, conducting analysis on cross-cutting issues, providing expert consultation, serving as Department liaisons for critical projects, coordinating relevant activity, and exchanging information.

In recent years' ODEP's most extensive engagements with federal agencies outside of the Department have included the following:

- [AbilityOne Commission](#)
- [Access Board](#)

- **Council on Economic Mobility:** Interagency council established in 2017 under Executive Order, encompassing 10 agencies and led by the Department of Health and Human Services.
- **Department of Defense (DOD):** Defense Human Resources Activity (DHRA) Diversity Operations Center (DMOC)
- **Department of Education (ED):** Office of Special Education and Rehabilitation Services (OSERS), Rehabilitation Services Administration (RSA)
- **Department of Health and Human Services (HHS):** Administration for Children and Families (ACF), Administration for Community Living (ACL), Assistant Secretary for Planning and Evaluation (ASPE), Centers for Medicare and Medicaid Services (CMS), Substance Abuse and Mental Health Services Administration (SAMHSA), National Institutes on Disability, Independent Living, and Rehabilitation Research (NIDLRR)
- **Department of Justice (DOJ):** Civil Rights Division
- **Department of State (State)**
- **Department of Transportation (DOT):** Office of the Assistant Secretary for Policy (OASP), Federal Transit Administration (FTA), National Highways and Transportation Safety Administration (NHTSA)
- **Department of Veterans Affairs (VA):** Office of the Secretary (OST), Veterans Health Administration, Veterans Readiness and Employment (VR&E)
- **Equal Employment Opportunity Commission (EEOC)**
- **General Services Administration (GSA)**
- **[National Council on Disability](#) (NCD)**
- **Office of National Drug Control Policy (ONDCP)**
- **Office of Personnel Management (OPM)**
- **Social Security Administration (SSA):** Office of Research, Disability and Employment Services (ORDES), Office of Research, Evaluation and Statistics (ORES)
- **White House Office of Management and Budget (OMB):** Division of Education, Income Maintenance, and Labor (EIML)

State and Local Partners

ODEP has worked with 49 states in recent years to develop new administrative and legislative policy options that support the employment of people with disabilities. Last year, 25 states enacted more than 150 state and local policies to increase employment for persons with disabilities. ODEP also worked with 27 states to support competitive integrated employment for persons with disabilities, with a focus on veterans and persons with mental health disabilities. ODEP often supports state and local policymaking through state and local intermediary associations, including the following:

- **[Council of State Governments](#):** represents the three branches of state government.

- **National Council of State Legislatures**: represents state legislatures and encourages interstate cooperation regarding key public policy challenges.
- **National Governors' Association**: collaborates with state governors to advance shared policy priorities and innovative practices on a range of issues.
- **Women in Government**: represents the increasing number of women state legislators.
- **U.S. Conference of Mayors**: represents mayors of more than 1,400 cities across the U.S.
- **National Association of Counties**: represents more than 40,000 county officials and promotes innovative public policy at the county and federal level.

TAB 3: CALENDAR

Event	Date
Public announcement of grant awards to states under the RETAIN Demonstration	February 2021
Travel to China to participate in international disability convening organized by the Department of State and coordinated with DOL's Bureau of International Labor Affairs (June 2020 convening was cancelled as a result of COVID-19 travel restrictions).	April 2021 (tentative)
Announce Theme for National Disability Employment Awareness Month	May 2021
Workforce Recruitment Program (WRP) Awards, hosted by Department of Defense (ODEP leadership is usually invited to speak)	July 2021
Anniversary of Passage of Americans with Disabilities Act in 1990	July 26, 2021
National Disability Employment Awareness Month (NDEAM)	October 2021

TAB 4: BUDGET

BUDGET AUTHORITY AND FTE SUMMARY

(Dollars in millions)

	FY 2017 Enacted	FY 2018 Enacted	FY 2019 Enacted	FY 2020 Enacted	FY 2021 Request
Budget Authority	\$38.2	\$38.2	\$38.2	\$38.5	\$27.1
FTE	50	46	49	46	46

At-A-Glance

- The Office of Disability Employment Policy (ODEP) was authorized by Congress in FY 2001. ODEP develops and influences policies and practices to increase the number and quality of employment opportunities for people with disabilities.
- Between FY 2010 and FY 2018, ODEP received funds each year for the Disability Employment Initiative (DEI) and worked closely with the Employment and Training Administration (ETA) to use those funds to build the capacity of American Job Centers (AJCs) to serve people with disabilities and improve their employment outcomes. In FY 2018 the DEI was replaced by the Retaining Employment and Talent After Injury/Illness (RETAIN) Demonstration Projects, in which states are developing and testing early intervention strategies to support stay-at-work or return-to-work for persons who have experienced illness or injury, and is a joint collaboration with ETA and the Social Security Administration.

