



Maturity Model Inventory

State Level

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Maturity Model Inventory State Level

Introduction and Instructions

The State Level Maturity Model Inventory is designed to help state leadership

- (a) identify the phase of implementation of the DPN Initiative as defined by the key areas in the State Maturity Model Matrix,
- (b) educate partners about the growth of the program,
- (c) orient new staff,
- (d) provide policy direction, and,
- (e) identify priorities for technical assistance.

Each state has different key players for the DPN Initiative. We will use the term “state leadership” or “DPN Leads and their partners” to refer to these players. The key players include the DPN State Lead, any state identified Technical Assistance and Training entity, leaders from your state’s system that oversee the DPN Initiative, and leaders from the One-Stop system.

You may not know how to respond to all the items in the inventory and may need to get information from others. Taking the time to gather this additional information will provide you with a more accurate picture of where the State DPN Initiative fits on the Maturity Model Matrix.

State Maturity Model Inventory

State Leaders for DPN Initiative

Version 1

The terms "State leadership" and "State Leaders" may include:

- ◆ The DPN State Lead;
- ◆ Anyone designated to provide training and technical assistance for the DPN Initiative; and/or,
- ◆ Any other staff working at the state level or statewide on the DPN Initiative.

EXPERTISE

Read each question and check the box to indicate which answer best describes your state.	Never	Occasionally	Sometimes	Often	Frequently
1. How often do DPN Leads and/or their partners provide training and technical assistance to DPNs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. How often are training and technical assistance needs of the DPNs identified by DPN Leads and/or their partners?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. How often do the DPNs meet and interact to share resources and knowledge and problem-solve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	None	Less Than Half	About Half	More Than Half	All
4. How many of the DPNs have participated in standardized training for DPNs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. How many of the State leaders for the DPN Initiative value education and training for DPNs on creating universally accessible One-Stop Career Centers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. How many state leaders value education and training for One-Stop Career Center staff on serving job seekers with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Somewhat Agree/Disagree	Agree	Strongly Agree
7. Our state leadership offers enough incentives for One-Stop Career Center staff to increase their knowledge and skills on serving job seekers with disabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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8. For each of the following training methods please indicate what your state provides for DPNs or other designated staff about how to serve job seekers with disabilities. Check all that apply.

- In-person (face-to-face) group training
- One-on-one technical assistance
- Web-based training (available on demand)
- Web-based interactive training (scheduled to take place on a certain date, at a certain time)
- Conference calls
- National conferences

9. Which answer best describes the availability of funding for training and technical assistance for the DPN Initiative in your state? (this can include grant dollars)

- There are no funds
- Plan to get funding
- Limited funds available
- Designated funds available
- Incentives and funds are available
- National conferences

10. Is there a system or plan in place for making sure the DPN training needs are met?

- No.
- A system or plan is being created but is not yet finalized.
- A system or plan is finalized but not yet implemented.
- A system or plan has been developed but not fully implemented.
- There is a system or plan in place and implemented to ensure that the DPN's training needs are met.

For the following statements please estimate how many of the DPNs in the state:					
	None	Less Than Half	About Half	More Than Half	Most/All
1. Go to state technical assistance (TA) person(s) for assistance in gaining knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Act as a resource for other DPNs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Share resources for other DPNs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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ACCESSIBILITY

The next three sections address accessibility. Some job seekers are better able to use the One-Stop Career Center and participate in the programs when barriers are removed and/or accommodations are made. Attendees at meetings may also benefit when barriers are removed and/or accommodations are made. Remember, accommodations can include, but are not limited to:

- devices like the “Pocket Talker”, a personal sound amplification device ;
- text magnification software for computers;
- holding meetings in settings that provide privacy and limit distractions,
- asking the customer to rephrase what is communicated to insure that it is understood;
- providing instructions, expectations, and goals in writing so that the individual can review the information for greater clarity;
- providing sign-language interpreters;
- providing materials on computer discs so that persons can access the information from their own computers;
- providing software programs such as Wynn Wizard which can read scanned documents;
- allowing individuals to take notes from documents;
- providing instructions in writing or on audiotape; or,
- step by step detailed instructions of what is expected for the individual to be able to complete a task.

The items in this section refer to the **Physical Accessibility** of the One-Stop Career Center. Items in the next section refer to **Programmatic Accessibility** and the items in the following section refer to **Attitudinal Accessibility**.

Physical Accessibility relates to the 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 participant in services.

