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

The Session is Scheduled to begin at 1:00pm Eastern Time
We will be testing sound quality periodically

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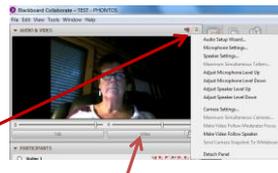
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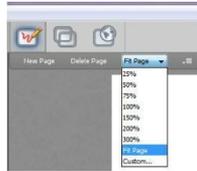
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CIA IT Accessibility Program Revised Accessibility Maturity Model

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

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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>
- <https://efedlink.org/allqual/collaborate-webex-archive.cfm>

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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
 - Deborah Kaplan - deborah.kaplan@hhs.gov

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Presenters

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Ben W, Program Manager, Central Intelligence Agency

Moderator:

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CIA IT Accessibility Program
Revised Accessibility Maturity Model
Ben W.
Program Manager

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Vision Statement



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



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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

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Summary of Original Accessibility Maturity Model

	Level 1 - Informal	Level 2 - Defined	Level 3 - Repeatable	Level 4 - Managed	Level 5 - Optimized
Business Drivers	No Senior Buy-in	Strategy in Place	Top-down commitment	Active strategy management	Pioneers & Leaders
Standards & Guidance	Minimal / Unclear	Basic Standards / Used Ad Hoc	Standards in Regular Use	High Standards, Continuous Improvement	Influence, Early Adopter
Governance	Not defined	Process Defined / Minimal	Active Governance	Continuous Improvement	Suppliers Influenced
Delivery	Minimal Inclusion	Stages Documented	UIA11y Testing by staff & customers	Proven Standards Compliance	Innovation & Design Excellence
Legacy	Low Accessibility	Limited Legacy Accessibility	Priority Systems Accessible	Systems Mostly Accessible	All Legacy Systems Accessible
Procurement	Minimal Inclusion in Process	Process Defined / Ad Hoc	Non-Compliance Management	Proactive & Supportive	Supplier Partnerships
Reasonable Accommodations	Minimal / Reactive	Basic process / Ad Hoc	Process defined, regular use	Active management w/ service levels	Innovation, Best Practice sharing
Resourcing	None	Some Budget	Investment Strategy	Effective Budget	Specific Funding

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Source: Business Quality Group

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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

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Source: 508 Bart

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Revised Accessibility Maturity Model (RAMM)

Goal: A sustainable, flexible, comprehensive Accessibility enabler.

- Leverages CMMi for Objective Measurement
 - Uses language (KPA) 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	Policy & Standards
Standards & Guidance	Standards & Guidance	Policy & Standards 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 UNCLASSIFIED Source: IS8 Best 23

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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

GG2 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 - Establish a Defined Process
- GP 2.4 - Assign Responsibility GP - Collect Improvement
- GP 2.5 - Train People in the Process 3.2 Information
- 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

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Summary of Revised A11y Maturity Model

Change Management

Management: Is there managerial buy-in and commitment to Accessibility?

Pervasiveness: How thorough is Accessibility being applied in the organization?

Competency: Is the workforce seeking competency in Accessibility and Disability Awareness?

Adoption: Is the workforce actively adopting common tools & solutions?

Socialization: Is there employee buy-in and commitment to Accessibility?

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

<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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Standards and Guidance

	OPD (3) Organizational Process Definition	Creating workable standards	See: http://d11.wvconnect.com
	OT (3) Organizational Training	Providing guidance & enabling competencies	

Programmatics

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

Acquisition

PPQA (2)	Process & Product Quality Assurance	Objective insight into process & work product
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Example of How to Manage Maturity Category

Standards & Guidance - Organizational Training

	Process Documentation	Completed	Last Reviewed
SG 1 - Perform Specific Goals			
SG 1 Establish an Organizational Training Capability			
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		
SG 2 Provide Training			
SP 2.1	Deliver Training		
SP 2.2	Establish Training Records		
SP 2.3 Assess Training Effectiveness			
GP 2 - Institutionalize as Managed Process			
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		
GP 3 - Institutionalize as Defined Process			
GP 3.1	Establish a Defined Process		
GP 3.2	Collect Process Related Experiences		

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Example of How to Manage Maturity Category

Standards & Guidance - Organizational Training

	Process Documentation	Completed On	Last Reviewed On
SG 1 - Perform Specific Goals			
SG 1 Establish an Organizational Training Capability			
SP 1.1	Establish Strategic Training Needs		
SP 1.2	Determine Organizational Training Needs & Responsibility		
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SP 2.1	Deliver Training		
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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		
GP 3 - Institutionalize as Defined Process			
GP 3.1	Establish a Defined Process		

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Business Drivers to Change Management

<p>Business Drivers</p> <ul style="list-style-type: none"> - Senior Commitment - Understanding - Awareness - Stakeholder Engagement 	<p>Change Management</p> <ul style="list-style-type: none"> - Leadership - Pervasiveness - Competency - Standardization - Socialization
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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

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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

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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)

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Decentralized Assessments

Accessibility Checklist Item	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1 KEYNAV	0	1	2	1	2	0	0	0	1	1	0	1	0	0
2 KEYALT	0	0	1	0	0	0	0	0	1	0	1	1	0	0
3 KEYENTER	0	1	1	1	1	1	0	0	1	0	0	0	0	0
4 KEYFOCUS	0	1	1	1	1	1	0	0	0	0	0	0	0	0
5 FOCUSWIZ	0	1	1	1	1	1	0	0	0	0	0	0	0	0
6 FOCUSLOG	0	1	1	1	1	1	0	0	0	0	0	0	0	0
7 ALTTEXT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8 ALTIMG	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9 LABELING	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 ORGLOG	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11 WOSTYLE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 SHIPMAP	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 NOTICEFOCUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 NOTICECONTENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15 LABELTABLE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16 INDOVERFLOW	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17 COLORCONTR	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18 COLORPACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19 AUDIOTECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20 FLICKER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21 TIMEOUT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 ANIMATION	N/A													
23 CAPVIDEO	N/A													
24 CAPAUDIO	N/A													
25 FRAMES	N/A													
26 WIGMAP	N/A													
27 APPLET	N/A													
28 UNDERPLAY	N/A													
Average	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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	OT (3) Organizational Training	Providing guidance & enabling competence	
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	OPF (3) Organizational Process Focus	Implement process improvement	
	OPP (4) Organizational Process Performance OPP (5) Organizational Performance Management	Maintain quantitative understanding of performance Manage process to business objectives	
Acquisition	PPQA (2) Process & Product Quality Assurance	Objective insight into process & work product	
	PPDA (2) Process & Product Development Assurance	Objective insight into process & work product	

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RESOURCES

- 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

QUESTIONS?



If you have additional questions,

Contact: info@adaconferences.org

We will follow up

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