Budget and FTE Trends

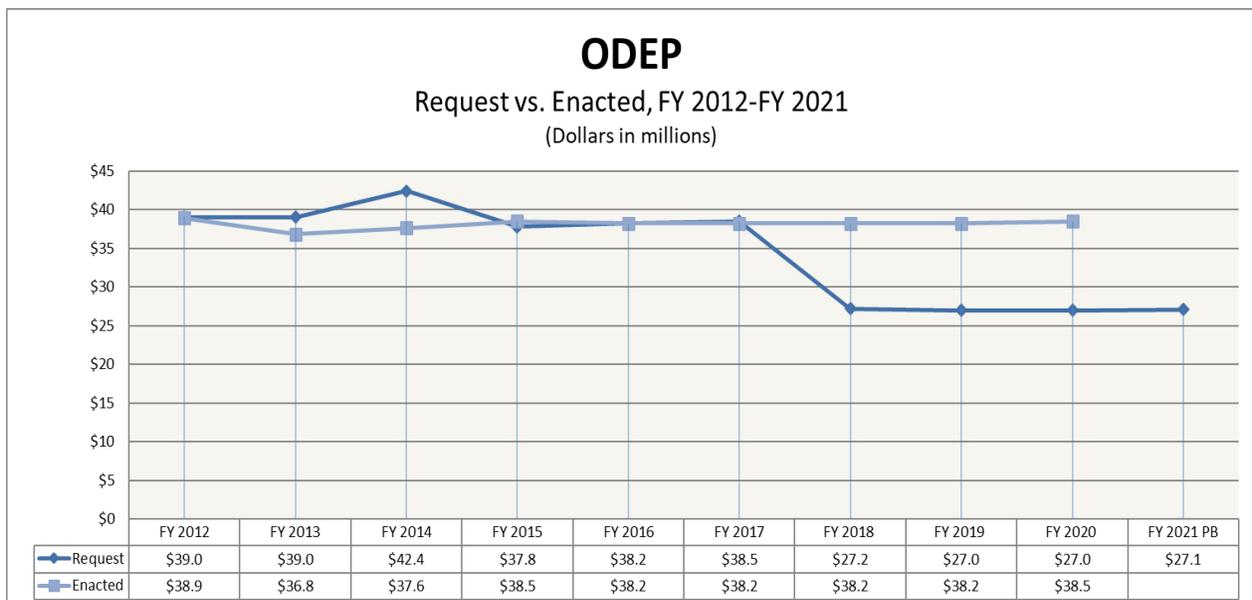
- ODEP’s appropriation is currently funded at \$38.5 million. The FY 2021 request level for ODEP is \$27.1 million and 46 FTE.
- ODEP is funded at \$38.5 million in FY 2020, an increase of \$0.3 million from FY 2019.
- FY 2018 was the first year of the RETAIN Demonstration Projects. The project is currently in Phase 1; due to COVID-19 Phase II was delayed until FY 2021.
- In 2020 Congressional action, the House passed legislation that would fund ODEP at \$38.8 million in FY 2020, while the Senate funded the agency at \$38.2 million; the enacted amount was \$38.5 million (neither funding bill included the specific appropriations language regarding the RETAIN demonstration projects).
- Regarding FY 2021 funding, the Continuing Appropriations Act, 2021 and Other Extensions Act of 2020 provided continued, level funding for ODEP through December 11, 2020. In addition, the House passed legislation that would fund ODEP at \$38.5 million for the full fiscal year; the Senate has not yet enacted funding legislation.

