June 2021 IT Accessibility Community Meeting Captioned Text

The June 7, 2021 IT Accessibility Community Meeting was hosted as a virtual meeting by the General Services Administration, Office of Government-wide Policy.

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"Please stand by for realtime captions."

"Please stand by for realtime captions."

Good morning everyone that is joining. Good morning. Welcome. Welcome. Welcome everyone. Good morning. Good morning.

Good morning.

Good morning.

It is so great to at least semi-see the names and we are going to be starting very quickly. Everyone, we thank you for actually putting your names in. It is much appreciated. There have been a few issues with the press so we have to request everyone to put their names in. It is a little harder now because we cannot just say admit all because we have some with phone numbers and we actually need them to rename themselves. So we apologize for the time it is taking to do this. So, as Chris is still going through I am going to welcome everyone and we can get started. I wanted to welcome all of you to our June 2021 accessibility program managers meeting. You are in for a true treat today. What I'm going to do is actually get out of the way and left our speaker introduced himself and we are going to just go ahead and really enjoy what he has to share with us. I want to give everyone a heads up. This is being recorded, just so you know. If you have an issue with this being recorded, please put that in the chat. Thank you.

Brandon, it's all yours.

Good morning everyone. Thank you for being willing to spend the morning listening to what my team and I have been up to at the U.S. Department of Labor. I am going to share my screen here. Let me know if you are able to see it.

We are.

Trying to get to presentation mode. I assume it it is in presentation mode and he can see everything now.

It is not in presentation mode but we do see the PowerPoint.

Okay. That is confusing.

You may need to stop sharing and re-share in presentation mode.

Let me do that. I apologize. I thought I had this all worked out. All right. Let me see.

Is a that better?

You got it.

If I can figure out how to move it forward we will be all set. It is not cooperating with me.

You can control the arrows on the keyboard.

