



Cultural Shifts and Enterprise Accessibility

Accessing Higher Ground 2013
Denis Boudreau, Deque Systems Inc.
Westminster, CO – November 7th 2013



“ If a story is not about the
hearer he will not listen.
And here I make a rule —
a great and interesting story
is about everyone or it will
not last. ”

(East of Eden)

But first, a story...



Section 508 & 504 / ADA / AODA
WCAG 2.0

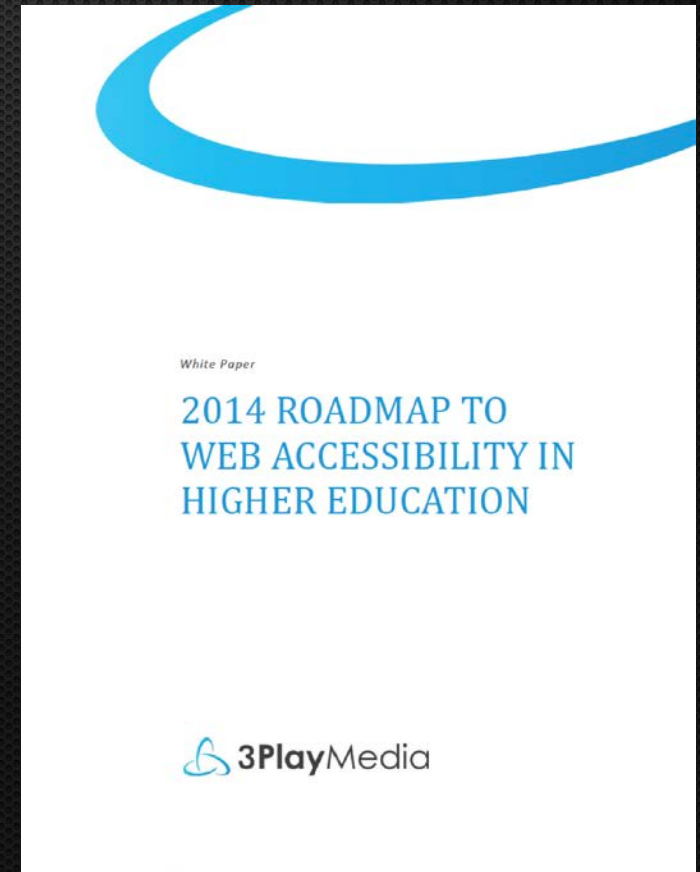


“Web accessibility is **one of the most critical issues** facing higher education. New web technologies have been a boon for distance and online education, yet **11% of undergraduates have a disability** that impairs access to websites and online content.”

Web Accessibility, many questions abound!