Accessibility - Physical

	Almost Never	Never	Sometimes	Somewhat Regularly	Very Regularly
4. How frequently does someone at the state check to make sure the One-Stop Career Centers are physically accessible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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	Not At All Likely	A Little Likely	Somewhat Likely	Very Likely
5. What is the likelihood that any issues raised by the physical accessibility check/assessment will be addressed by state leaders (including DPN State Lead)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. What is the likelihood that state officials will only hold state-level meetings in an accessible building?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Think of all the One-Stop Career Centers in your state, including those that are not full service centers. For how many One-Stop Career Centers can a person with a disability:	None	Less Than Half	About Half	More Than Half	Most/ All
7. park in an accessible parking space.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. get around on the side walks (curb cuts).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. enter the building.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. get through doors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. use signs (signage) to get where they want to go.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. get around to any place in the entire building.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. get around the One-Stop Career Center in a wheelchair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. use the resource room.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	None	Less Than Half	About Half	More Than Half	Most/ All
15. How many of the One-Stop Career Centers are aware of the federal WIA regulations (Section 188) regarding physical accessibility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Programmatic Accessibility relates to the 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.

Accessibility – Programmatic

	None	Less Than Half	About Half	More Than Half	Most/ All
16. How many of the One-Stop Career Centers are aware of the federal WIA regulations (Section 188) regarding programmatic accessibility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Almost Never	Sometimes	Regularly	Very Regularly
17. How frequently does someone at the state check to make sure the programs offered at the One-Stop Career Center are accessible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Not At All Likely	A Little Likely	Somewhat Likely	Very Likely
18. What is the likelihood that state officials will make sure that, when requested, the information given at a meeting is done so in an accessible way? (e.g. large print, describe visual references)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. What is the likelihood that the state marketing materials will include a phrase such as “accommodations provided by request”?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Think of all the state-level meetings. How often are the following done to make sure a person with a disability has access to all the information?	Almost Never	Sometimes	Almost Always	Always
20. Attendees are asked what accommodations they will need before the meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Accommodations are provided when attendees request them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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	Not At Likely	A Little Likely	Somewhat Likely	Somewhat Likely	Very Likely
22. What is the likelihood that any issues raised by programmatic accessibility checks will be addressed by the state leaders (including DPN State Lead)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Accessibility – Attitudinal

Attitudinal Accessibility addresses the extent to which staff attitudes promote customer access to One-Stop Career Center Services and programs.

For the following statements please estimate how many of the state level staff involved in the DPN Initiative:	None	Less Than Half	About Half	More Than Half	Most/ All
23. believe that most job seekers with disabilities can be served at the One-Stop Career Centers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. believe One-Stop Career Center staff should ask ALL customers if they need an accommodation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. value learning about what barriers exist to using the One-Stop Career Center.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. value eliminating barriers to using the One-Stop Career Center that have been identified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. feel that all job seekers with disabilities should have access to all programs that they qualify for at the One-Stop Career Center.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How many of the State Leaders:	None	Less Than Half	About Half	More Than Half	Most/ All
28. feel that only designated staff (e.g. DPN) should serve job seekers with a disability?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. think that all job seekers with disabilities can be served by One-Stop Career Centers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. feel that serving job seekers with disabilities will get in the way of meeting the One-Stop Career Center’s programmatic goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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STATE STRUCTURE OF THE DPN INITIATIVE

Funding Sustainability

31. Which statement best describes the funding your state has for the DPN Initiative?

- There is no funding for the initiative.
- All the funding comes from time limited grants.
- Currently the funding is from grants but the state has begun to look for more sustainable funding.
- It is a mix of grant funding and more stable funding outside of the grants.
- It is all permanent funding that is not from a grant (e.g. part of a state department’s budget or a line-item on state budget).

DPN Allocation & Adherence to DOL Vision & Ownership of One-Stop System

	None	Less Than Half	About Half	More Than Half	Most/ All
32. How many of the full-service One-Stop Career Centers have a full-time DPN?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. How many of the DPNs report to a supervisor in the One-Stop Career Center?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. How many of the One-Stop Career Centers want their DPN to build the capacity of One-Stop Career center staff to work with job seekers with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. How many of the DPN Supervisors understand the USDOL/SSA vision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. How many of the State Leaders understand the USDOL/SSA vision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	None	Less Than Half	About Half	More Than Half	Most/ All
37. How many of the state level leaders want their DPN to carry a caseload?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. How many of the DPN Supervisors want the DPNs to carry a case load?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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	None	Less Than Half	About Half	More Than Half	Most/ All
39. How many state-level leaders agree with each other on who the DPN reports to?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. How many state-level leaders agree with each other on where the DPN should be housed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. How many state-level leaders agree with the USDOL/SSA vision on <u>who the DPN reports to?</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. How many state-level leaders agree with the USDOL/SSA vision on <u>where the DPN should be housed?</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43. Are there state policies or procedures in place for more than one agency/organization to share responsibility for serving job seekers with disabilities? Please check the appropriate box.