Thank you for your patience. I am going to be sharing the strategy and tactics that we are using to drive positive change in the Department of Labor inaccessibility. The morning is split into three sessions and the presentations to fit the schedule. I would ask that you hold your questions until the end of each segment so I make sure I get through all of the material I have planned. Let me just tell you little bit about me. I'm Brandon Jubar, I'm the branch chief of I.T. quality management in the office of the CIO the chief information officer that DOL, the department of labor. We have about 18,000 employees nationwide . It fluctuates as present contractors go but that's roughly the number. The department is actually made up of 27 federal agencies of various sizes and the number of them are enforcement agencies. So they support about 450 offices across the U.S. and its territories. I actually spent the first 17 years of my career in the private sector working in the automotive industry. About half that time in the manufacturing floor and the other half in I.T. acquisitions and then indirect Materials Management. In 2009 I was living in El Paso, Texas, crossing the border every day to get to my office in Mexico and at the time the drug war in Mexico was at its highest point and Juarez was actually the murder capital of the world . I drove through military checkpoints to get to my office every day which was this a fenced in well guarded compound. It was a bit stressful but the day they sent us to training with an international security company so we could learn to do or learn what to do when we get kidnapped, not if but when we get kidnapped, that was the day everything started looking for a new job and I ended up joining the department of labor back in December of 2009 as a COR managing enterprise-level I.T. contracts. I worked my way up to being the first director of I.T. acquisition and then switch to customer advocacy where I helped develop our first I.T. service catalog, managed all relations with the 27 agencies and build up an award-winning communications team. In the summer of 2019 I was the deputy director of customer advocacy but because of my background in manufacturing I was asked if I would be interested in standing up the first OCIO of I.T. quality management. The focus would be on implementing a continuous process improvement program for I.T. to help us standardize and improve our processes which would eventually provide us with better metrics, and a clear focus for ongoing improvement efforts. We consolidated most of the department I.T. infrastructure a few years before and one of the key lessons we learned was that you needed to quickly standardize how you did things. We brought together seven I.T. infrastructures and ended up with seven different ways of doing everything. In the summer of 2019 the department was in the middle of a shared services initiative which included the final consolidation of all I.T. functions under the office of the CIO so it was an ideal time to stand up and I.T. continuous process improvement program. I was just laying out the roadmap and working on building a team when the CIO came to me and said, slight change of plans. Stop the quality management planning for right now because the they want us is end up a 508 program office. I cannot say that was thrilled but I have been working in both private and public for almost 30 years, these things happen. So I said, okay, boss. I just have one question. What is a Section 508 program office and how do I know if it has been stood up?'s reply was something along the lines of, I will give you a couple weeks to figure it out and then you come and tell us what you're going to do and how we will measure success. Before I dive into the meat of the presentation I do want to be perfectly clear. I'm not here today to tell you what to do or how to do it. Especially when it comes to accessibility. I will be honest, I am not an accessibility expert by any stretch of the imagination. What I yam is an evangelist. Sometimes I may section 508 evangelist but lately I have become more of an accessibility evangelist. I see the law is the lobar, the minimum we have to do but accessibility is a higher bar and it becomes more of a moral issue. It is the right thing to do and it is a quality issue. Because how can you claim your work product is high quality if it does not even meet legally required standards? Many of you, probably all of you are true accessibility experts and I'm sure there are lots of things my team and I can learn from you and I do plan on making more time to collaborate with other agencies but as you're listening to my miscellaneous ramblings throughout the rest of the morning, keep in mind that my area of expertise is not inaccessibility and section 508. My expertise is in lean concepts, continuous process improvement and communications and change management. I do not have any accessibility expertise to bring to bear on any of this so I tapped a couple of subject matter experts on my team and leveraged the heck out of the skills I do have and so far, it seems to be working. Anyway, back to the fall of 2019. A lot of people said at the time, you have the dep sec behind you so we'll finally get something done. This is great. But here is the thing, I have been around a lot, I have seen a lot of initiatives getting derailed even when the dep sec or some other political appointee was fully behind it because well, that support is always conditional and quite often it comes from a spontaneous proclamation. Someone says sir, section 508 is the law and the law says we have to be accessible and all-powerful leaders say, make it so. And someone goes off to fight the good fight believing some big boss has her back. When in reality they have just been set up to take the fall because simply saying make it so, does not fix a single problem. When the problems are not fixed, the big boss comes looking for you, not all people who throw up roadblocks at every turn. I have seen that movie and I know the ending but when I was told to stand up and enterprise 508 enterprise program and I got a little bit more background to what led to the mandate, I do not really think I was being set up, at least not intentionally. I think they really wanted to see things improved but I guess correctly as it turned out that they were not sure how to improve things or how to measure success. And therein lies the problem. When you are relying to heavily on top-level support. They will never be in a position to fully defend what you're trying to do. You can give them the best briefings and the clearest explanations but they will still lose an argument with the head of an agency or Bureau because those folks come armed with logical sounding arguments and the passion for the agencies mission, and you will not be in the room and that happens. So the burden of proof suddenly falls on you to defend what you're trying to do and it's almost impossible to not sound defensive and even whiny. And Swan use sound, once you sound that way it's being hard to win. Sometimes you're being asked to bend the rules or approve something that is not right and all your time get sucked into defending against these logical sounding attacks instead of actually implementing better accessibility practices. I do not want to end up in that position so one the first thing I did at an early presentation with the assistant secretary for administration and management was to clarify what I needed him to do to support the project and make it a success. Our ASAM wanted this to be a success because as far as he was concerned , if I failed to deliver on this project, he would fail in the eyes of the DepSec. Here is what I asked him to do. First, make it clear to the other assistant secretary, the other political appointee and the other DOL agency that the DepSec said to do this, so we are going to do it. And then I suggested he explain to them that the DepSec is tired of hearing what we cannot do it so if you have any concerns, they should bring them to the ASAM and they will figure it out. I did not want any of those political appointees running to the DepSec if they did not like what I was doing. The second thing I asked was, when an agency comes to you to the ASAM with a concern please , just ask them, what did Brandon say about it? If they have not talked to me, send them my way. If they have talked to me, don't worry about defending the position I took. Don't even worry about discussing it or trying to figure it out. Please just schedule a meeting for the three of us and I will be there to do the talking. Over the course of the entire nine months of our getting to measure project, which I will talk more later, I never had an agency contact me and I was never asked to attend a meeting with our ASAM and another assistant secretary. Not because they did not protest a bit. They did. But the implied threat of the DepSec is not want to hear excuses and the refusal of our ASAM to have a meeting about 508 without me being there to speak on behalf of the project that stopped those complaints in their track. Now I do have one caveat. I did manage to arm the ASAM and my CIO with if you key talking points that helped them shut down a lot of arguments and I will explain those a bit later this morning when I cover the three key messages for leadership. One final thing I tried to do was simply build trust. Build trust with our ASAM and he was a political appointee. He was the highest level person I was dealing with on a regular basis so I really needed him to kind of know, like and trust me. I made it clear from the beginning that if this was easy, someone else would've done it a long time ago however, I'm bringing a different perspective and a different set of skills is I think we can do to. The trick then was to define what this is and get him to agree to it. Basically, I started by citing a higher authority if you will. I was asked to come up with a plan to stand up a section 508 program office and define what success looks like. I spent a couple weeks sort of drinking from the fire hose going through the information I could find online and there is a lot of it. Including the GSA 508 playbook. None of it was a perfect fit for what I had the time and resources to do, and my resources in the beginning consisted of two pheasant to contractors two feds and two contractors. So I propose to get to a state to the OMB maturity model so this allowed me to do three critical things. First, I was able to use an existing structure to define what success looks like which gave immediate credibility to the plan. And because maturity models are so widely understood throughout the business world, most people just said okay, that makes sense. Second, I was able to bring attention to the need for process improvement. It is a generally easy to measure outcomes but if you don't have a standardized process, producing those outcomes, how do you improve? What did you fix? You cannot. All you can do is give a pep talk or threaten people so, as we discussed or focused on these measurements, we kept asking everyone, what does this tell us and how to use it to improve? That alone really help raise awareness of the need to fix the processes and stop relying so much on remediation. Third, I was able to set us up for continued improvement because of the way I framed both measurements and the maturity model approach. My pitch throughout was that measurements are not supposed to be a stick we used to be people over the head with, and our goal is not to have perfect metrics. Metrics and measurements should help us pinpoint problems, measure the effectiveness of solutions, and track our overall progress. And guess what? When the metrics all looked good company to measure something else. We are never going to be perfect so there's always room for improvement but you need to find as opportunities first. That is what measurements and metrics are for. I also made a conscious effort to increase my ASAM trust in me by on the promising and over delivering. That might sound weird coming from the guy who said, sure, we will go from ad hoc to measured in nine months but remember, you get to the fine what you're going to measure. You cannot lie about it and have to be measuring something valuable, something very helpful, but while we are measuring today might not be what we are measuring one year from now. We will continue to refine and improve what and how we are measuring. Getting to measure even with baseline foundational metrics in each maturity domain was a bit of a stretch goal but it was not anywhere near unreasonable as it originally sounded to most people. But because the ultimate goal seemed so aggressive of getting to measured in nine months, no one question my targets along the way which I thought were fairly conservative given what I knew and we had control or extreme influence over. Every time I team would be those conservative targets that seemed fairly aggressive, our ASAM confidence and trust in me went up. One final note on the whole know like and trust thing. When dealing with political appointees or high-level folks or anyone else with a lot of organizational clout, I would suggest you take a lesson from comedy improv and never say no. In the improv when actors say something the other simply plays off of it and what they call a yes and approach. You will never hear them say no to something other actor just add lived because it brings everything to a screeching halt. They might say yes and but then started steering things in a different direction but the never flat out they know. I took the same approach with our ASAM. If he made a statement or shared an idea that was well-intentioned but not all that good or even feasible given the entire situation, I never simply disagreed. I always took a yes and approach. For example when he said, we need to get agencies to make sure all of the documents they have posted other intranet sites are compliant. I replied, absolutely, and we should provide them with guidelines about how to prioritize that work. In fact, we could get them involved by working with them to establish those guidelines so they're fully engaged and more likely to buy into the approach. I mean that we have identified close to 4 million documents in various intranet repositories that are likely noncompliant, so this is going to be a heavy lift, so let's get them involved in determining how to tackle that. I did not lead with the problem. The problems there are 4 million more inaccessible documents out there on our intranet. I led with yes, absolutely, but after I finished my enthusiastic yes, and monologue, the ASAM said wait , what? How many documents? 4 million? Are they all needed? Who looks at them? And then we had a great discussion about the true size of this problem without me contradicting his initial idea. I affirmed his idea in a way that led to a more in-depth and thoughtful dialogue which reaffirmed his trust in me and frankly, probably made him like me a bit more. That's a lot. So we covered a lot of ground and be talking a lot through just a few slides but let me try to sum up my approach to getting the support I needed from high-level leadership. The goal is not to get the head honcho to fight your battles for you. That is a recipe for disaster unless it truly is their passion project. If it's not, your goal should be to keep the right authority as the backdrop to what you're trying to do. Sort of the shadow looming over everything without ever having those authority figures argue your case for you. Ideally, they will never even entertain counterpoints unless you're involved in the discussion. I think we had our DepSec said that one email to all staff near the very beginning of the project explaining how important section 508 and accessibility are to the department in expressing his believe that we can finally figure this out and dramatically improve DOL's accessibility. After that , our ASAM sent out two or three informational emails and the rest of the communications was handled by me and my team. However, one critical thing we were able to get the DepSec to agree to from the outset really made a huge difference and if your situation is anything like ours I would strongly suggest you try to do the same thing or something similar. You see, one of the problems the department of labor always had was getting the accessibility reporting and sharing accessibility information and for the most part a section 508 points of contact for each of our 27 agencies were GS 12 or GS 13 who were there de facto document remediation folks. They had no authority to speak on behalf of their agency, no authority to communicate to agency personnel, and in many cases they do not even have access to their agency leadership. So we presented this idea to our DepSec. Mandate that each DOL agency has identify a section 508 officer who has the authority to speak on behalf of the agency, communicate to agency personnel, and has a direct line to the top agency leadership. This person does not need to be a section 508 expert. But we need to be accountable for ensuring the agency support for the section 508 program office. Our recommendation was that it should be the administrator officer or equivalent level position. When the DepSec asked , why don't they need to be a section 508 experts? You need to be an expert to be an effective advocate for accessibility. What you need is positional authority. He thought he was a great idea, and we gave our 27 agencies 30 days to identify a section 508 officer. For those who didn't, we just default the tutor administration offices. Some of them accepted the role while others were very quick together agencies to pick someone else. But the bottom line was that we use the DepSec authority to simply create an environment where the lines of accountability for each agency were suddenly well-established. If there is a 508 issue related to any DOL agency the first stop is with their agency 508 officer. I think there is a winning formula and ultimately, if you can get someone at the top to approve setting up accountability within the various mission areas, whether you have agencies, bureaus or directorates and get that top person to simply refuse to listen to complaints while you run with it, I think you have a winning formula. Where you start to lose ground is if you expect your executives or political appointees to argue on your behalf to defend what you're trying to do. Or even if you fail to give them a simple way to deflect potential complaints. You don't want them making arguments or defending your possessions. You just want the implied threat of their authority which is far more powerful than any argument that any of them could make on your behalf. In a way you really do want them to simply put their foot down and say make it so but then refused to listen to anyone who is not on board. All right. That brings me to the end of this first presentation. Are there any questions or comments or even snide remarks?