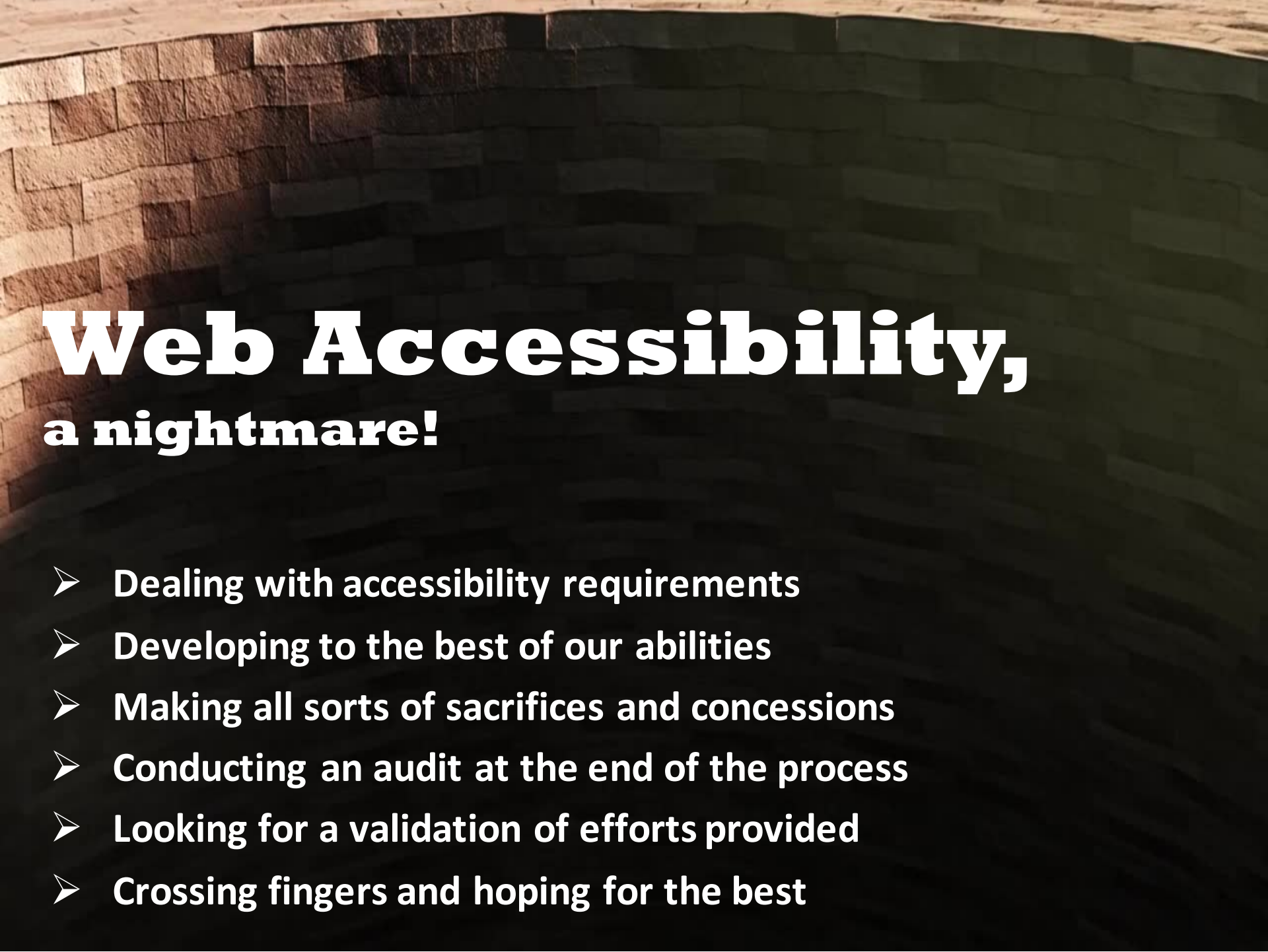
- How can universities align departments to make accessibility a priority?
- What are the applicable laws?
- Where will the budget come from?
- What is the best approach for allocating resources and responsibilities?

This white paper covers the best practices for creating an accessible university infrastructure based on in-depth research and advice from university administrators, accessibility coordinators, faculty, and disabled students.



