



# Disability Program Navigator Maturity Model Matrix (M<sub>3</sub>) Tools for the Workforce Investment System

Judith Emery MA, Yvonne Kellar-Guenther PhD, Nancy Koester MS  
Colorado WIN Partners/University of Colorado Denver

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. As a result, the "DPN Maturity Model" was created. This model and 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 would be impossible for a state to 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.

The State and Local Maturity Model Matrices are included below.

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

Phase	Expertise	Local Accessibility	Problem-Solving	Sphere of Influence
<b>0</b>	<ul style="list-style-type: none"> <li>• No depth or breadth in terms of expertise regarding employment issues of people with disabilities</li> <li>• No one knows how to work with individuals with disabilities</li> <li>• There are no materials, trainings, or resources for staff to learn how to serve jobseekers with a disability</li> </ul>	<ul style="list-style-type: none"> <li>• Buildings are not accessible to people with disabilities</li> <li>• No One-Stop Career Center programs are accessible to persons with disabilities</li> <li>• One-Stop Career Center Staff do not think they can serve jobseekers with disabilities</li> <li>• One-Stop Career Center Staff do not even think about asking if any customers need an accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• All persons with disabilities are sent to another agency for employment services</li> <li>• No one at the One-Stop Career Center works on problems of specific groups (e.g. hearing impaired)</li> <li>• No issues pertaining to jobseekers with disabilities are dealt with</li> </ul>	<ul style="list-style-type: none"> <li>• One-Stop Career Center does not work with any agencies on disability and employment issues</li> <li>• One-Stop Career Center does not have staff that serves on committees that address the needs of jobseekers with disabilities</li> <li>• Most businesses who work with the One-Stop Career Center do not realize how hiring jobseekers with disabilities can meet their workforce needs</li> <li>• Most businesses who work with the One-Stop Career Center have misconceptions about making reasonable accommodations <ul style="list-style-type: none"> <li>○ Not sure what a reasonable accommodation is</li> <li>○ Feel all accommodations cost money</li> <li>○ Believe accommodations only benefit one person</li> </ul> </li> <li>• The One-Stop Career Center does not market their services for jobseekers with disabilities</li> <li>• No local marketing tools</li> </ul>
<b>I</b>	<ul style="list-style-type: none"> <li>• Some depth OR breadth <ul style="list-style-type: none"> <li>○ One-Stop Career Center staff know DPN exists</li> <li>○ 25% of One-Stop Career Center staff know about serving jobseekers with disabilities – they may know one or two disabilities well or a little about multiple disabilities <ul style="list-style-type: none"> <li>▪ How to serve jobseekers with disabilities</li> <li>▪ How to access resources for serving jobseekers with disabilities</li> <li>▪ Know about barriers to employment for jobseekers with disabilities</li> </ul> </li> <li>○ Are not aware of which disability groups staff need to learn about</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• An assessment/action plan is done once to identify and remove physical barriers</li> <li>• Data from the assessment/action plan is used to remove 25% of the physical barriers</li> <li>• An assessment/action plan is done once to identify and remove programmatic barriers</li> <li>• Data from the audit is used to remove 25% of the programmatic barriers</li> <li>• One-Stop Staff think the One-Stop Career Center serves jobseekers with disabilities because there are designated staff like the DPN</li> <li>• Jobseekers with disabilities are not enrolled in other One-Stop Career</li> </ul>	<ul style="list-style-type: none"> <li>• One person at the One-Stop Career Center serves persons with disabilities</li> <li>• DPN is still involved in assisting with client-specific problems; One-Stop Career Center staff immediately bring in the DPN or someone whose job is to work with jobseekers with disabilities once they learn the person has a disability</li> <li>• One person at the agency tries to create solutions for serving types of disabilities</li> <li>• A one-size fits all approach is taken</li> <li>• No individualized approach taken to serving jobseekers with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• DPN serves on some committees that address the needs of jobseekers with disabilities</li> <li>• DPN volunteers for committees by One-Stop Career Center to attend</li> <li>• DPN does a majority of outreach to agencies</li> <li>• Businesses are educated on how people with disabilities can meet workforce needs through DPN's working with the Business Service Teams/</li> <li>• The One-Stop Career Center begins to tell other agencies they can serve jobseekers with disabilities but there is no formal marketing</li> <li>• The One-Stop Career Center does</li> </ul>