IC I think this was from Gary. We have a few people who know a lot about accessibility. What we need are a lot of people to know a little about it. Your thoughts on that.

Absolutely. As I have talked more to folks who either worked in other agencies or even are working in other agencies it really is -- we have these subject matter experts and an environment where everyone sort of things well, if we have if you subject matter experts, we are good to go. And that's not good enough. Gary is absolutely right. Everybody has to be involved and everybody has to understand at least a little. If we can do that, then we will make changes, and in the next couple of presentations I will dive more into how we are doing organizational change and how we are driving that right now into every single end user at DOL.

I see another one. Let me grab it. As a content producer and profoundly -- person I greatly appreciate your efforts and insights . That was from Courtney Rogers. What is the most persuasive 10 second elevator speech as to why is accessibility important other than because -- that is the question.

I think one of the next presentations actually talk about the messaging and there were three key messages I use with leadership which in essence were elevator speeches that gave them three things to focus on and understand and then we did a couple of other messaging components with all staff but I will definitely dive into that more. That is absolutely critical.

I see a question. Some 508 officers focus more -- focus more on procurement than actual accessibility. Any suggestions on how to sway them?

I will mention it a little bit more later but let me say as far as that, you need to do it all, and I think we have some contracted work really well to get all the right provisions in place but then no one knew how to enforce the provisions. Some people do not even know the provisions were there and if the contractor just said yes, we are doing it right, everybody just smiled and nodded and nobody ever questioned it. So simply focusing on the procurement side all that does is create a foundation that you did an absolutely have to build upon, and if you don't do what comes after that, you're going to fail.

More questions and we have comments. Did you publish DOL policy on your 508 program? Section 508 officer roles and responsibilities.

Yes. I only mentioned the policy. The policy was actually -- I have to give some credit some work had been done before I got involved to put the DOL accessibility policy in place and all I had to do was revise it to explain the different roles better including the agency 508 officer and yes, that was put into the policy.

Do you see any additional questions? I see a lot of comments. One from Paula. Can you send policy participants to assist with immature programs?

I don't see why? In fact, we are working right now. We have another update due in August so we're doing some revisions to our policy right now so I can share that with the group.

I don't know if I missed any but I will go back and you can move onto the next section I will go back through and look.

I'm going to end this presentation and see if I can get the next one up here.

While you are doing that I will read some of the comments. I think it's also important to stress that poor communication strategy to restrict your eligible audience by making it inaccessible to some.

That is one of our messaging to all staff is 15% of the population were serving and the people we work with have some sort of disability, then any solution, anything you do that is not accessible the best it can ever be is an 85% solution.

My apology. This is Yvette speaking. Dennis says from USDA , we have to many people in our agency take a vendors [Indiscernible] as gospel and do nothing more.

That's one of those issues where it is really I believe it is a process question. It is how are we going to -- we need to put a standard process in place at does not just say we check the box and we have a B pattern we are good to go. That's something that I will tell you DOL is not good at yet but that is something that's on our agenda and we are working towards that.

Are you able to see my next set of slides?

Yes.

Jumping into the next topic I just want to focus on what we thought to create a successful 508 program, at least my definition of a successful 508 program. It comes down to how I want to define success and that is absolutely linked to my long-term vision for accessibility other part of labor. My vision and my hope is that someday DOL stops looking at accessibility as a roadblock and an annoyance, something we have to do because it is of the a law. I really do envision a day when no one ever says I do not think a section 508 applied to this because we just make sure that everything is accessible. And every single person at the department, federal staff and contractors, everyone from political appointees to the newest entry-level employees, all simply create accessible work products because that is how we do it here. My vision is that someday DOL embraces the fact that accessibility is not nice to have and it not it is not someone else's job. It is a nonnegotiable and it's everyone's responsibility. My definition of a successful section 508 program is one that moves us consistently and relentlessly towards that vision. Of course, I'm sure you can guess that definition of success involves a massive change to our organizational culture. But you cannot even get there from here unless you deal with some common issues that seem to pop up in a lot of different context including section 508 compliance.