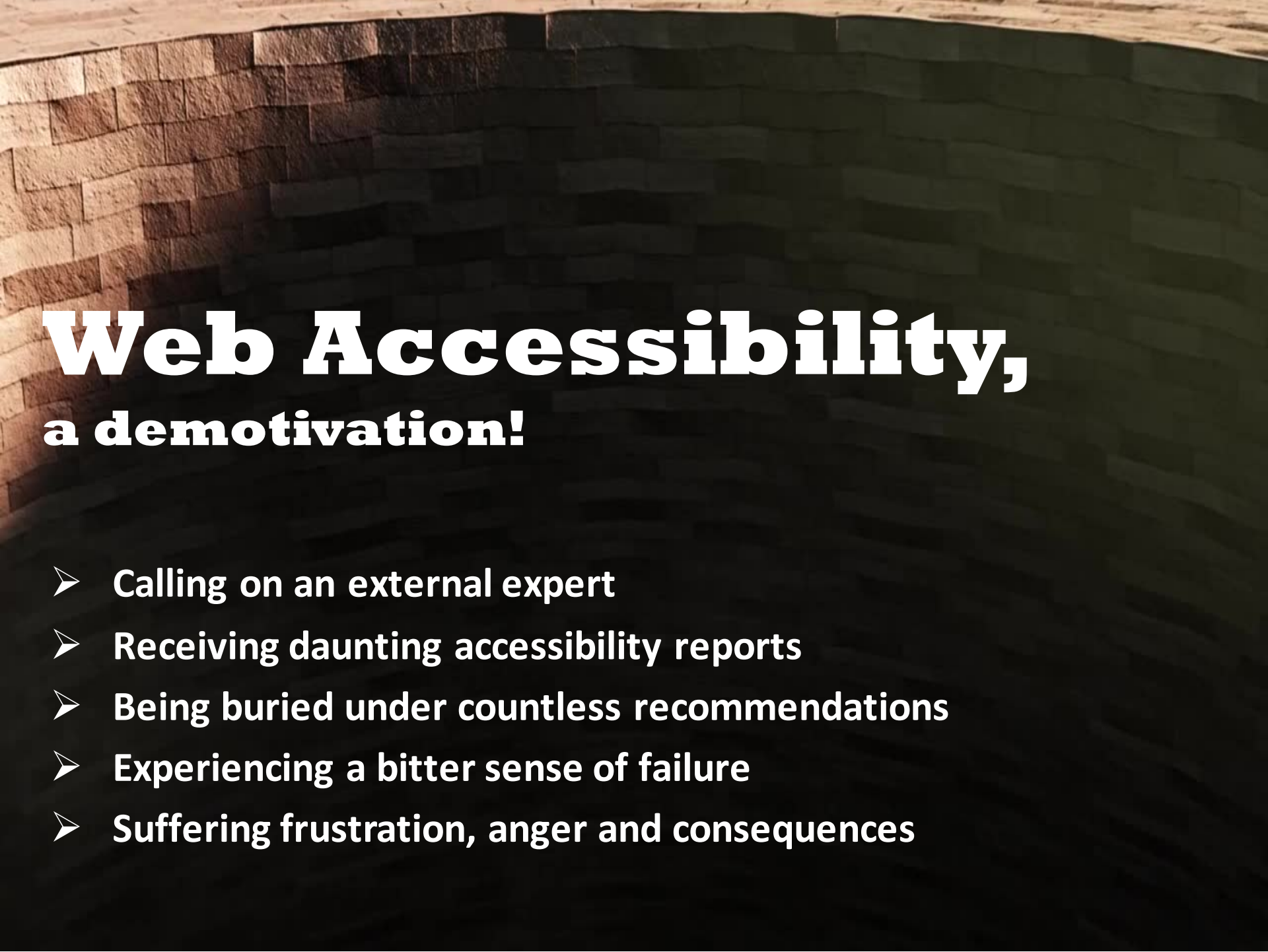
Web Accessibility, a headache!

- **Dealing with internal and external teams**
- **Establishing reliable processes with teams**
- **Building a common set of requirements**
- **Increasing the expertise level of stakeholders**
- **Ensuring consistency across all web properties**