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Phase	Expertise	Local Accessibility	Problem-Solving	Sphere of Influence
I	<ul style="list-style-type: none"> <li>○ One-Stop Career Center staff do not know about accommodations or assistive technology</li> <li>● DPN works with all clients with disabilities or they are sent elsewhere</li> <li>● DPN is starting to collect information on how jobseekers with disabilities can be served</li> <li>● DPN is starting to put some information together for staff</li> </ul>	<ul style="list-style-type: none"> <li>○ Center programs because staff believe they don't qualify as a result of their disability</li> <li>● 25% of the One-Stop Career Center Staff think it is important and value asking <i>everyone</i> who walks into the One-Stop Career Center if they need an accommodation</li> </ul>		<ul style="list-style-type: none"> <li>○ not emphasize any specific services or disability group</li> <li>● Less than 10% of the agencies (refer to the list) that work with jobseekers with disabilities are aware the One-Stop Career Center can serve jobseekers with disabilities</li> <li>● The One-Stop Career Center begins developing local marketing tools</li> </ul>
II	<ul style="list-style-type: none"> <li>● One-Stop Staff Career Center know how to decide which programs jobseekers with disabilities would go to</li> <li>● One-Stop Career Center Staff begin to use DPN as a resource to assist them with serving jobseekers with disabilities</li> <li>● 50% of One-Stop Career Center Staff know about serving jobseekers with disabilities – they may know one or two disabilities well or a little about multiple disabilities <ul style="list-style-type: none"> <li>○ How to serve jobseekers with disabilities</li> <li>○ How to access resources for serving jobseekers with disabilities</li> <li>○ Know about barriers to employment for jobseekers with disabilities</li> </ul> </li> <li>● One-Stop Career Center Staff are comfortable with a few types of disabilities but not all</li> <li>● 50% of the One-Stop Career Center Staff know at least half the community resources/partners</li> <li>● One-Stop Career Center Staff are aware of which disability groups staff need to learn about (so, know who customers are and where the gaps in knowledge are)</li> <li>● 50% of the One-Stop Career Center</li> </ul>	<ul style="list-style-type: none"> <li>● About 50% of the identified physical barriers have been addressed <ul style="list-style-type: none"> <li>○ Some groups may not be able to enter and use the equipment</li> </ul> </li> <li>● No formal process for an on-going assessment/action plan to address physical barriers</li> <li>● About 50% of the identified programmatic barriers have been addressed <ul style="list-style-type: none"> <li>○ Some groups may not be able to be in One-Stop Career Center programs and trainings but not all (e.g. no ASL interpreter)</li> </ul> </li> <li>● No formal process for an on-going audit and plan to address programmatic barriers</li> <li>● One-Stop Career Center Staff think that some jobseekers with disabilities can be served, but not all groups</li> <li>● Some groups with disabilities, but not all, feel they can comfortably use the One-Stop Career Center</li> <li>● 50% of the One-Stop Staff think it is important and value asking <i>everyone</i> who walks into the One-Stop Career Center if they need any accommodation</li> </ul>	<ul style="list-style-type: none"> <li>● Multiple persons (IRT) at the One-Stop Career Center work on a persons' case</li> <li>● Multiple staff at the One-Stop Career Center begin to serve jobseekers with disabilities and use the resources at the One-Stop Career Center</li> <li>● Tools are developed so that multiple agencies can serve the individual and coordinate efforts</li> <li>● Blending and braiding of multiple agency resources is infrequent and/or new</li> <li>● Multiple persons at the One-Stop Career Center work on issues for groups of jobseekers with disabilities but focus on one or two groups or one or two issues</li> <li>● DPN works with a few individuals toward their own goals</li> <li>● Some people at One-Stop Career Center take individualized approach to serving the jobseeker with a disability</li> </ul>	<ul style="list-style-type: none"> <li>● One-Stop Career Center staff and DPN outreach to a majority of agencies in the area so that they are aware the One-Stop Career Center can serve jobseekers with disabilities</li> <li>● DPNs volunteer for committees and are invited to be on them</li> <li>● Some businesses participate in disability fair to hire jobseekers with a disability</li> <li>● Some employers willing to interview referrals from DPN</li> <li>● The One-Stop Career Center begins to formally market their services for jobseekers with disabilities</li> <li>● The One-Stop Career Center emphasizes specific services (such as AT workstations) or services for specific groups. They do not market that they can work with ALL jobseekers with disabilities</li> <li>● About 50% of the agencies that work with jobseekers with disabilities are aware the One-Stop Career Center can serve jobseekers with disabilities</li> </ul>