Before I go on let me take a moment to explain that I am a storyteller, if you have not noticed. All the time in all aspects of my life I love to tell stories to my family or what I'm hanging out with my friends and I have been active in youth ministry for over 30 years and stories are one of the main ways I teach and guide young people. In the coaching and mentoring I do I find people will remember a story far more than just a bit of sage advice I might give them. And I have always found that analogies, especially extended one that sound a bit more like a story, can work wonders when trying to get people to understand something new or understand something old but in a new way. And when you're talking about changing an organization's culture, you're talking about fundamentally changing the way people view the organization and their place in it. You're talking about changing their identity because organizational culture comes down to what we believe in our minds and hearts and how those beliefs manifest in the work we do. Great information can change minds but I found the great stories do much better job of changing hearts. Anyway, the first common section 508 program or problem I ran into right away was the extreme focus on remediation. Everybody wanted to just create stuff the way they always had and then handed off to someone else to remediate it. In the minds of most people at the DOL who knew anything about section 508 they seemed to believe that remediation is synonymous with accessibility. I do my thing and that I had it off to someone else to their accessibility thing with it are quite even had a manager ask me, accessibility is like the icing on the cake, right? No. But I stuck with the baking theme, used a different analogy I heard and turn it into a short little story. This story made its way into a mandatory training class I did for all the DOL supervisors and managers and a program that was offered to all staff so I told a couple of thousand of people version of this industry went something like this. One day I was taking some blueberry muffins and I flat-out forgot to put in the blueberries. It actually was not that big of a deal. We just put the on top of the muffins and ended with something similar in taste. Next time I made sure to put the blueberries in but I forgot to add the baking powder. No biggie. I just sprinkled it on at the end. Here is the thing. Accessibility is not the icing on the cake but it is not like the blueberries either. You cannot just throw it on at the end and get something that is close enough. Accessibility is more fundamental that even the blueberries. Accessibility is the baking powder. And I got to tell you when you bake blueberry muffins without the baking powder and then just sprinkle it on afterwards, you have just got some nasty muffins. You cannot just sprinkle accessibility on at the end. People remember the nasty muffins story and they start to get it. The other thing I did to address the mold remediation problems was to come at it from a lien angle. I would tell people remediation is just another word for rework. You have created your document or develop your application and then someone else has to come behind you and correct all your mistakes. And they are mistakes because accessibility is the along and if your work is not meeting the accessibility standards, then it's quality work. Which means fixing your poor quality work is rework just one of the subforms of waste. Mediation was we worked and we worked equals waste. There is an elevator pitch for you. I started equating products with poor quality work and was adamant that we pay people to produce first-time quality burger remediation is ridiculously expensive so some studies show it is at least 10 times more expensive than just doing it right the first time. And it is something we really should not have to do. No manager or supervisor in their right mind would ever agree that they are paying their people to do poor quality work. So I started anchoring inaccessible work to poor quality work especially in the minds of supervisors. I would tell managers that our teams should not build remediation into our workflows. Remediation rework is never part of the value stream of a work process. We work is what is known as a failure stream it means you failed to provide the value you were supposed to provide and now someone else has to try to redo it properly, someone else has to fix your mistakes. In essence, we have to think twice for the same final product which by law must be accessible. And your goal should never be to optimize your remediation. You don't optimize your failure stream. Your goal should be to minimize it, start it, make it unnecessary by focusing on first-time quality. Which always includes accessibility. Another common section 508 problem I immediately started running into was pleading ignorance. Managers Saying, people told me they don't know how to do accessibility. I started telling another little story, story people remembered. I started at DOL about 12 years ago . My supervisor told me to take a couple of data sets and create a pivot table in Excel. I told her, I don't know how to do pivot tables. She looked at me and said well, figure it out. That's what I pay you for. So guess what? I figured it out. If I can figure out how to do pivot tables, we can all figure out how to do accessibility. In the required training I did for all supervisors and managers I challenged them to do three things. First of all, stop passing the buck. We are all responsible for the documents and web content that we produce. So if the deliverables are our staff produces a noncompliant, we need to stop blaming someone else. It is not someone else's job. We are accountable for the quality of what we produce. Stop passing the buck. Second, stop defending ignorance. We are all absolutely capable of learning the fundamentals of creating accessible documents and digital content. I cannot tell you how many times I've heard supervisors say, my people don't know how to do accessibility. Okay. At some point your people do not know how to do anything they currently do so make them learn. We have all kinds of accessibility training available on a regular basis. There are a ton of resources online and my team holds virtual office hours twice a week where you can drop in on a 508 trainer and get help with whatever you are working on. But none of that matters if supervisors and managers will not stop defending the fact that their people don't know how to do accessibility stuff. Passing the buck, stop attending ignorance, and start asking one simple question. Is it accessible? I need to explain both the mandatory training for supervisors and optional training for all staff was a bit creative. Actually pull together a truthful story. It was a single story cobbled together from about a dozen different stories and events and it ended up being detail of the supervisor or team a new project they were working on with a focus on the accessibility issues the ran into. In the training I would tell them a little piece of the story and then do a bit of a lecture to share with the characters learned from my team, from the office. And then I would tell another vignette followed by another teaching section. They said it has been the most popular training they have offered as part of their bleeding at labor program. The similar training I did for non-supervisors told the same basic story but from a team members point of view as opposed to the supervisors point of view and one of the vignettes was actually based on some experience as I've had with my cousin who uses a wheelchair. He is actually a Paralympic in and I believe he maybe going to Tokyo, which would make it his third or fourth Paralympics and he's a little younger than me. I consider him pretty invincible but he struggles with all kinds of things that I just take for granted. In the story I told the character Jessica was meeting her cousin for dinner and after a hassle with the elevator being out of service at the Metro stop, they finally made it to the restaurant only to be sent down the alley past the dumpster to the handicapped entrance. They made the way past the kitchen down and neverhallway and had asked several people to get up from their dinners to move their chairs so Jessica's cousin could get to the table. In the story Jessica decides to ask the cousin about the accessibility of websites and visual information and learns that her cousin, her invincible unstoppable cousin has a very hard time with it. Especially with certain government websites she needs to use. So Jessica realizes that when she creates something that does not provide comparable access to people with disabilities, real people, she was basically sending them down the alley past the dumpster and through the never hallway in order to access the information. That is just wrong. People with disabilities should be able to come through the metaphorical front door just like everyone else. I heard from people afterwards that they had never thought about that. And even that story does not demonstrate anything regarding the actual difficulties people face with inaccessible ICT, illustrated the problem in a way that people can connect with more and that is the key to shifting the culture. Our change management plan is based on the model of change management and that is awareness desire knowledge ability and reinforcement, ADKAR. I hear people talk a lot about raising awareness about section 508 and the importance of accessibility but you need to have a plan that goes well beyond that. Think of ADKAR as a journey that people are on. It starts by making them aware of accessibility and it is important. But that is virtually worthless if you cannot move them further by creating in them the desire to change and to learn and to improve. When there is a desire to make a difference and the change, the people are looking for knowledge, they want to learn and they are ready for training. Unfortunately that is the end of most change management plans I have seen and that's why most of change management efforts and up failing. It is not enough to send them to training. It does not matter how much training either. You need to help them take the next step which is to turn that training into actual ability. That knowledge does not do them any good if it does not translate into skills they can use every day on the job. One problem obviously is that not everyone in the department will go on this ADKAR journey at the same time so we had to create a bit of a pipeline where we are continuing to focus some effort on raising awareness and when people show a desire to learn and change, we funnel them into the basic training program but then we encourage them to drop with the virtual office hours for hands-on help to implement what they have learned in the training classes. We are helping them turn their knowledge into ability. And the final step is reinforcement and one way to push supervisors and managers to just start asking the question is it accessible? And also trying to have an extremely small team carve out more time to help with process reviews. You fix the process and the outcomes take care of themselves. We are working with teams throughout the apartment to ensure they build accessibility into their workflows so they're asking the right questions from the beginning of the process and not as an afterthought at the end. Now does any of that ensure accessibility? No. Not yet anyways but part of the reinforcement step of the ADKAR model is to establish clear lines of responsibility and accountability. That is important to us at DOL because here is what often happens. One agencies want a new case management system so they work with the office of the CIO to come up with a proposal and we design build and maintain their case management system. But when it comes to section 508 and accessibility the agency says, that's not my responsibility. The OCIO needs to figure that out. I need this functionality over here to do my mission work and that's all I can pay for. Again, it is the old not my job mentality. So we have clarified as I mentioned in the DOL policy manual that whoever is paying for the ICT is accountable for its accessibility. In the example I just described yes, the OCIO is still responsible for the accessibility of new case management system because they are the ones were actually doing the work in building the system but if it ends up not being accessible than the agency who paid for it will be held accountable. Basically the agency the budget holder can delegate responsibility for making it accessible but they retain the overall accountability. Folks, that is just management 101. A leader delegates responsibility but retains ultimate accountability. As you can imagine the agencies don't like that at all because they want to pass the buck. They want it to be someone else's problem. It is unfortunate they feel that way but it does not change the fact that they are now on the hook if these new systems are not accessible. And all of a sudden they're asking all kinds of questions about accessibility. And our development teams are trying very hard to start planning, designing and building accessibility from the beginning. Are we good at it? Not really. At least not everywhere not yet from what I heard a lot of your agencies have much more robust processes for trying to enforce section 508 and we do but I have a team of seven people and only three or four of them have any significant accessibility subject matter expertise. The only way we have any chance of making a dent in the accessibility problem is by changing the culture. We need everyone to step up and do their part and I'm sure you all heard the old saying give a man a fish you feed him for a day and teach him to fish and you feed him for a lifetime. We are teaching our people to fish. We cannot do it for them. There's not enough of us and we cannot force them to do it because there's definitely not enough of us to do that. So we are making people aware of the importance of accessibility including the true human impact. The stories and the passions we share with them are creating a desired change. People come to us seeking knowledge so we train them and try to help them turn that knowledge into skills and abilities is so they can improve their work processes to include accessibility and enforce it within their own teams. And you know what? It seems to be working. We've had over 2000 actually probably closer to 3000 attendees at our trainings over the last six months and during the last two months for the first time the majority of people responded to the after training survey saying they took the training because they were interested in learning more about accessibility. The majority used to say either their job required it or their supervisor told him to go. Now more people are coming to training out of an actual desire to learn and change and people are listening and they're trying to the right thing and they're asking the right questions of each other. When I'm at meetings now it is where you ever have to speak because someone else will almost always say, I don't mean to steal Brandon's thunder but what are you guys doing for the accessibility standard? That's a clear indication that the organizational culture is changing in regards to accessibility. That is the second segment of the presentation. One more to go. Any questions, comments or again, snide remarks?

