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A collaborative program between the  
*Accessibility Community of Practice of the CIO Council and The U.S. Access Board*

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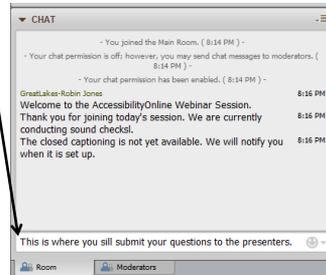
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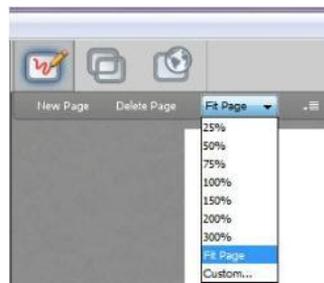
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# CIA IT Accessibility Program Revised Accessibility Maturity Model

**Moderator:**

Deborah Kaplan, Section 508 Policy Lead, Office of the CIO, HHS

**Presenters:**

Ben W, Program Manager, Central Intelligence Agency

May 26, 2015

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# Welcome

- ▶ Webinar series: “Best Practices in Federal Section 508 Implementation”
  - This webinar is part of a series. Other presentations can be viewed at:
  - <http://www.adaconferences.org/CIOC/Archives/> and
  - <https://efedlink.org/allqual/resource-shared-webinars.cfm>
- ▶ A **best practice** is a policy, process, procedure or technique proven effective over time and repeatable by multiple agencies.
- ▶ A best practice is generalized so that diverse agencies may use it in their own organizations but specific enough to provide useful guidance and instruction.
- ▶ The CIO Council’s Accessibility Community of Practice has published a library of 508 Best Practices at [www.Section508.gov](http://www.Section508.gov)

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## Section 508 Best Practices Webinar upcoming DATES for 2015:

- ▶ Webinars dates will be bi-monthly during 2015. January, March, May, July, September, November
- ▶ Next Webinar: July 14, 2015 – Topic: TBD  
Time: 1:00 to 2:30 p.m. ET
- ▶ Future webinar dates and topics are forthcoming

Past webinars are ARCHIVED:

- <http://www.adaconferences.org/CIOC/Archives>
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## Section 508 Best Practices Webinar Series 2013 -2015

- ▶ For more information, contact the Education Subcommittee co-chairs:
  - Tim Creagan – [creagan@access-board.gov](mailto:creagan@access-board.gov)
  - Deborah Kaplan – [deborah.kaplan@hhs.gov](mailto:deborah.kaplan@hhs.gov)

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## Presenters

### Presenters:

Ben W, Program Manager, Central Intelligence Agency

### Moderator:

Deborah Kaplan, Section 508 Policy Lead, Office of the CIO, HHS

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## CIA IT Accessibility Program Revised Accessibility Maturity Model

Ben W.  
Program Manager



### Vision Statement

“We need to become  
the **Employer of Choice**  
in the Intelligence Community  
for Persons with Disabilities.”





## What is a Maturity Model?

“[A] maturity model allows an organization to [assess] its methods and processes ... according to management best practices against a clear set of external benchmarks.”