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Phase	Expertise	Local Accessibility	Problem-Solving	Sphere of Influence
	<p>staff know about accommodations and assistive technologies</p> <ul style="list-style-type: none"> <li>• DPN works with many customers, but some One-Stop Career Center Staff also work on their own with customers, with disabilities</li> <li>• DPN is brought in on a majority of cases where jobseeker has a disability</li> <li>• DPN is actively educating staff</li> <li>• DPN is actively gathering resources for staff</li> <li>• Resources are only shared at trainings</li> </ul>			
<b>III</b>	<ul style="list-style-type: none"> <li>• 75% of One-Stop Career Center Staff know about serving jobseekers with disabilities – they may know about many disabilities (breadth and depth) <ul style="list-style-type: none"> <li>○ How to serve jobseekers with disabilities</li> <li>○ How to access resources for serving jobseekers with disabilities</li> <li>○ Know about barriers to employment for jobseekers with disabilities</li> </ul> </li> <li>• 75% of the One-Stop Career Center Staff know at least half the community resources/partners</li> <li>• One-Stop Career Center Staff are familiar with all different types of disabilities but are still not comfortable with serving some individuals with some types of disabilities</li> <li>• One-Stop Career Center Staff understand how to assist with accommodations in the workplace</li> <li>• Know most of the community resources/partners and have a current contact at half of them</li> <li>• DPN works with some clients and may help staff serve some jobseekers with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• An assessment/action plan is done regularly for physical access</li> <li>• Person or group is in place to deal with the removal of physical barriers</li> <li>• About 75% of the identified physical barriers have been addressed</li> <li>• An assessment/action plan is done regularly for programmatic access</li> <li>• Person or group is in place to deal with the removal of programmatic barriers</li> <li>• About 75% of the identified programmatic barriers have been addressed</li> <li>• A tool is created to collect data on which groups by programs are served and identify barriers</li> <li>• One-Stop Career Center Staff think that a majority of jobseekers with disabilities can be served (including qualifying for WIA)</li> <li>• Most groups with disabilities feel they can comfortably use the One-Stop Career Centers</li> <li>• 75% of the One-Stop Career Center Staff think it is important and value asking <i>everyone</i> who walks into the One-Stop Career Centers if they need an</li> </ul>	<ul style="list-style-type: none"> <li>• People from multiple agencies, Integrated Resource Team (IRT), work on an individual's case together</li> <li>• Tools are used for providing seamless service across agencies</li> <li>• Jobseeker is connected to other agencies to resolve specific employment challenge</li> <li>• Using an individualized approach is used for 75% of the jobseekers with disabilities</li> <li>• Agencies have started to work on policy for blending and braiding of agency resources to individuals with disabilities using an individualized approach</li> <li>• People from multiple agencies (Interagency or Collaborative Team) work on a group's issues together – are addressing 50% of the issues identified for serving jobseekers with disabilities or addressing 50% of the disability types the agencies work with</li> <li>• Agencies create processes and policies for overcoming challenges identified for most groups</li> <li>• Agencies have started to work on a policy for blending and braiding of</li> </ul>	<ul style="list-style-type: none"> <li>• One-Stop Career Center staff or DPN is invited to be on committees or work on programs for jobseekers with disabilities</li> <li>• Other agencies refer customers to the One-Stop Career Center</li> <li>• Some businesses come to One-Stop Career Center staff or DPN to get assistance with an accommodation for an employee</li> <li>• Some employers give job leads to DPNs</li> <li>• Some businesses in the area understand that making an accommodation can benefit multiple employees/whole business</li> <li>• Resources are created for employers (e.g. toolkit – providers who work with employees with disabilities and one for employers in hiring jobseekers with disabilities)</li> <li>• Businesses sponsor a job fair and jobseekers with disabilities are included</li> <li>• The One-stop Career Center has a formal comprehensive marketing campaign to let others know the One-Stop Career Center can serve jobseekers with disabilities</li> <li>• The outreach campaign shows the</li> </ul>