- There is a state plan for State Labor (DOL) with limited discussion on serving job seekers with disabilities.
- The state has had some discussions on expanding services for job seekers with disabilities in the state plan.
- There is a clear state plan for creating a way for multiple agencies/organizations to share responsibility for serving job seekers with disabilities.
- The state One-Stop system has a mutually agreed upon set of practices and procedures for providing services to job seekers with disabilities.
- These practices and procedures are being used and the state agencies/organizations have a process for revisiting and revising the policies.

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PROBLEM SOLVING

Creation and Use of State Data

	Never	Almost Never	Sometimes	Almost Always	Always
44. How often does the state collect data about serving job seekers with disabilities in addition to federally required data collection?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. How often does the state analyze data collected about serving job seekers with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. How often does the state report what is learned from data analysis on serving job seekers with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. How often does the state use what is learned from analyzing data to make decisions about serving job seekers with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

48. At the state level, who works on the barriers to employment for job seekers with disabilities?

- Only the designated state person (e.g. State Equal Opportunity Officer) works on these issues either as needed or as a standing item.
- Only the One-Stop works on the issues either as needed or as a standing item.
- Mandated partners within the One-Stop System work on the issues either as needed or as a standing item.
- Multiple organizations (in addition to the mandated partners of the One-Stop System) work on the issues on an as needed basis.
- Multiple organizations (including those outside of the One-Stop System) work on the issues as part of their mission.

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Who works on problems, collaboration and State Council Role

We refer to two new groups in this section – the State Workforce Investment Board (State WIB) and a designated state leadership team. The State Workforce Investment Board is comprised of governor appointed designees who fill specific criteria based on the WIA legislation. In many states there is a committee designated to focus on employment of people with disabilities and/or under-represented populations – we refer to this committee as the state designated leadership team.

State Workforce Investment Board (WIB)

Indicate how strongly you agree with each statement.	Strongly Disagree	Disagree	Somewhat Disagree/ Agree	Agree	Strongly Agree
49. The State Workforce Investment Board actively works on issues to better serve job seekers with disabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. The State Workforce Investment Board is a lead in helping our workforce system become more effective at serving job seekers with disabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Designated State Leadership Team

51. Look at the following statements. Check all the statements that describe the designated state leadership team? Check all that apply.

- There is no designated state leadership team.
- There are members of the designated state leadership team who represent organizations that do not provide direct services to people with disabilities.
- There is at least one team member who is an expert on the DPN Initiative.
- There is at least one team member who is from the Department of Labor.
- There is at least one representative from each organization that funds the DPN Initiative.

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For each of the following statements indicate how strongly you agree with each statement as it relates to the designated state leadership team. (If your state does not have a designated state leadership team do not complete this section.)	Strongly Disagree	Disagree	Somewhat Disagree/ Agree	Agree	Strongly Agree
52. The roles of each organization on the designated state leadership team are clearly defined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. The role of each organization on the designated state leadership team is understood by all the other organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. The roles and responsibilities of each organization on the designated state leadership team are frequently discussed in an open dialogue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. There is frequent communication between the organizations on the designated state leadership team (at least monthly).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. The organizations on the designated state leadership team share resources to serve job seekers with disabilities (e.g. time, funding).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. All members of the designated state leadership team have a vote in decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Consensus is reached for all decisions among all members of the designated state leadership team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. All of the organizations on the state designated leadership team agree on a mutual goal for the committee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. The organizations on the state designated leadership team focus on the group's mutual goal vs. individual agency goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. There is high trust between all the organizations on the designated state leadership team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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SPHERE OF INFLUENCE

State Workforce Investment Board (WIB) Viewed as a Resource

Remember, the State Workforce Investment Board is a group comprised of governor appointed designees who fill specific criteria based on the WIA legislation.

	None	Less Than Half	About Half	More Than Half	Most/ All
62. How many members of the state WIB influence activities and policies to serve people with disabilities in their own organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. How many members of the state WIB influence activities and policies to serve people with disabilities outside their own organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. How many members of the state WIB view the designated state leadership team as a resource for disability issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

State Designated Leadership Team Viewed as a Resource

	None	Less Than Half	About Half	More Than Half	Most/ All
65. How many members of the state designated leadership team influence activities and policies to serve people with disabilities in their own organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. How many participants on the state designated leadership team influence activities and policies to serve people with disabilities outside their own organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. How many One-Stop Centers align with the goals of the state designated leadership team for serving jobseekers with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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68. Which best describes your role?

- State-Lead for DPN Initiative
- Director of state WIB
- Staff in Office of Workforce
- Director or lead in another state agency or organization
- Staff in another state agency
- State TA Provider
- Director or Lead of Community Based Organization (CBO)
- Other (specify) _____

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RESOURCES

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

Nancy Koester
Colorado WIN Partners/University of Colorado Denver
601 East 18th Avenue, Suite 130
Denver, Colorado 80203
303.315.1271
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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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