TAB 4: Budget

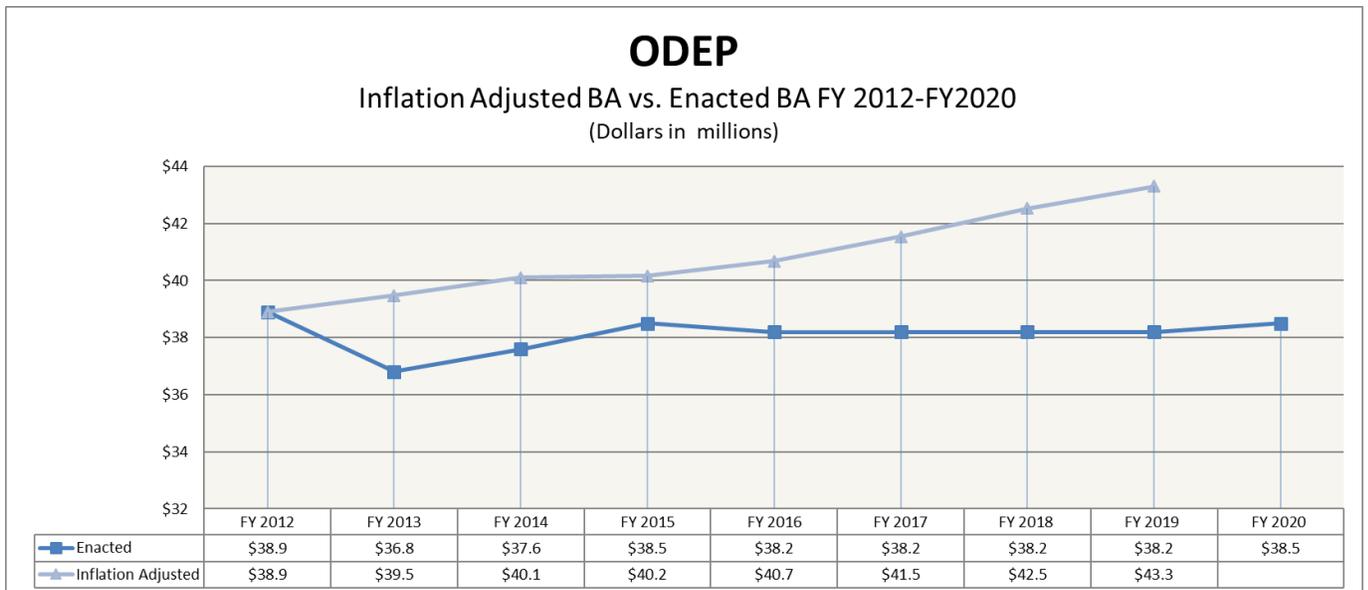
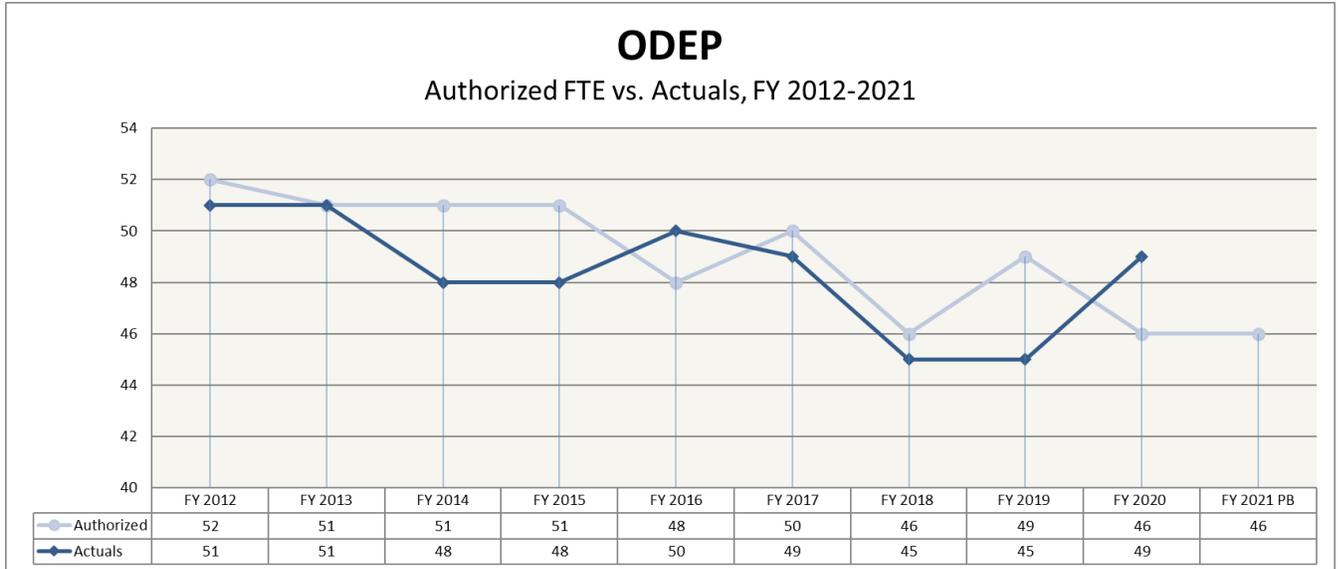
- Since FY 2010, ODEP’s authorized FTE has ranged between 48 and 52. In FY 2019, ODEP’s FTE level was 49, an increase of three FTE compared to the FY 2018 level. In FY 2020, the enacted FTE level is 46, which is the same as FY 2019 actuals.
- ODEP’s budget authority was reduced by \$2.0 million in FY 2013 due to sequestration. ODEP was able to avoid furloughing employees, and instead reduced spending in grants and contracts.
- With the exception of variations in funding, ODEP’s appropriation language has remained unchanged since FY 2012.