Source: APM Group

- Measurable
- Clear, External Benchmarks
- Best Practices



## Summary of Original Accessibility Maturity Model

	<b>Level 1 - Informal</b>	<b>Level 2 - Defined</b>	<b>Level 3 - Repeatable</b>	<b>Level 4 - Managed</b>	<b>Level 5 - Optimized</b>
<b>Business Drivers</b>	No Senior Buy-in	Strategy in Place	Top-down commitment	Active strategy management	Pioneers & Leaders
<b>Standards &amp; Guidance</b>	Minimal / Unclear	Basic Standards / Used Ad Hoc	Standards in Regular Use	High Standards, Continuous Improvement	Influence, Early Adopter
<b>Governance</b>	Not defined	Process Defined / Minimal	Active Governance	Continuous Improvement	Suppliers Influenced
<b>Delivery</b>	Minimal Inclusion	Stages Documented	UI/A11y Testing by staff & customers	Proven Standards Compliance	Innovation & Design Excellence
<b>Legacy</b>	Low Accessibility	Limited Legacy Accessibility	Priority Systems Accessible	Systems Mostly Accessible	All Legacy Systems Accessible
<b>Procurement</b>	Minimal Inclusion in Process	Process Defined / Ad Hoc	Non-Compliance Management	Proactive & Supportive	Supplier Partnerships
<b>Reasonable Accommodations</b>	Minimal / Reactive	Basic process / Ad Hoc	Process defined, regular use	Active management w/ service levels	Innovation, Best Practice sharing
<b>Resourcing</b>	None	Some Budget	Investment Strategy	Effective Budget	Specific Funding



## Digital Accessibility Maturity Model (DAMM)

- Derives from BDF's Accessibility Maturity Model
- Contemporaneous development with RAMM
- CMM-Themed approach
- Nine categories of comparison
- Targets Program activity and competence
- Objective is Market Development
- RAMM & DAMM conflict

Source: SSB Bart

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## Revised Accessibility Maturity Model (RAMM)

**Goal: A sustainable, flexible, comprehensive  
Accessibility enabler.**

- **Leverages CMMi for Objective Measurement**
  - Uses language (KPAs) familiar to IT professionals
  - Accesses comprehensive resources
  - Seeks a sustainable program
- **Enables Flexible, Business-Driven Accessibility Goals**
  - Liberalizes accessibility based on business need
  - Evolves with passage of time
- **Encompasses all aspects of Organizational IT**
  - Acquisition
  - Development
  - Service Delivery
- **Focuses on Program Office as Accessibility Enabler**

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## Comparison of Maturity Models

Original AMM (AMM)	Revised AMM (RAMM)	Digital AMM (DAMM)
(none)	(none)	(Public) Communication
Business Drivers	Change Management	<b>Policy</b> & Standards
Standards & Guidance	Standards & Guidance	Policy & <b>Standards</b>
		Training
Governance & Risk Management	Programmatics	Ownership & Governance
Procurement	Acquisition	Procurement
Legacy	Development	Development Lifecycle
Delivery		Testing & Validation
		Support & Documentation
Reasonable Accommodations	Service Delivery	(none)
Resources	(subsumed)	Fiscal & Risk Management

Source: Business Disability Forum

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Source: SSB Bart

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## A Brief Overview of Capability Maturity Model

### Capacity Levels in CMM

CL0 - Incomplete	CL1 - Performed	CL2 - Managed	CL3 - Defined
Partial performance	Performing specific goals, unstable, may not meet objectives	Process developed, documented and actively managed, but not pervasive	Pervasive, managed processes that contribute to process improvement

GG 2 A Managed process

### GG3 A Defined process

GP 2.1 - Establish Organizational Policy

GP 2.2 - Plan the Process

GP 2.3 - Provide Resources

GP 2.4 - Assign Responsibility

GP 2.5 - Train People in the Process

GP 2.6 - Manage Configurations

GP 2.7 - Stakeholder Management

GP 2.8 - Monitor & Control Process

GP 2.9 - Objectively Evaluate Adherence

GP 2.10 - Review Status with Higher Management

GP - Establish a Defined  
3.1 Process

GP - Collect Improvement  
3.2 Information

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## Summary of Revised A11y Maturity Model

### Change Management

<b>Management:</b>	Is there managerial buy-in and commitment to Accessibility?
<b>Pervasiveness:</b>	How thorough is Accessibility being applied in the organization?
<b>Competency:</b>	Is the workforce seeking competency in Accessibility and Disability Awareness?
<b>Adoption:</b>	Is the workforce actively adopting common tools & solutions?
<b>Socialization:</b>	Is there employee buy-in and commitment to Accessibility?