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Phase	Expertise	Local Accessibility	Problem-Solving	Sphere of Influence
	<ul style="list-style-type: none"> <li>• DPN starts to develop a library, newsletter, website resource list, desk aids for One-Stop Career Center Staff</li> <li>• Resources are made available outside of trainings for staff</li> <li>• A standardized plan is being created for keeping the resources up-to-date</li> </ul>	<p>accommodation</p>	<ul style="list-style-type: none"> <li>• agency resources to address group barriers</li> <li>• DPN trains on how to take an individualized approach to serving the jobseeker with a disability</li> <li>• More One-Stop Career Center staff take an individualized approach to serving the jobseeker with a disability</li> <li>• Some external agency staff take an individualized approach when working with the One-Stop Career Centers to serve a jobseeker with a disability</li> <li>• One-Stop Career Center staff have tools to help the individuals work toward their own goals</li> </ul>	<ul style="list-style-type: none"> <li>• One-Stop Career Center can serve most but not all groups with disabilities</li> <li>• About 75% of the agencies that work with jobseekers with disabilities are aware the One-Stop Career Centers can serve jobseekers with disabilities</li> <li>• One-Stop Career Center has practice of using formal outreach tools (state or local)</li> </ul>
<b>IV</b>	<ul style="list-style-type: none"> <li>• All One-Stop Career Center Staff know about ways to assist persons with disabilities and are comfortable doing so</li> <li>• All One-Stop Career Center Staff are familiar with the employment challenges of jobseekers with disabilities</li> <li>• All One-Stop Career Center Staff are confident and comfortable assisting employers with accommodations for candidates with disabilities</li> <li>• All One-Stop Career Center Staff know all the community resources/partners. Have current contact at all of them</li> <li>• Staff are comfortable serving jobseekers with disabilities and rarely need assistance from DPN</li> <li>• Staff go to other staff, not just DPN for expertise on disability issues</li> <li>• There is a system in place for making sure the resources are up-to-date and available on an on-going basis for all staff</li> <li>• There is a standard training for all new staff on how to serve</li> </ul>	<ul style="list-style-type: none"> <li>• One-Stop Career Center is physically accessible in all ways <ul style="list-style-type: none"> <li>○ Jobseekers with a disability can enter the building</li> <li>○ Jobseeker with a disability can navigate through the public areas of building <ul style="list-style-type: none"> <li>▪ Includes signage as well as hallways that are wide enough, doors that open automatically, parking spaces, curb cuts, ramps (list in SSA process eval)</li> </ul> </li> </ul> </li> <li>• Resource room is readily accessed and available</li> <li>• Jobseeker with a disability can use the resource room</li> <li>• One-Stop Career Center is programmatically accessible in all ways <ul style="list-style-type: none"> <li>○ Jobseeker with a disability can be in all programs, including non-segregated job fairs</li> <li>○ One-Stop Career Center Staff know how to make accommodations for all groups</li> </ul> </li> <li>• One-Stop Career Center Staff think they can serve all jobseekers</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies (IRT) have a process for revisiting and revising policies for how multiple agencies serve a jobseeker with disabilities</li> <li>• An individualized approach is taken for 100% of the jobseekers with disabilities</li> <li>• There is a set policy for blending and braiding of resources</li> <li>• Blending and braiding of resources is done more frequently to serve individuals with disabilities using an individualized approach</li> <li>• Agencies have a process for revisiting and revising policies for overcoming challenges identified for all groups</li> <li>• IRT meets regularly to work on all the known issues facing all the disability types being served</li> <li>• Blending and braiding of resources occurs more frequently to address group challenges</li> <li>• Multiple agencies recognize and use the tools that allow the individual to work towards their own goal</li> <li>• One-Stop Career Center staff know</li> </ul>	<ul style="list-style-type: none"> <li>• All community partners are aware that One-Stop Career Center staff can serve jobseekers with disabilities</li> <li>• One-Stop Career Center and DPN are invited to help problem solve or educate others on how to serve jobseekers with disabilities</li> <li>• Some businesses in the area understand that making an accommodation can benefit multiple employees/whole business</li> <li>• A majority of businesses realize people with disabilities can be a qualified as candidates without disability</li> <li>• Persons with disabilities are viewed as part of the workforce and are included in forecasting job market trends <ul style="list-style-type: none"> <li>○ Part of data collection</li> </ul> </li> <li>• Businesses who work with One-Stop Career Center automatically make hiring events accessible</li> </ul>

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

Phase	Expertise	Local Accessibility	Problem-Solving	Sphere of Influence
	<p>jobseekers with disabilities and ongoing training/professional development for all staff</p> <ul style="list-style-type: none"> <li>• There is a standard training exposing new staff on where to find resources for learning how to serve customers with disabilities</li> </ul>	<p>with disabilities</p> <ul style="list-style-type: none"> <li>• One-Stop Career Center Staff do not feel that serving jobseekers with disabilities will get in the way of meeting their programmatic goals</li> <li>• One-Stop Career Center assume jobseekers with disabilities will be present at all activities, including job fairs</li> <li>• All the One-Stop Career Center Staff think it is important and value asking <i>everyone</i> who walks into the One-Stop Career Center they need an accommodation</li> <li>• All groups with disabilities feel they can comfortably use the One-Stop Career Center</li> <li>• All groups with disabilities feel welcome at events hosted by the One-Stop Career Center including meeting with employers and attending job fairs</li> <li>• Policy is in place to collect data about accessibility and attitudes on an ongoing basis</li> <li>• Data is analyzed and reviewed to make changes</li> </ul>	<p>how to use tools to do an individualized approach</p> <ul style="list-style-type: none"> <li>• All One-Stop Career Center staff are aware of the tools and use appropriately</li> <li>• All One-Stop Career Center staff rely on IRT to brainstorm how to best serve individual clients</li> </ul>	