Staff Contacts

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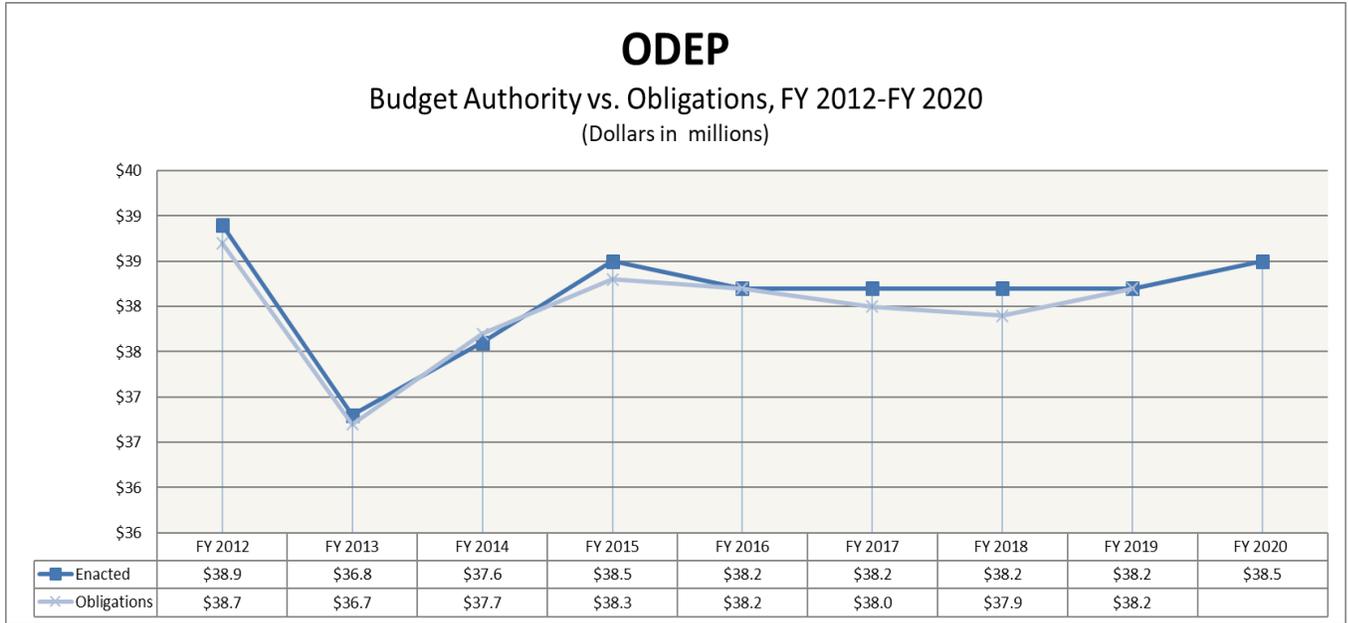


TAB 4: Budget



*The Inflation Adjusted amounts indicate the level of funding that would be required, in theory, to sustain the same level of activity as the base year (FY 2012) , given the effects of inflation in reducing the value of the dollar.

