

Overview of the State and Local Disability Program Navigator Maturity Model Matrices (M₃)

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The Disability Program Navigator (DPN) Initiative began in 2003 and is jointly funded by the U.S. Department of Labor's Employment and Training Administration and by the Social Security Administration's Office of Program Development and Research. This initiative was created to develop new and ongoing partnerships to achieve seamless, comprehensive, and integrated access to services and to expand the Workforce Investment System's capacity to meet the diverse needs of their business and job seeking customers, including individuals with disabilities. Since that time, the DPN initiative has been replicated within 45 states and territories across the United States. In December 2006, Emery, J. and Bryan, M.C. reported on a theoretical concept identifying attributes that emerged as pivotal for gauging the maturity level of DPN implementation in the Workforce Investment System. This concept has been further refined and now has evolved into two tools entitled: The State Maturity Model Matrix *for the Workforce Investment System* and the Local Maturity Model Matrix *for One-Stop Career Centers and Partners*.

The State and Local Maturity Model Matrices are designed to provide states and local One-Stop Career Centers with key concepts in moving the Disability Program Navigator (DPN) Initiative further. There are two views of the model including a local level view and a state level view. In the model, key areas are identified to assist stakeholders in setting priorities for growth and improvement of the implementation for both views. Implementation of the model at One-Stop Career Centers and State Workforce Investment Systems can vary among 5 phases (0 to 4) from initial start-up to full-implementation.

There are five focus areas identified in the Maturity Model Matrices to identify key areas to analyze: *expertise*, *accessibility*, *problem-solving* and *sphere of influence*. At the state level, the *structure of the DPN program* is also included. Within each focus area, key indicators have been highlighted. Behaviors, thoughts, or actions were identified for each indicator at each phase. It is important to note that implementation can change over time and fluctuate. It is highly unlikely that a state would reach phase 4 in every area and then stay there. Changes in personnel, policy, economic environment, etc. may lead to the DPN implementation moving to a different phase.

All of the phases of the State and Local Maturity Model Matrix are explained in more detail below.

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State Maturity Model Matrix

for the Workforce Investment System

The state level refers to Workforce/Labor State Leadership and state level partners. It also includes industry leaders vs. specific employers. There are 5 areas. Each area is highlighted and defined. Under each area are the key indicators for that area.

- 1. State Expertise** - This factor measures the resources the Workforce Investment System and/or the State Workforce Investment Board (SWIB), have in place to assist staff within One-Stop Career Centers in gaining knowledge related to the employment issues of people with disabilities. Aspects of state expertise to be addressed include:
 - Availability of professional technical assistance for DPNs
 - Formalized and standardized training & assessment of training needs
 - Funding for training
 - Ability of DPN's to be resources for each other
- 2. State Accessibility** - This factor measures the degree to which physical, programmatic, and attitudinal barriers at the One-Stop Career Centers are identified and eliminated at the One-Stop Career Center, to what extent the Workforce Investment System and/or SWIB has supports in place for making One-Stop Career Centers accessible, and to what degree state leaders model using Universal Access.
 - Physical accessibility - state rules, regulations, and plans for making One-Stop Career Centers physically accessible and modeled in places state level leaders conduct and hold meetings
 - Programmatic accessibility - policies that require that all programs be universally accessible and modeled in state level practices
 - Attitudinal accessibility - belief by workforce investment system and/or SWIB that the One-Stop Career Centers can and should serve jobseekers with disabilities
- 3. State Problem Solving** - This factor measures what the state has in place to identify problems, the level of integration of the Workforce Investment System and/or SWIB as they work with other agencies on solutions for the needs of job seekers with disabilities, and the ability of the workforce investment system and/or SWIB to build the capacity of the state to address these issues. The use of a designated state leadership team is captured in this variable.
 - Creation and Use of State Data - is the state collecting and using data to understand problems and come up with solutions to best serve jobseekers with disabilities?