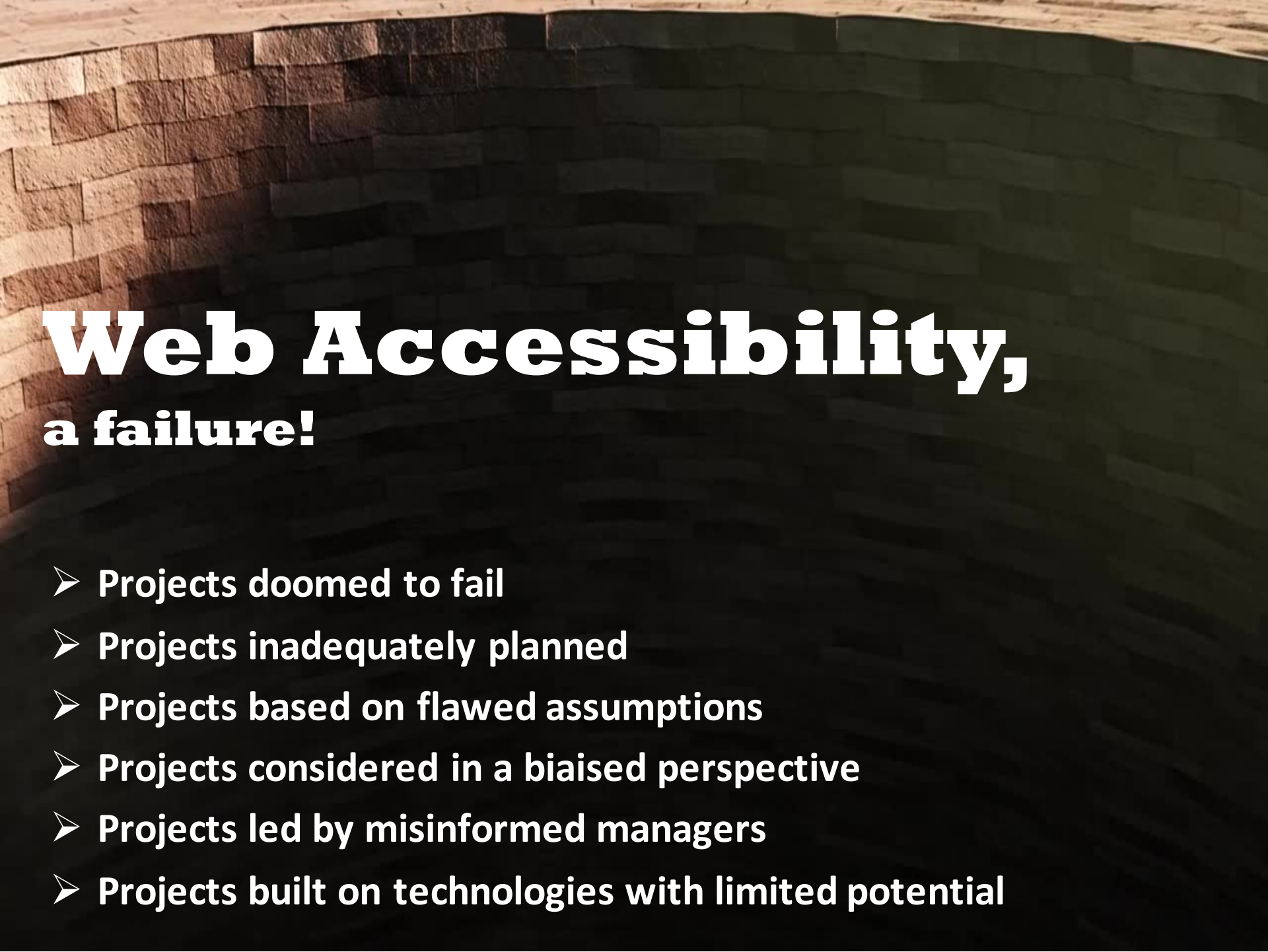
Web Accessibility, a nightmare!

- **Dealing with accessibility requirements**
- **Developing to the best of our abilities**
- **Making all sorts of sacrifices and concessions**
- **Conducting an audit at the end of the process**
- **Looking for a validation of efforts provided**
- **Crossing fingers and hoping for the best**



Web Accessibility, a demotivation!

- **Calling on an external expert**
- **Receiving daunting accessibility reports**
- **Being buried under countless recommendations**
- **Experiencing a bitter sense of failure**
- **Suffering frustration, anger and consequences**



Web Accessibility, a failure!

- **Projects doomed to fail**
- **Projects inadequately planned**
- **Projects based on flawed assumptions**
- **Projects considered in a biased perspective**
- **Projects led by misinformed managers**
- **Projects built on technologies with limited potential**

However...



Web Accessibility, an inspiration!

- **Confidence** – the goal is within our reach!
- **Motivation** – creating better quality products!
- **Encouragement** – improving internal processes!
- **Collaboration** – working toward a common goal!
- **Pride** – contributing to a more inclusive web!

Web Accessibility, **an opposition!**

- Dealing with organizational *status quo*
- Dealing with defensive stakeholders (and rightfully so!)
- Dealing with impossible or immutable deadlines
- Dealing with limited or no budgets
- Dealing with the lack formal of style guides
- Etc.



Web Accessibility, a disturbance!

- Disrupts development habits
- Results in unexpected additional costs
- Forces developers to doubt their skills
- Destabilizes the general ecosystem
- Generates resistance at every level



Web accessibility challenges the **status quo** and forces organizations into **adopting profound change strategies** as well as **significant culture shifts**.





The only way to get accessibility into the DNA of an organization is for people to have ownership of it.

Accessibility...

- As a genuine **core value**
- As an **integral part** of the process
- Built around **existing expertise**
- Quickly **capturing knowledge**
- **Changing** the organization

Developing a Culture of
Digital Equality

Organizational Change!?