## State Maturity Model Matrix for Workforce Investment System

Phase	Expertise	State Accessibility	Problem-Solving	Sphere of Influence	Structure of DPN Program
<b>0</b>	<ul style="list-style-type: none"> <li>There is no state level TA person in place</li> <li>There is no formal <i>state level</i> training for DPN's in place.</li> <li>There are no designated funds set aside for training and TA</li> <li>DPNs never interact with each other</li> </ul>	<ul style="list-style-type: none"> <li>No One-Stop Career Center in the state is accessible to persons with disabilities</li> <li>No One-Stop Career Center programs are accessible to persons with disabilities</li> <li>State level staff does not consider One-Stop Career Centers serving job seekers with disabilities. They do not think at all about serving this group's needs</li> </ul>	<ul style="list-style-type: none"> <li>Very limited data is collected or used about serving job seekers with disabilities</li> <li>No policy is in place for analysis of data</li> <li>No policy is in place for review of data</li> <li>State Equal Opportunity Officer is the only one who works on the issues</li> <li>No agencies are working on issues/barriers for job seekers with disabilities</li> <li>Agencies who serve job seekers with disabilities are not aware of other agencies</li> <li>There are loosely defined roles of what each agency will do</li> <li>There is little communication between agencies (e.g. once a quarter)</li> <li>All decisions on how to serve jobseekers with disabilities are made independently</li> <li>Agencies do not believe they have a mutual goal</li> <li>SWIB does not work with other agencies</li> <li>Identify mandated WIA Partners</li> </ul>	<ul style="list-style-type: none"> <li>No one views One-Stop Career Center leadership as a resource for disability issues</li> <li>No industry leaders views One-Stop Career Center leadership as a resource for disability issues</li> <li>There is no designated Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>No funding at all</li> <li>No DPN</li> <li>No full-time DPN for every full service One-Stop Career Centers (all core services in one building)</li> <li>No agreement on who the DPN reports to</li> <li>No one understands who DPN reports to</li> <li>No DPNs report to a supervisor in the One-Stop Career Center system</li> <li>No agreement on where the DPN is housed</li> <li>No one understands where DPN housed</li> </ul>
<b>I</b>	<ul style="list-style-type: none"> <li>State partners are determining a way to set aside funds for training and TA</li> <li>A formal training for DPNs is being created at the state level.</li> </ul>	<ul style="list-style-type: none"> <li>A state assessment/action plan is done to remove identity barriers</li> <li>Data from the state assessment/action plan is used to make rules/regulations/policies to</li> </ul>	<ul style="list-style-type: none"> <li>Policy is in place for on-going collection of data. Data may only be WISARD and WISPR at this point</li> <li>One agency works on issues/barriers for job seekers with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>10% of the agencies serving persons with disabilities sees One-Stop Career Center leadership as a resource for disability issues and employment</li> <li>10% of the industry leaders</li> </ul>	<ul style="list-style-type: none"> <li>Funding for pilot or demonstration grant for DPN Initiative</li> <li>One-Stop Career Center has a DPN but want DPN to carry a caseload</li> <li>No one understands DOL</li> </ul>