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- Who Works on Problems - to what degree are the Workforce Investment System and/or SWIB and other agencies working on ways to serve jobseekers with disabilities?
 - Collaboration – to what degree do the agencies working on ways to serve jobseekers communicate with each other, trust each other, focus on a common goal, and make decisions as a group?
 - Workforce Investment System and/or SWIB Role – to what degree does the workforce investment system and/or SWIB work with other agencies who serve persons with disabilities?
4. **Sphere of Influence** - This factor measures the degree to which members of state One-Stop Career Center leadership are perceived as experts in employment issues for persons with disabilities and valued highly enough by state level partners and businesses to be consulted as experts. State level leadership can be key personnel in the One-Stop Career Center system and/or SWIB.
- Industry Leaders and Businesses view the workforce investment system and/or SWIB as a resource for disability issues and employment.
 - Designated Leadership Team –a designated leadership team exists that includes key partners inside and outside of the workforce investment system
 - A designated leadership team is recognized by outsiders as a resource for disability issues and employment.
5. **State Structure of DPN Program** – This factor measures what is in place at the State level so the One-Stop Career Center and the State can actually carry out and continue the DPN initiative in a way that is consistent with US DOL's Vision.
- Funding sustainability – to what level is the funding for the DPNs constant and reliable?
 - Adherence to DOL Vision – to what degree do the workforce investment system and/or, SWIB leadership understand and adhere to the DOL Vision for the DPNs?
 - DPN Allocation – to what level is a DPN available in full-service One-Stop Career Centers?
 - Reporting structure/Who DPN reports to – to what degree is there agreement and clarity on who the DPN reports to for those inside and outside the workforce investment system and/or SWIB?
 - Where DPN housed – to what degree is there clarity and agreement on where the DPN works among the state level leaders?

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Local Maturity Model Matrix for One-Stop Career Centers and Partners

The local level refers to what is happening in a community's One-Stop network. There are 4 areas. Each area is highlighted and defined. Under each area are the key indicators for that area.

- 1. Local Expertise** – This factor measures the knowledge of staff within the One-Stop Career Centers related to the employment issues of people with disabilities. Aspects of local expertise to be addressed include:
 - Depth and breadth of expertise – (disability awareness and knowledge of disability issues, knowledge of One-Stop Career Center mechanisms and systems, knowledge of barriers to hiring people with disabilities, business needs and requirements, accommodations and assistive technologies, community partners and resources, whether the knowledge base addresses all disability groups).
 - Locus of expertise – whether expertise is concentrated in a single person, shared with other designated staff in the workforce investment system, and/or LWIB personnel, or broadly dispersed among One-Stop Career Center staff.
 - Knowledge certification and transfer – how expertise is acquired, certified valid and sufficient, kept current, and passed along to other/new One-Stop Career Center staff.
- 2. Accessibility** – This factor measures the degree to which physical, programmatic, and attitudinal barriers at the One-Stop Career Centers are identified and eliminated at the One Stop Career Center.
 - Physical access relates to use of items such as electronic doors, ramps, table height, and signage to get customers into the building, help them get where they need to go, and let them participate in services.
 - Programmatic access relates to use of assistive technology, adaptive equipment, alternative formats and accommodations, etc. to allow customers full access to every level of service – core, intensive and training.
 - Attitudinal access addresses the extent to which staff attitudes promote customer access to services and opportunities, as when One-Stop Career Center staff fails to co-enroll customers with disabilities into WIA in order to protect staff performance metrics.
- 3. Problem Solving** – This factor measures the degree to which the One Stop Career Center focuses on solutions for the needs of One-Stop Career Center customers with disabilities, and builds its capacity to do so. The use of the Integrated Resource Team (IRT) is captured in this variable.
 - Who works on individual's problems?
 - Who works on group problems or community issues?

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- How are problems dealt with?
4. **Sphere of Influence** – This factor measures the degree to which the One-Career Center’s perceived expertise in employment issues for persons with disabilities is valued highly enough by community partners and businesses to be solicited as they pursue their own missions. It also measures whether the One-Stop Career Center is perceived by community partners as a useful, helpful ally rather than a competitor. Finally, this factor measures the relative diversity and degree of collaboration that characterizes the workforce network.
- Connection to Other Agencies
 - Vocational Rehabilitation
 - Social Security
 - Education/Transition
 - Community Work Incentives Coordinator
 - Local Workforce Investment Board
 - WIA staff
 - Veteran’s Counselor
 - Senior Community Employment Services
 - Community College and 4 Year College and University
 - Independent Living Center
 - Mental Health Agency/Organization
 - Mental Retardation/Developmental Disabilities Agency/Organization
 - Community and Faith-Based Organization
 - Employment Network
 - Emergency Preparedness and Response Teams
 - Regional Economic Development Agency/Organizations
 - Transportation Agency/organization
 - Other _____
 - Serving Businesses
 - Outreach/Marketing to other agencies serving groups with disabilities and to groups with disabilities.
 - Frequency that WFC participates or contributes to community capacity building or problem solving.

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Resources

For additional information or technical assistance on utilizing these tools contact:

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Emery, J., & Bryan, M.C. (2006, December). Disability Program Navigator Implementation Maturity Model. 2005: Four-State Study: National Overview Report. Retrieved mm/dd/yy from <http://cowinpartners.org/>

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