This is Mike. Do your Q&A for you. Just so you know in case you were not paying attention to the chat, you have a lot of people talking what you're saying is resonating with them and will get to some of those comments but some of the questions out of the gate center around from Jim or the Department of Ed and Samantha the question is around advocating for your staff to receive accessibility training and if I can just tack on to that. Other agencies have talked about their attempts to get a training either into onboarding or annual training so could you talk more about how you stood up the required training for your executives and the staff and what you're doing forward on every required training departmentwide?

I guess one of the assumptions that I made and it ended up being correct is that our HR staff and in particular our training staff they actually care about real people and they're always looking at ways to improve the training to make it more effective and I assume that if they have that mentality, there really going to be open to the idea of accessibility because that makes the training even more available to more people. They already started working on that and they were already working internally trying to figure it out on their own so they ended up being very receptive to it and in one of our conversations probably almost one year ago now they were talking about preparing the training for this. We have a program called leadership development at labor and there is about eight mandatory training classes that all supervisors and managers have to take and there's a bunch of electives and you have to choose a few of those so they tried to shake those up and come up with new topics every year and they were talking about that in wanting to make that stuff accessible and I said do you want me to do a training on accessibility for managers focused on what managers should do? And they jumped at it. And then I offered to do the very first session because I knew from discussions that nobody ever wanted to the first trading session because it is in December and everyone wants to do it later in the year. I ended up being the very first training session for that and that was so well received the came back and they said we are doing this continuous learning program. When you do something similar for all non-supervisors. And I said absolutely under those conversations we started talking about should we be doing something when we are onboarding people? They brought that up to me because I was dealing with them on a regular basis working with them to try to improve their training. All of these things yes, we are looking at trying to add a mandatory training annual training for all employees starting in FY 22 on accessibility. There is going to be -- we are putting together right now a half an hour training segment for the onboarding program that we will work with HR folks is that employees are coming in so we are looking at that. And the HR community said can you give us some ideas on what supervisors could put an employees performance standards every year around accessibility and I said absolutely. Were working on trying to craft some language there any will be optional. Supervisors could put it in or not but we have the HR community on board which I thought was fairly easy to do.

That's fantastic actually. You have a follow-up question related to your training and I think I heard the answers but I want to ask. How well is your training department ensuring that all of your training mandatory or not is accessible so now your accessibility training but all other offerings. Can you talk about how you're working with them to make sure that your trainings are accessible?

It is called a learning link learning management system and it has accessibility issues so the CIO is now taking over ownership of that system so we are working and putting a plan in place for that team and they have been kind of addressing access to the issue so the plan has accessibility issues and working through those in the HR team has done a good job of enforcing accessibility standards on the training that they're putting together or the training that they are controlling that's coming into them to be published so we are working with them to try to support them to make sure they have good tools to use, but checklists to make sure they're addressing everything and they're going through the training that is being tested properly before is being put out for everyone but we still have issues with the other agencies that use our learning link, our LMS, and they're just putting stuff out there. It is all over the place as far as whether successful or not. We are working on that and it's a bit contentious internally and I will talk about it in the next presentation. A lot of times when senior leadership gets wind of it they want to put their foot down and say no, it's not going up there unless it is accessible. Not realizing that I don't have enough people who know how to do this stuff right to ensure that everything immediately is accessible. So when they do that everything exploded everybody is angry and they're all angry at section 508 and the program office and any goodwill and support we built kind of goes down the drain. It is a balancing act and is frustrating as it is and as much as we want to say we just want to draw the line and everything has to be accessible from now on, we don't have the resources to do that. We are trying to do the remediation and the checks in the compliance and help people do better with what they are doing but go back and focus on the processes and train them on how to do right. That just takes time. In the meantime it's really hard to say well, you cannot publish anything or do anything in the meantime that ends up being a nonstarter.

I'm going to rely on event to pull the hook on me because as a couple more here so we will try to get quick to the next section but you mentioned that you had a team of seven in your group but the question from Dennis over at USDA is what is an accessibility team. Is that more than one? Can you talk about the size of your team and how your given guidance throughout the other component agencies?