## State Maturity Model Matrix for Workforce Investment System

Phase	Expertise	State Accessibility	Problem-Solving	Sphere of Influence	Structure of DPN Program
	<ul style="list-style-type: none"> <li>• A plan has been started for ways DPNs can be resources for each other</li> </ul>	<ul style="list-style-type: none"> <li>remove physical barriers</li> <li>• A state audit is done to remove identified barriers</li> <li>• Data from the state assessment/action plan is used to remove programmatic barriers</li> <li>• About 10% of the meetings, state-level personnel ensure the meeting is accessible               <ul style="list-style-type: none"> <li>○ Handouts in large print available</li> <li>○ Presentations are available on CD</li> <li>○ Describe any visual references in presentation</li> <li>○ Interpreter present if needed, but state finds someone else to fund this accommodation</li> <li>○ Any needed technology is made available</li> <li>○ Attendees are asked what accommodations, if any, are needed</li> </ul> </li> <li>• State level staff feels One-Stop Career Centers should refer jobseekers with disabilities to other agencies. They do not believe this group can be best served by the One-Stop Career Center system</li> </ul>	<ul style="list-style-type: none"> <li>• The agencies who serve job seekers with disabilities provide information to each other</li> <li>• The roles of what each agency will do is somewhat defined</li> <li>• There is formal communication (calls, sit on committees together) but still infrequent (e.g. monthly)</li> <li>• All decisions are still made independently</li> <li>• About 50% of the agencies believe the agencies have a mutual goal. There is still individual/agency interest in how the goals are addressed</li> <li>• State Workforce Investment Board (SWIB) works with one or two key agencies</li> <li>• The SWIB and these agencies identify problems in serving job seekers with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• serving persons with disabilities views One-Stop Career Center system as a resource for disability issues</li> <li>• One-Stop Career Center leadership team designated key members for the leadership team and begins to pull team together</li> <li>• Leadership team includes at least one person not from agency that serves job seekers with disability</li> <li>• Leadership Team includes an objective partner who does not directly serve job seekers with disabilities but is familiar with issues</li> <li>• All partners on the leadership team should have a common mission</li> <li>• All members on the leadership team have a vote in the decision-making process</li> <li>• Leadership team should include:               <ul style="list-style-type: none"> <li>○ Someone who is an expert on DPN Project</li> <li>○ Someone from State Department of Labor</li> <li>○ Someone from each funding agency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>vision</li> <li>• 10% full-time DPN for every full service One-Stop Career Center</li> <li>• Some agreement by state partners and One-Stop Career Center staff on who DPN reports to</li> <li>• DPN understands who he/she reports to but no one else (partners or other One-Stop Career Center staff) does</li> <li>• 10% of the DPNs report to a supervisor in the One-Stop Career Center system</li> <li>• Some agreement by state partners and One-Stop Career Center staff on where the DPN is housed</li> <li>• DPN understands who he/she is housed but no one else (partners or other One-Stop Career Center staff) does</li> </ul>

## State Maturity Model Matrix for Workforce Investment System

Phase	Expertise	State Accessibility	Problem-Solving	Sphere of Influence	Structure of DPN Program
<b>II</b>	<ul style="list-style-type: none"> <li>• There are contracts in place for TA</li> <li>• DPNs are brought together for some training but the formal plan for training is not complete</li> <li>• There are some funds put aside for TA or the state has temporary funds in place for TA</li> <li>• State has a monthly call for DPNs</li> <li>• DPNs may talk on call but rarely act as a resource for the Career Center other DPNs</li> </ul>	<ul style="list-style-type: none"> <li>• The decision is made to hold state-level meetings in accessible building</li> <li>• 50% of the One-Stop Career Centers are accessible to most groups but not all               <ul style="list-style-type: none"> <li>○ PWD can enter the building</li> <li>○ PWD can use the resource room</li> <li>○ PWD can navigate through the building</li> </ul> </li> <li>• A majority of the state-level agencies make sure their space is accessible</li> <li>• The state has put into place policy/rules/regs about program accessibility</li> <li>• About 50% of the One-Stop Career Centers are programmatically accessible</li> <li>• In 50% of the meetings, state-level personnel ensure the meeting is accessible               <ul style="list-style-type: none"> <li>○ Handouts in large print available</li> <li>○ Presentations are available on CD</li> <li>○ Describe any visual references in presentation</li> <li>○ Interpreter present if needed. State starts to pay for the service about 25% of the time or begins to braid/blend funds/resources to pay for this 25% of the time</li> <li>○ Any needed technology is made available</li> <li>○ Attendees are asked</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Some data is collected in addition to WISARD and WISPR.</li> <li>• Data is collected inconsistently</li> <li>• Data is reported inconsistently</li> <li>• Data is not analyzed</li> <li>• There is policy for creating a way to share the responsibility with other agencies to serve job seekers with disabilities</li> <li>• There is a clear plan for how multiple agencies can benefit by serving customers together</li> <li>• 25% of the staff in the One-Stop Career Center and other agencies understand the state plan for how to jointly serve clients</li> <li>• Multiple agencies work on issues/barriers for job seekers with disabilities</li> <li>• The agencies share information to serve job seekers with disabilities</li> <li>• The agencies share resources (funding, time, etc) to serve job seekers with disabilities</li> <li>• The roles of each agency are defined</li> <li>• The roles of each agency are clear to the other agencies</li> <li>• There is frequent communication between agencies (weekly to bi-weekly)</li> <li>• There is a group of agencies and PWD who</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of the agencies serving persons with disabilities sees One-Stop Career Center leadership as a resource for disability issues and employment</li> <li>• 50% of the industry leaders serving persons with disabilities views One-Stop Career Center as a resource for disability issues</li> <li>• Identify the role of each member of the leadership team</li> <li>• Each leadership team member expresses that they want to be part of the group</li> <li>• A common goal is agreed upon by the leadership team but some members still focus on individual interest</li> </ul>	<ul style="list-style-type: none"> <li>• There is funding for the DPNs but the funding is still all grant funding (not for a pilot study or demonstration grant).</li> <li>• Introduced to sustainable funding; identifying what % of DPNs time can be covered</li> <li>• Acceptance DPN should not carry caseload but unclear how to incorporate that</li> <li>• Designated State Lead</li> <li>• Some key staff understand vision and are working on way to implement DPN with vision</li> <li>• 50% full-time DPN for every full service One-Stop Career Centers</li> <li>• All state partners and One-Stop Career Center staff agree on who DPN reports to</li> <li>• Some One-Stop Career Center staff and federal, state, and local financial partners know who the DPN reports to but no one else</li> <li>• 10% of the DPNs report to a supervisor in the One-Stop Career system</li> <li>• All state partners and One-Stop Career Center staff agree on where the DPN is housed</li> <li>• Some One-Stop Career Center staff and federal, state, and local financial partners know where the DPN is housed</li> </ul>