TAB 4: Budget

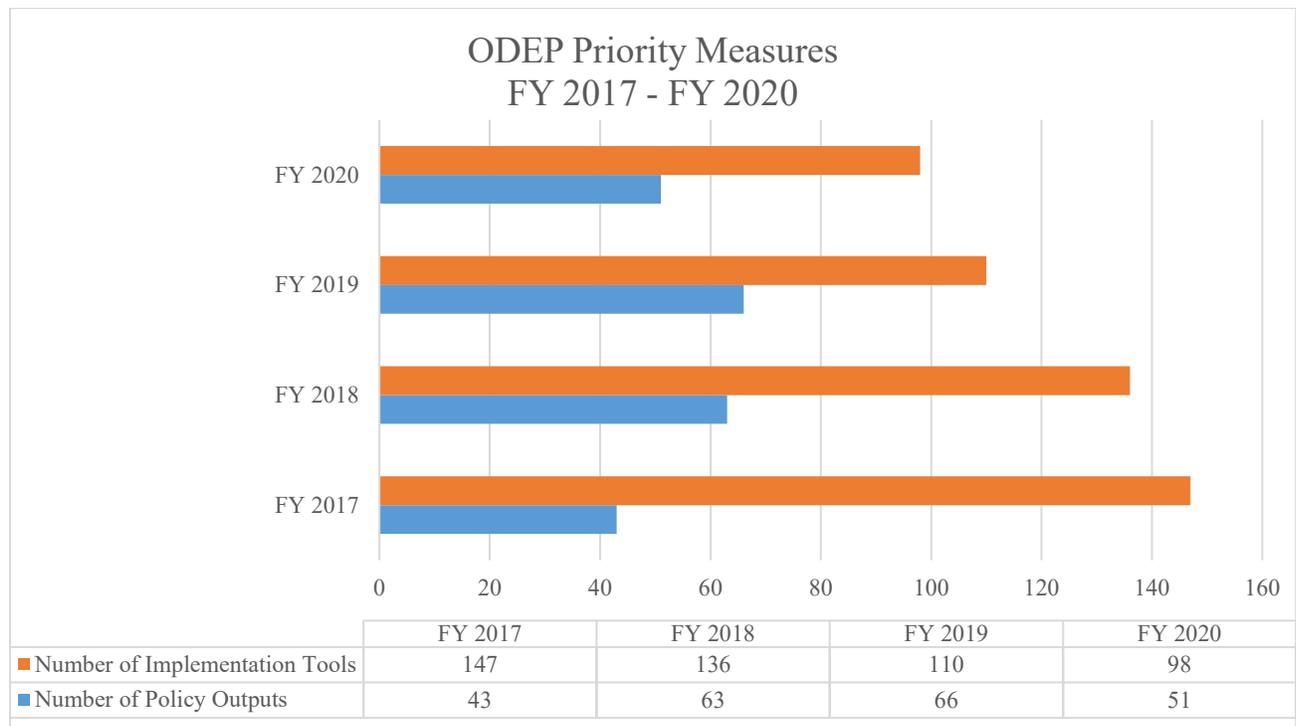


TAB 5: AGENCY PERFORMANCE

ODEP supports and educates public and private employers to adopt and implement policies and practices that will increase employment opportunities for people with disabilities. ODEP tracks policy outputs, which include interpretation of current policy or recommendations to change policies. Based on research and evaluation, ODEP develops or identifies effective policy and practices, conducts outreach to share this critical information, and provides technical assistance to all levels of government and employers to aid them in adoption and implementation.

ODEP conducts numerous technical assistance and outreach events annually to share information and raise awareness. ODEP also tracks the number of implementation tools, which include products that aid in the adoption and implementation of practices and policies such as toolkits, program models, and publications.

In FY 2020, ODEP developed 51 policy outputs to assist state legislators with strategies for addressing disability employment in their respective states and issued 98 implementation tools to aid entities in adopting and implementing proven practices. Results for the same measures in FY 2019 were 66 and 110 and in FY 2018 were 63 and 136, respectively.⁵



⁵ ODEP refined the policy output measure calculations using the Six Sigma process improvement model and also added the implementation tools measure in FY 2017.