Our team right now is I do have -- I'm taking lead program manager. Iva team lead will coordinate the day-to-day operations and we have two subject matter experts. One who's really a document accessibility and remediation of the other is a documents and a lot with web and we are trying to add someone now who has a lot more experience on the development side. The other folks in the team are more the administrative support and their answering questions and they're helping with the training and they're helping to guide people and they're helping us gather ideas and monitor our backlog and make sure things are being prioritized properly and addressed but what we have done is we have a large communications component of what we do because we have those 27 agencies 508 officers in place and we do them on the partnership meeting with them where we generally bring in someone from a different agency and someone from the outside to speak. We have done that a lot. Sometimes our team does the full presentation so monthly we meet with those folks and we have ongoing collaboration with them the trite understanding that they are not subject matter experts that they are on the hook for 508 so we are slowly bringing them up to speed on more and more things and they are starting to use their authority more effectively within their agency. We do quarterly focus forums where we definitely bring in folks from the outside to do longer presentations and we have done stuff on testing and validation and we've had people come in and talk but acquisition and the contractual language so at those meetings we also expanded beyond just a 508 officers. We encourage the 508 officers to identify people in their agencies that they call 508 operational support. Those are people who we would do some extensive training and they know a lot about document accessibility. All of the I.T. folks are with us now so is more document and content side of things. But we do a lot to try to engage with them.

There were a couple of other questions I wanted to summarize them. You talk a little bit about what are the answers you gave us he had to do everything a little bit all at once and you were talking around policies and procedural changes. Can you talk a bit about some of the departmentwide policies you may have touched on and any kind of car I want to say synchronicity but that's not the right word. Any of those dependencies. You talked about buying a product that no one knew how to enforce it. What changes did you have in the policy and I'm sure by me asking this question your answer they asked people to share what those changes were back out to the community.

's or any broad policy or procedural change he drove?

All we have done is fine-tune the existing policy. The policy was in place and back in 2015 there was a 50 provision that they were supposed to start putting in the I.T. contract and then in 2019 as OL and with input from the office of disability employment policy and our civil rights center and the procurement shop they all collaborated and created a new boilerplate provision for all contracts for all I.T. contract and then mandated that it goes into all the I.T. contracts. Those things that work had been done but my experience and billing process is that nine times out of 10 teams will come together and it will create this wonderful process and they put it on the shelf and they go back to doing things the way they did before and that's exactly what was going on and the policy was out there and no one was paying attention to it. There's nothing wrong with the policy but no one was teaching people about it and nobody was trying to enforce it or encourage people to follow it and the provisions were going at the contracts but they were not doing anything with it. I look at that as more foundational. You build the foundation but you cannot put your family in a foundation and live there.

Unfortunately there's a couple more questions in reference to table those for now so we don't delay your next section. We will work with you to get your answers on those and try to get them back out to the community so apologies to those. Thank you and please move ahead.

Thank you, thank you, and Brandon you are awesome. Going to take a five-minute break everyone so please come back at 11:23 and Brandon will conclude this great presentation. And following that if we can get back to those questions are missing right now will try to get back to them at the end so go ahead and take -- actually, come back at 11:25.

[ Event is on a 5 min break and will resume at 11:25 a.m. ET ]

5 min break and will resume at 11:25 a.m. ET ]

[Captioner standing by]