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		<p>what accommodations, if any, are needed</p> <ul style="list-style-type: none"> <li>State level staff think that some job seekers with disabilities can be served in the One-Stop Career Center system, but not all groups and begin the assessment/action plan to remove physical and programmatic barriers</li> </ul>	<p>meet regularly to discuss issues</p> <ul style="list-style-type: none"> <li>There is some shared decision making</li> <li>All of the agencies believe the agencies have a mutual goal. There is still individual/agency interests in how that goal is addressed</li> <li>SWIB extends invitations to other agencies</li> <li>SWIB works with 50% of community agencies that serve job seekers with disabilities</li> </ul>		
<b>III</b>	<ul style="list-style-type: none"> <li>The state has some designated personnel whose job is to provide or facilitate training and TA to DPNs</li> <li>50% of the DPNs go to the TA person(s) for assistance in gaining knowledge</li> <li>A formal plan for training is put in place to determine what the needs are for training</li> <li>Funds have been put aside for training and TA</li> <li>A majority of the DPNs act as a resource for each other, but not all of them</li> </ul>	<ul style="list-style-type: none"> <li>75% of the One-Stop Career Centers are physically accessible in all ways</li> <li>75% of the state-level agencies make sure their space is accessible</li> <li>All the state-level meetings are held in physically accessible space</li> <li>The state has made all of the One-Stop Career Centers aware of the programmatic policy/regs/rules</li> <li>In 75% of the meetings, state-level personnel ensure the meeting is accessible <ul style="list-style-type: none"> <li>Handouts in large print available</li> <li>Presentations are available on CD</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Data is being collected in a way to make it possible to disseminate to others</li> <li>Data is reported consistently</li> <li>Data is being analyzed</li> <li>Data about who is being served is shared but the data is not being used to make decisions about serving job seekers with disabilities</li> <li>75% of the staff in the One-Career Stop Center and other agencies understand the state plan for how to jointly serve customers</li> <li>Tools endorsed by the state agencies are used for providing seamless service across agencies</li> <li>The agencies form a formal group that meets regularly</li> </ul>	<ul style="list-style-type: none"> <li>75% of the agencies serving persons with disabilities sees One-Stop Career Center leadership as a resource for disability issues and employment</li> <li>75% of the industry leaders serving persons with disabilities views One-Stop Career Centers as a resource for disability issues</li> <li>Leadership Team members influence activities and policies to serve persons with disabilities in their own agency and outside agencies</li> <li>Other agencies that are not part of Leadership Team express interest in joining</li> <li>All members of the</li> </ul>	<ul style="list-style-type: none"> <li>Some grant funding beyond the pilot-demonstration grant</li> <li>Sustainable funding for DPN but from system outside One-Stop Career Center.</li> <li>DPNs build capacity; do not carry a caseload</li> <li>DPN vision is implemented in some One-Stop Career Centers, but not all</li> <li>75% full-time DPN for every full service One-Stop Career Center</li> <li>Everyone involved in DPN initiative knows who the DPN reports to</li> <li>75% of the DPNs report to a supervisor in the One-Stop Career Center system</li> <li>Everyone involved in DPN Initiative knows where the DPN is housed</li> </ul>