*“A management concept covering **a set of internal dynamic changes**, incurred or desired by the parties concerned, allowing the passage of **a current state to a coveted state** considered more appropriate.”*



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Change Management



Key Elements

- Strategy
- Organize
- Motivate
- Teamwork
- Improve
- Measure

Broad Orientations

Streams of Change

- **Stream 1 : Communication**
- **Stream 2 : Learning**
- **Stream 3 : Organization**
- **Stream 4 : Performance**

Credit: Luc Galoppin, 2008



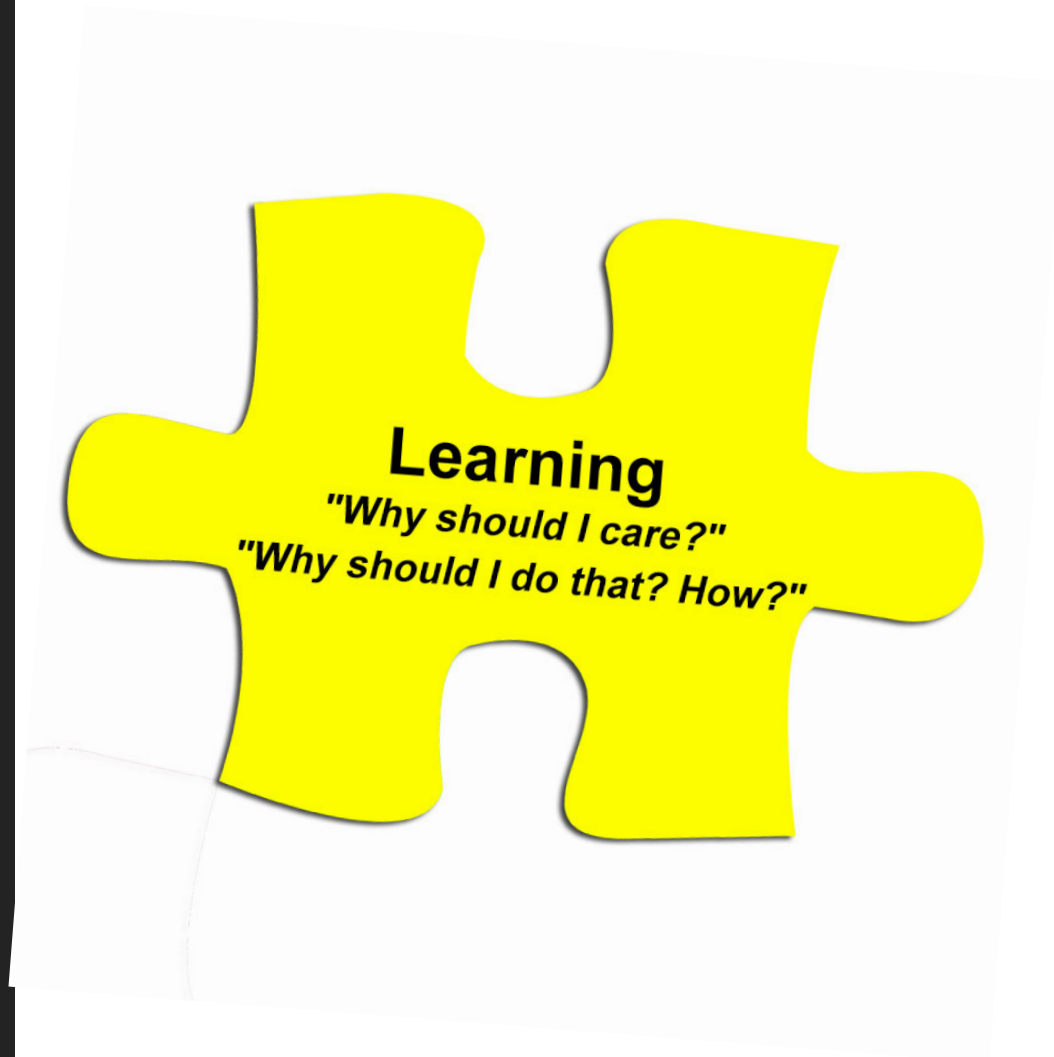
Stream 1: Communication

- Be transparent and avoid change propaganda.
- Manage expectations and support change.
- Stay in touch with the various teams.
- Address simple questions such as "who are we?" and "what are we here for?".



Stream 2: Learning

- Upgrade the knowledge and skillsets of the organization in terms of context, content and action (why, what, how).
- Aim for learning rather than just training.
- Address basic questions related to motivation, skills and knowledge.



Stream 3: Organization

- Define and implement a new organization structure that reflects the changes at hand.
- Define and establish new work responsibilities in order to make the change happen.
- Provide concrete support for change by setting up winning conditions.