Guess what? They almost always pushed back because nobody likes to be pushed. Regardless of whether they deserve it or not. Sometimes even start find fighting the bouncer and we had times with her friends even joined in. I did not push and shove or come across at all like I was on the attack. Would come up next to the guy, talk in a calm clear voice, put my left hand firmly on his left forearm, I would not grab it, I just really took hold of it while placing my right hand on his upper back between his shoulder blades and then I would slowly steer him towards the door. We did not rush. We walked side-by-side with me talking calmly and rationally, never pushing or shoving but maintaining firm contacted me with walk right out the door. Most of the time if his friends were there and causing trouble to I could get them to leave at the same time. I would make eye contact with them and say come on, you two, and I would not towards the door as I calmly started walking out the door. Nine times out of 10 they would all come quietly and I even had guys shake my head after and walked them out and thanked me for being so decent. I was actually kind of weird. But it just shows you how differently people react to my approach. When I looked at some of the failed attempts and improving accessibility that the oil had made in the past they all felt as if someone in authority had gotten a 508 bug up their chimney compounded her table and a handful of accessibility folks started to shove everyone where they wanted them to go. And just like those people I dealt with when I was a bouncer, as soon as you start pushing people, they started fighting back. And they get their friends to pile on to. You are unlikely to win that fight and you're going to get hurt. The question then is how do you speak clearly and calmly while firmly steering people where you want them to go when it comes to accessibility. Need to be clear and consistent on your messaging. Accessibility SME one of my team members really knows the stuff when I put ASME in front of leadership and let them start peeking out of what it takes to be compliant, the big eyes to start the glaze over and they stop listening because they just don't get it. So I stopped putting the accessibility SME in front of nontechies especially leadership. I make sure to speak in terms of my departmental leaders understand. There is so much you can talk about when it comes to section 508 and accessibility that the sheer amount of knowledge that most of you can become a problem when you're communicating with leadership. It overwhelms them. They just want you to cut to the chase and tell them the answer. And other for every complex problem there is an answer that is clear simple and wrong. But I will let you in on a little secret. Most of our top leadership does not believe that but you and I know it is spot on when it comes to accessibility. No clear simple answer will solve our accessibility problems because there are so many moving parts. So knowing that my department to leadership the not really want to hear all the nitty-gritty details about why accessibility is so difficult to achieve, I decided to craft some clear simple messages to focus on with them instead. I ended up choosing three key messages to promote with them with my leadership and I hammered those messages relentlessly. In every meeting I found a way to bring of at least one of them. They found the way into every single presentation I ever gave and I coach my team on using them consistently and staying constantly on message. I will explain each of these in a bit more detail in a minute but let me run through them quickly. The first key message was that accessibility is a quality issue. The second key message which has become a mantra for my team and for a lot of our top leadership is that the mediation equals rework and rework equals waste. And the third key message is that there are three I.T. nonnegotiable's. Privacy, security and accessibility. I crafted these messages for brevity their short and easy to remember but more importantly the anchor accessibility and section 508 two other things in the minds of our leaderships things that are generally better understood by almost everyone especially our top leaders so quality quality is expected and it's a given and no leaders ever going to say I'm fine with my people producing quality work. Every chance I get I mention the fact that a quality product by definition must be accessible. There are well-defined published standards I can send you a link if you would like to review them yourself. And we will push back with one of our people don't know how to do that. Have them contact the section 508 program officer or visit our website. We have all kinds of resources and another reason for accessibility is that everyone understands you can expect into a product or service. You have to plan it, design it and build in from the start. So then I came across a ridiculous situation that makes the perfect anecdote. One of our agency spend a lot of money to have a contractor put together an entire training program for their employees and stakeholders and then the agency contacted my office asking us to remediate it. They pay their contractor a lot of money to create something brand spanking new and then when they wanted me to pay my contractor to fix their contractors for quality and what agencies we talked about needing more remediation support he would say here's a better idea start generating so much waste we need to get out of the remediation business. We are in a waste management system. He did not need to know much at all about accessibility to defend this position because I had successfully anchored remediation to the concept of waste. When people wanted to defend the need for immediate remediation or they wanted to build remediation into the workflow he kept saying just the right the first time. We don't want to do rework. We want first time quality. The other key message is that there's three key messages, privacy, security and accessibility. If you have an idea around I.T. for a while you may remember when security was not a nonnegotiable. These days it is not whether or not you're going to do security. It is a how effective you're going to do it. I.T. security is expected now and no one is surprised when it is budgeted for right from the beginning. The same is basically true for privacy. The reason I made sure to link privacy to include privacy is because the well does a lot of casework with individual citizens. Protection of PII and other information is a strong thing to anchor to in people's minds at DOL. I was originally told to be careful with this one because I.T. security is such a massive part of the I.T. budget. We did not want to anchor accessibility to the thought of a gigantic increase to the I.T. budget. Which would mean of a corresponding decrease to the agencies mission budget so I actually used that to make them feel better about accessibility by saying a look, accessibility is a nonnegotiable just like I.T. security but unlike I.T. security I'm not asking for a massive budget to start making significant progress. What I need right now is a relatively small budget and your support. Those three messages makes sense to our leadership. Even folks with no real background in accessibility or even I.T. but to understand program management and business best practices they believe in producing quality products and services. They believe in reducing waste of our processes, and they understand the importance of privacy and security but really like the fact that we can start tackling accessibility with a relatively small amount of funding especially compared to I.T. security. While I was relentlessly hammering on those key messages with our leadership, I did add a couple of key messages for everyone else. I still shared those big three messages with the rank-and-file folks who worked with but they seemed a bit too high-level contribute to strategic sometimes so we focused on two other messages when communicating to the masses. First, accessibility is everyone's responsibility. Second, fix your process and the outcomes will take care of your themselves. I explained my vision is not to have a robust 508 program office that polices all of our ICT and beat people into compliance. In fact, I want to end up with a situation where we don't actually have to police much at all because everyone understands their role in accessibility. They set up processes to ensure that their planning, designing, and building accessibility in the from the beginning and monitoring and reporting their own quality throughout the processes. I have conducted those mandatory accessibility trainings for supervisors and managers and conducted awareness training that was offered to all staff. My team offers training courses every week on various topics for document creators and project menaces and even for developers. We offer virtual office hours twice a week where everyone can dropping on the teams call and get hands-on coach and support. We have various checklists for document types and self-help resources on the intranet site. We recently completed the pilot of an eight week court based training we call the 508 document accessibility program where we put several teams of people actually it's 82 participant in the pilot through a program that consisted of a four our virtual teaching session that was followed by a week of coaching sessions where the teams would work on their own documents using the skills they just had been taught. And they meet regularly with a 508 coach from my team who can answer questions and help them improve their skills. The program does that teaching coaching cycle until we get through creating accessible documents in Word PowerPoint and Excel. The idea was to formalize two of the ADKAR model steps taking knowledge and turning it into ability. We are making improvements based upon the feedback from the pilot right now and we will officially launch the program in Q4. We have not formally advertised the program yet and we are already booked through the end of November and are waiting list is growing. Just like when I was a bouncer, we are taking people firmly by the arm and guiding them towards accessibility. We are not pushing or shoving. We are explaining that we are all in this together and we will be your guide. You can alert to do this on your own. It is not rocket science, so let's just keep moving nice and steady. For supervisors the message it seems to resonate both is fixer process and the outcomes will fix themselves. But this is not something that is specific to accessibility. It is just a good solid business practice. At DOL we are great at measuring outcomes. We probably measure 1000 different outcomes but none of it helps first and supervisors. It is what's called a lagging metric. It lets you know you have a problem after the problem is heredity negatively impacted your customer and if we are measuring an outcome but that outcome is not produced by a standard process, what are you going to fix? My message to supervisors is this, start asking the questions, is it accessible? If the answer is no or I don't know, let's take a look at how you're doing the things. Let's not start with remediation. Let's start with the process. Fixer process and the outcomes will take care of themselves. We can help them fix the process and leave them to run it. We can work with them to build in leading metrics, warning flags that will let them know they have a problem before that problem impacts the customer or better yet, warns them before the situation even becomes a full-blown problem. And being that the section 508 program offices in the branch of allergy management our focus is on continuous process improvement anyway. We don't advocate simply jumping straight to completely revamping everything or trying to fix everything all at once. We push for stakeholder involvement and get the supervisor and the team to own it, own that process and then the ongoing improvements. Ultimately we want to set up metrics that will give them information they can actually use to continue focusing on process improvements. And the idea of fixing the process is why the OMB maturity model made so much sense to me. It really fits what we're trying to do. It divides the accessibility world into five logical category, acquisitions, tech lifecycle, testing and validation, training and complaint management which is five different eras where I can start measuring. Not to use as a stick to beat people over the head with but to use as a way to identify problems and measure the impact of improvements we implement, and to track our progress. I combined the organizational authority and the implied threat of this OMB reporting with the idea of fixing the process. Not fixing the numbers. We are not worried about fixing the numbers. Most supervisors get it program finding that there actually open to the idea of receiving information that can help them manage their work and improve their quality and efficiency. And even though this whole accessibility thing feels overwhelming to them at times, it does to me too, I just keep asking for progress not perfection. I've had a few conversations with people who have been in the accessibility arena fighting the good fight's a lot longer than I have, and some of them think my long-term vision is to grand in my short-term expectations are too little, too late. And if you agree with them all I can say is I respect your opinion and your experience. But I think you're playing the wrong game. This is not a finite game. We set ourselves up for a finite game if we do that. Were someone will win and someone will lose and we are just going to keep losing. I do believe any of us has the resources and support to win a finite game. Me to play in infinite game. We need to play simply to keep playing. I'm not playing call of duty program playing mind craft. Mining and building the best that I can and then I build build some more and it will get better as I go because I'm playing in infinite game and when you're playing in infinite game you understand that perfection is usually the enemy of the good. We have a long way to go and a lot of work to do. Good enough usually is when you're playing for the long haul because you're not done yet. Were playing in infinite game so let's be strategic in our messaging and build a long-term support. Let's create a plan that helps guide people through the steps of change, an ongoing process that creates a pipeline of people who start by becoming aware and and co-op using the accessibility skills to create and maintain processes that reinforce the focus on accessibility. And let's measure what we are doing. Not to figure out who to punish but identify new problems and test new solutions and track our progress along this journey to accessibility.

And that is all I have got for today. Are there any more questions, comments or snide remarks?

I don't have any snide remarks to share unfortunately for you but a lot of discussion and for me personally a lot of things are resonating. Carrying over one of the questions from the last segment, there's a lot of folks that are interested in your training program, the trainings you offer but also the teaching coaching program that you talked about where you are booked up through October now. Obviously folks are interested in you sharing a lot of your information that I think it's resonating with the crowd so can you share your training would folks?