See: <http://bit.ly/cmmikpa>

<i>Standards and Guidance</i>	OPD (3)	Organizational Process Definition	Creating workable standards
	OT (3)	Organizational Training	Providing guidance & enabling competence
<i>Programmatics</i>	RSKM (2)	Risk Management	Remaining vigilant to change
	OPF (3)	Organizational Process Focus	Implement process improvement
	OPP (4)	Organizational Process Performance	Maintain quantitative understanding of performance
	OPP (5)	Organizational Performance Management	Manage process to business objectives
<i>Acquisition</i>	PPQA (2)	Process & Product Quality Assurance	Objective insight into process & work product

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<i>Acquisition</i>	PPQA (2)	Process & Product Quality Assurance	Objective insight into process & work product
<i>Development</i>	PPQA	Process & Product Quality Assurance	Objective insight into process & work product

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<i>Acquisition</i>	PPQA	Process & Product Quality	Objective insight into process & work	
<i>Development</i>	PPQA	Process & Product Quality	Objective insight into process & work	

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	OPP (5)	Organizational Performance Management	Manage process to business objectives

<b>Acquisition</b>	PPQA (2)	Process & Product Quality Assurance	Objective insight into process & work product
<b>Development</b>	PPQA	Process & Product Quality Assurance	Objective insight into process & work product

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	OPP (5) Organizational Performance Management	Organizational Performance Management	Manage process to business objectives
<b>Acquisition</b>	PPOA (2) Process & Product Quality Assurance	Process & Product Quality Assurance	Objective insight into process & work product
<b>Development</b>	PPOA Process & Product Quality	Process & Product Quality	Objective insight into process & work product



## Example of How to Manage Maturity Category

Standards & Guidance > Organizational Training

	Process Documentation	Completed	Last Reviewed
<b>GG 1 – Perform Specific Goals</b>			
<b>SG 1 Establish an Organizational Training Capability</b>			
SP 1.1 Establish Strategic Training Needs			
SP 1.2 Determine Organizational Training Needs & Responsibility			
SP 1.3 Establish an Organizational Training Tactical Plan			
SP 1.4 Establish a Training Capability			
<b>SG 2 Provide Training</b>			
SP 2.1 Deliver Training			
SP 2.2 Establish Training Records			
SP 2.3 Assess Training Effectiveness			
<b>GG 2 - Institutionalize an Managed Process</b>			
GP 2.1 Establish an Organizational Policy			
GP 2.2 Plan the Process			
GP 2.3 Provide Resources			
GP 2.4 Assign Responsibility			
GP 2.5 Train People			
GP 2.6 Control Work Products			
GP 2.7 Identify and Involve Relevant Stakeholders			
GP 2.8 Monitor and Control the Process			
GP 2.9 Objectively Evaluate Adherence			
GP 2.10 Review Status with Higher Level Management			
<b>GG 3 - Institutionalize a Defined Process</b>			
GP 3.1 Establish a Defined Process			
GP 3.2 Collect Process Related Experiences	UNCLASSIFIED		



## Example of How to Manage Maturity Category

Standards & Guidance > Organizational Training

	Process Documentation	Completed On	Last Reviewed On
<b>GG 1 – Perform Specific Goals</b>			
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GP 3.1 Establish a Defined Process			



## Business Drivers to Change Management

### Business Drivers

- Senior Commitment
- Understanding
- Awareness
- Stakeholder Engagement

### Change Management

- Leadership
- Pervasiveness
- Competency
- Standardization
- Socialization



## Standards & Guidance – Key Process Areas

### Organizational Process Definition

- Organizational Process Assets
  - Standard processes
  - Tailoring criteria
  - Work standards

### Organizational Training

- Establish & Maintain Organizational Training
- Deliver Effective Individual Training



## Standards & Guidance – Specific Activities

### Organizational Process Definition

- Agency Accessibility Standards
- Priority-Based Remediation
- Decentralized Assess/Report Methodology
- Best Practices Working Groups
- IC-Accessibility Framework

### Organizational Training

- Assistive Technology Demos
- Disability Awareness
- Developer Training
- IT Support Training