## State Maturity Model Matrix for Workforce Investment System

Phase	Expertise	State Accessibility	Problem-Solving	Sphere of Influence	Structure of DPN Program
		<ul style="list-style-type: none"> <li>○ Describe any visual references in presentation</li> <li>○ Interpreter present if needed. State starts to pay for the service about 50% of the time or begins to braid/blend funds/resources to pay for this 50% of the time</li> <li>○ Any needed technology is made available</li> <li>○ Attendees are asked what accommodations if any, are needed</li> <li>● State level staff believe most job seekers with disabilities can be served</li> </ul>	<ul style="list-style-type: none"> <li>○ Agencies and PWD are represented</li> <li>● The agencies share ideas and resources</li> <li>● There is frequent communication between agencies (daily to weekly)</li> <li>● There is prioritized communication between agencies (figure out how to operationalize this)</li> <li>● All members have a vote in decision making</li> <li>● SWIB works with 75% of agencies in community that serve job seekers</li> <li>● The Interagency committee is an active subcommittee working on issues to better serve job seekers with disabilities (Designated State Leadership Team)</li> </ul>	<p>Leadership Team focus on the common goal rather than individual/agency interests</p>	
<b>IV</b>	<ul style="list-style-type: none"> <li>● TA persons is an on-going day-to-day resource</li> <li>● 100% of DPNs go to TA person(s) for assistance in gaining knowledge</li> <li>● The state has a standardized way to train new DPNs (either face-to-face or web course)</li> <li>● The state has a standardized way to ensure DPNs training needs are met (e.g. exit interviews, periodic interviews)</li> <li>● State makes incentive dollars available for One-Stop Career Center staff completing education and ongoing training for all</li> </ul>	<ul style="list-style-type: none"> <li>● All the One-Stop Career Centers are physically accessible in all ways</li> <li>● All state-level agencies have space that is physically accessible to all groups</li> <li>● In all of the meetings, state-level personnel ensure the meeting is accessible <ul style="list-style-type: none"> <li>○ Handouts in large print available</li> <li>○ Presentations are available on CD</li> <li>○ Describe any visual references in presentation</li> <li>○ Interpreter present if needed. State pays for</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Data is reviewed and used to make decisions about serving persons with disabilities</li> <li>● Data is reported to others</li> <li>● Data is shared with US DOL</li> <li>● 75% of the staff in the One-Stop Career Center and other agencies understand the state plan for how to jointly serve customers</li> <li>● Agencies have a process for revisiting and revising policies for how multiple agencies serve job seekers with disabilities</li> <li>● Members belong to one system</li> </ul>	<ul style="list-style-type: none"> <li>● 100% of the agencies serving persons with disabilities sees One-Stop leadership as a resource for disability issues and employment</li> <li>● 100% of the industry leaders serving persons with disabilities views One-Stop Career Center system as a resource for disability issues</li> <li>● The system takes on recognition of the leadership team</li> <li>● The system adopts the mission and goals of the leadership team</li> </ul>	<ul style="list-style-type: none"> <li>● All sustainable funding from One-Stop Career Center system</li> <li>● Sustainable funding covers key state team members who help administer DPN Initiative</li> <li>● DPN vision is implemented in all One-Stop Career Centers.</li> <li>● All full-service One-Stop Career Centers have a full-time DPN</li> <li>● Everyone involved in DPN Initiative knows who “outsiders” need to talk to if there are questions</li> <li>● Everyone involved in DPN Initiative knows who DPNs report to at the local and</li> </ul>

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Phase	Expertise	State Accessibility	Problem-Solving	Sphere of Influence	Structure of DPN Program
	<p>staff</p> <ul style="list-style-type: none"> <li>• All the DPNs share resources and act as a resource for each other</li> </ul>	<p>the service all of the time</p> <ul style="list-style-type: none"> <li>○ Any needed technology is made available</li> <li>○ Attendees are asked what accommodations, if any, are needed</li> <li>• State level staff believe all job seekers with disabilities can be served (attitudinal)</li> </ul>	<ul style="list-style-type: none"> <li>• Daily communication</li> <li>• High trust between all the members</li> <li>• Consensus is reached on all decisions</li> <li>• There is a mutual goal. The group does not see individual/agency interests but rather focuses on the mutual goal</li> <li>• One-Stop Career Center system works with 100% of agencies in community that serve job seekers with disabilities</li> <li>• The Interagency committee is implementing recommendations from state agency leaders</li> <li>• SWIB is the lead in helping the state become more effective at serving job seekers with disabilities</li> </ul>		<p>state level</p> <ul style="list-style-type: none"> <li>• 100% of the DPNs report to a supervisor in the One-Stop Career Center system</li> <li>• Everyone involved in DPN Initiative knows who “outsiders” need to talk to if there are questions about where the DPN is housed and why</li> </ul>

# Disability Program Navigator

# Maturity Model Matrix (M<sub>3</sub>) Tools

## for the Workforce Investment System

### Resources

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

Colorado WIN Partners/University of Colorado Denver  
601 East 18<sup>th</sup> Avenue, Suite 130  
Denver, Colorado 80203  
303.315.1271  
[www.cowinpartners.org](http://www.cowinpartners.org)

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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