Stream 4: Performance

- Translate the principles of accessibility into concrete new ways of working.
- Include detailed instructions for expected changes.
- Establish meaningful and measurable goals.



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People Management

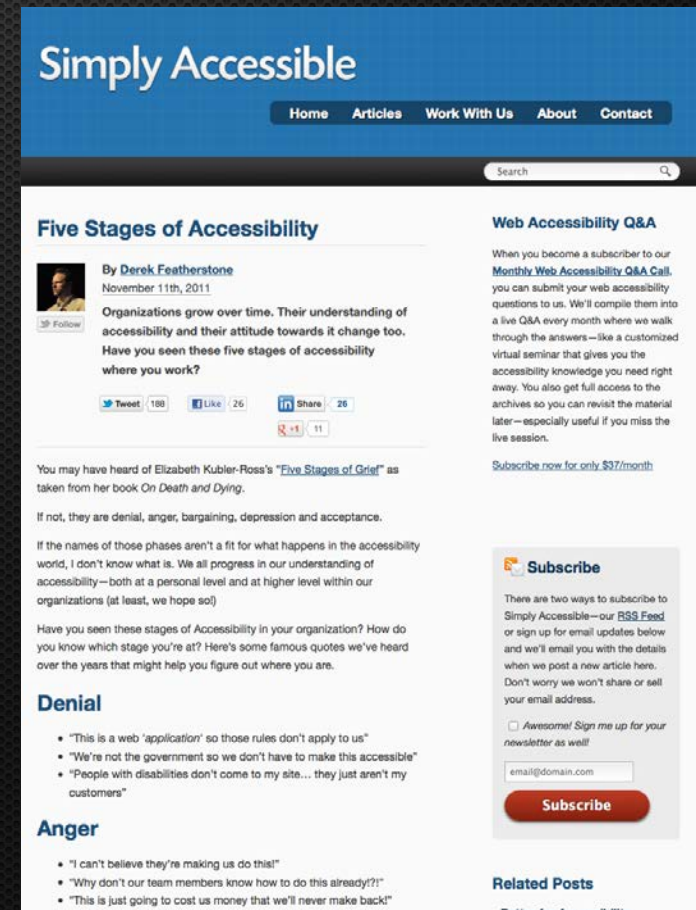
Key Elements

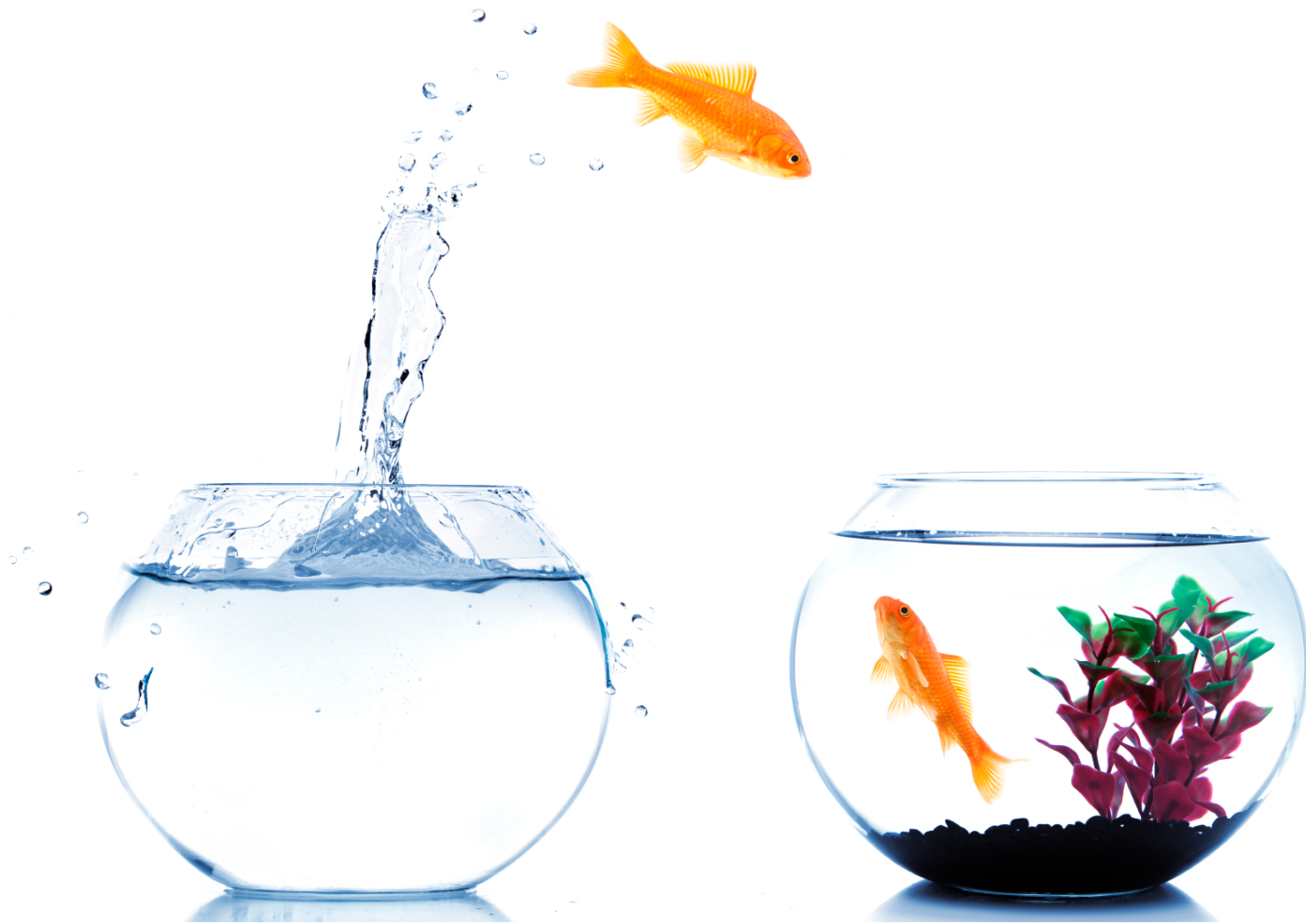
- Attract
- Educate
- Train
- Motivate
- Empower
- Reward