So let me tell you briefly was going on with that. I took a look with my team on what we wanted to people -- this is not of the technical development site. This is for everybody else which is obviously the majority of the people in the department. We determined that we can divided into three levels of training that we are required. The first level is the level where we think everybody, no matter what they do should understand about accessibility. Things like when you create a word document, use styles, the build in styles and use the accessibility checker. The second level is those people who are publishing content, they're either putting it out there on the intranet, on the Internet or creating things that are for wider distribution so they are really content creators. We wanted them to have a higher skill set and the top level on that site anyways is the remediation. It can be a nightmare to go in and fix someone else's mistake so that is the highest level skills. We are trying to take all of our training and line it up according to that and flush out our curriculum. The 508 document accessibility program was designed to target that level 2, those content creators, the people are creating stuff that's meant to be shared and that program right there we are refining it after the pilot and we are looking at how we can package it up in a way that will make it easy for us to share with other agencies. I've even talk to my leadership about whether or not we can get some funding to formalize it a bit more and create a train the trainer type thing where we can spend some time to hand off this package and you get to customize it and run it yourself. I think the key difference with that program was the coaching. There's a lot of great training out there but to take the training and do it hands on and old people's hand, the hand on the forearm and the other one between the shoulder blades and walked them but is really what the coaching does. So we are working I guess the short answer is yes, we are willing to share that regrettable but it's ready for prime time yet but we hope to make it so.

I will follow up with that in our office will communicate anything that we can and encourage you to do so as well. Sorry, let me jump. You answered a couple of questions that I am pausing here. Michelle over at CDC said, you said fix the process and the outcome will take care of itself. Can you give examples of some of the successful processes you have implemented or the fixes you have implemented at the Department of Labor?

So right now probably some of the process improvements that we have been focusing on don't have clear outcomes yet so for example we have been working on we call it a man process. When they meet with the client engagement folks and try to come up with but we need a new software tool to do such and such. They start talking about the requirements and we work the client engagement team to have them have questions with accessibility. I had somebody contact me yesterday wanting to be with our team to discuss this new demand that they have coming through. We are putting that in the very beginning of the process. We look back to the early design phase and we have gotten some in our project management office so every phase gate review now has an accessibility checklist. It is not perfect but it's a start and what we're finding is that people are starting to ask the questions and a lot of times the answer is we're not sure what to do. So that's what I mean as opposed to waiting until the end of the project let's fix these early processes.

I want to check with you about time.

That will be the last question. I actually put my email in the chat if anyone has any additional questions for Brandon. Brandon Carr I would like to thank you for gracing us with your presence and sharing the wealth of knowledge with everyone in the community. I want to say something but I will hold off. I will just say this. Everyone look out for the August meeting. I think you might want to attend. With that said again, thank you again Brandon. Do you have any last words?

I really want to encourage people to consider this approach of kind of the soft touch changing the culture. I just had a meeting this morning before this with the deputy CIO and now he's looking at we might have the availability for funding and he wants to -- let's not worry about this cultural change. But find the right tool to fix our problem and you need to -- how to leverage that opportunity but I cannot lose focus on the fact that we are making progress by changing the organization because I will never, none of us will ever be able to police our way to accessibility. Me to actually get people to embrace it and buy into it. That's the only way this is ever going to happen. Feel free to contact me program fairly busy but I do try to respond and I'm really looking for opportunities to share ideas with other folks and other agencies.

Thank you again, Brandon. Again, if you do not see my email I put it in the chat and I put it in the chat again if you have any additional questions. And no I'm going to actually turn this over to Michael and following Michael will be John.

Before I say anything I have to again give a shout out to Brandon. Lots of kudos in the chat and I will echo Colleen Kelly's comment where she said best presentation I've ever attended. After he gave a lot of information that it's really a shot in the arm for all of us and get us excited again to try some new techniques to get out there and advance independence and work for all.

Everyone please take a moment to take our survey. Thank you and will put it back in the chat for you.

This is just a quick note before John jumps on. Section 5 year eight managers and backups that we have listed in our records here at the GSA governmentwide accessibility office. We work hard to maintain our contact information with program managers and so that we can communicate with agencies as we need to and also measure metrics related to when they change. We do have 60 agencies with another 60 sub agency so it's a lot to track and understanding how to support that community so one of the things that will be kicking off in the next week or so will be a twice annual questionnaire where you will receive an email with a link to our similar to the tools we use for the twice annual program maturity report where we will be asking you to affirm the information your information so that we can make sure we have the right contact information and phone number and email address so your name and phone number and email address we will use to post to the list of program managers on section 508.gov and there will be other information that will not be shared and just be retained internally related to your start date and organizational position and a few other questions. And we will use that administratively at GSA and also with our delegated responsibilities to OMB and any reporting to them so I just want to make you aware of that that is coming and that is something from us and really that's about it. I will turn this over to John Sullivan for some closing remarks.

Thank you. That was a great presentation today and I certainly appreciate it. I wanted to talk about some changes in play. I have been the governmentwide I.T. accessibility program manager since 2014 and along the way I also became a division director of what is now known as a digital strategy division with a broader portfolio and as of yesterday that has changed. I have accepted the position still within my primary office where I will be a senior technology advisory to the deputy associate administrator and I will be taking on a larger portfolio of interest and really more strategic direction of how everything relates together and how you're planning for accessibility and customer experience and digital everything and how to relate your infrastructure and data center annual cloud strategies and how you did the acquisition of the planning for basically our entire portfolio. Be more focused on higher-level so I will be stepping away you all know what you have been involved with 508 it never leaves you and you never will and it's so has influenced me significantly over these years and it will not be the last you heard of me but I will say that in my stead Steve Harvey I believe still on the line here and he is taking over as the division director for the digital strategies vision which is the 508 program which is the outreach act and the digital strategies pieces in our digital dashboard which if you're not familiar with you should be. Steve will be managing all of that. And while I was somewhat dual headed in terms of being a governmentwide I.T. section 508 program manager like accessibility program and Andrew Nelson will be taking that on and taking on that role. Which is in line with the strategy we've had in place to grow and develop and am fully confident in this team and those who know her we have a great team here in business will go on as usual and I don't see any blips in the road and hopefully will be able to make some better connections here. I welcome Stephen my job as the division director and certainly Andrew as the 508 program managers and work with Andrew as you have with me and thank you. This is been a great experience for me. And like I said 508 stays with you. Thank you all.

Thank you, John. We know you're still around and we continue whenever needed. Much appreciated on all of your hard work and blessings on your new endeavors. I know you're going to make a greater impact on what you're going to do next. Everyone, again, thank you, Brandon and thank you to our interpreters and Mike and Chris for assisting me and thank you everyone. Give yourselves a handcuff for attending at this concludes our meeting for this month. We will see you in August.

[Event concluded]