## Priority-Based Remediation

		Likelihood (Size of Audience)		
		A – Large	B – Medium	C – Small
Impact (Accessibility Score)	1 – Score 1.0-3.4	Phase 1 (1A)	Phase 1 (1B)	Phase 2 (1C)
	2 – Score 3.4-4.4	Phase 1 (2A)	Phase 2 (2B)	Phase 3 (2C)
	3 – Score 4.5-5.0	Phase 2 (3A)	Phase 3 (2B)	Phase 3 (3C)



## Decentralized Assessments

Accessibility Checklist Item	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1 KEYNAV	5	2	2	2	1	4	1	5	3	4	2	4	4	5
2 KEYALT	5	1	1	1	1	2	1	3	1	3	1	4	4	5
3 KEYENTER	5	3	1	1	2	3	3	5	2	4	4	5	3	5
4 KEYFOCUS	5	1	2	2	2	2	2	5	4	4	3	4	5	2
5 FOCUSVIZ	4	1	2	2	3	2	3	5	5	4	3	4	2	1
6 FOCUSLOG	5	3	2	2	3	3	2	5	5	1	3	2	2	1
7 ALTTEXT	5	4	4	4	4	4	2	3	1	5	5	4	4	3
8 ALTLINK	5	3	3	3	3	5	3	1	3	4	4	4	1	5
9 LABELING	5	4	3	3	4	3	4	5	2	4	2	3	2	5
10 ORGLOG	5	4	3	3	4	3	4	5	3	4	1	5	1	2
11 NOSTYLE	5	5	3	3	3	4	2	5	2	3	4	4	4	4
12 SKIPNAV	5	5	5	5	5	3	5	5	5	3	1	4	5	2
13 NOTICEFOCUS	2	2	2	2	4	1	3	5	3	4	5	5	5	3
14 NOTICECONTENT	4	1	3	3	2	2	3	5	3	5	2	5	1	3
15 LABELTABLE	5	4	4	4	5	3	N/A	4	2	3	2	4	1	3
16 2NDVERSION	5	2	3	3	3	4	3	N/A	4	5	1	4	4	2
17 COLORCONT	5	3	3	3	4	2	3	5	2	3	5	3	5	1
18 COLORALT	5	3	4	4	3	3	3	5	5	5	2	3	5	3
19 ASSITTECH	5	1	1	1	1	1	1	5	4	1	2	1	2	2
20 FLICKER	5	5	5	4	4	5	N/A	5	3	5	5	1	1	5
21 TIMEOUT	5	5	5	5	5	5	4	5	5	5	1	2	5	4
22 ANIMATION	N/A													
23 CAPVIDEO	N/A													
24 CAPAUDIO	N/A													
25 FRAMES	5	5	5	5	4	5	4	5	4	2	4	3	1	2
26 IMGMAP	N/A													
27 APPLET	N/A													
28 UNIQDISPLAY	N/A													
Average	4.8	3.0	3.0	3.0	3.2	3.1	2.8	4.6	3.2	3.7	2.8	3.5	3.0	3.1



## Summary of Revised A11y Maturity Model

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<b>Management:</b>	Is there managerial buy-in and commitment to Accessibility?
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OPD (3)	Organizational Process Definition	Creating workable standards
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### *Acquisition*

PPOA (2)	Process & Product Quality Assurance	Objective insight into process & work product
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### *Development*

PPOA	Process & Product Quality Assurance	Objective insight into process & work product
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# RESOURCES

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**Other aspects of Agency wide 508 programs you may want to review as a result of today's webinar:**

- ▶ <http://www.adaconferences.org/CIOC/Archives>
- Section 508 Leadership Core Competencies, Jan. 29, 2013
- Implementing Section 508 Into the Procurement Process- How one agency does it, May 28, 2013
- Section 508 Strategic Plan and Web Accessibility Statement, March 28, 2013

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**QUESTIONS?**



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If you have additional questions,

Contact: [info@adaconferences.org](mailto:info@adaconferences.org)

We will follow up

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