Web Accessibility, in 5 stages!

- **Denial**
“PWD are not our target audience”
- **Anger**
“This is a barrier to my creativity”
- **Bargaining**
“Isn’t conformance to lvl A enough?”
- **Depression**
“It’s never good enough!”
- **Acceptance**
“We can do this!”





For people to willingly go on with the change, they must first understand what's in it for them.

Forms of resistance to change



1. Confrontation

Direct inadmissibility of the change

2. Rejection

Fear of losing, anxiety towards change

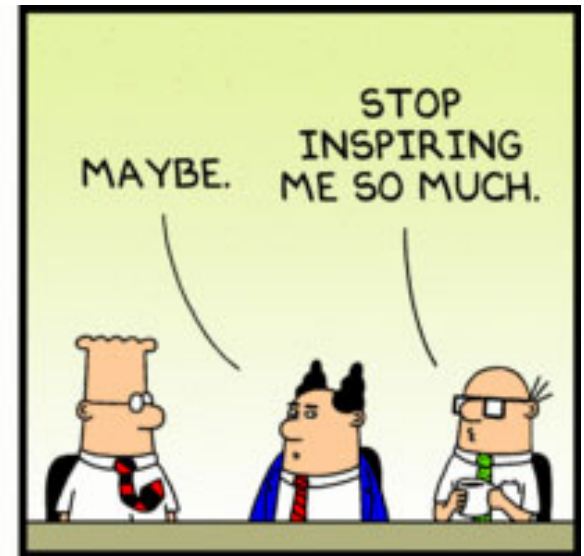
3. Avoidance

Lack of motivation towards change

4. Faking

Seemingly adopting without implementing

What we can learn... from Dilbert



© Scott Adams, Strip from October 29th, 2013
<http://dilbert.com/strips/comic/2013-10-29/>

Typical reactions to change



- **The critic**
who opposes the change
- **The victim**
who panics in front of the change
- **The bystander**
who ignores the change
- **The navigator**
who is inspired by the change



Creating navigators

- Communicate the choice of not changing
- Keep explaining the reasons for changing
- Involve teams in decision making
- Be as transparent as possible
- Minimize uncertainties
- Celebrate successes

“ If a story is not about the
hearer he will not listen.
And here I make a rule —
a great and interesting story
is about everyone or it will
not last. ”

(East of Eden)

Make it about them, not you.



Viewing Change as an **Opportunity**

- Involve teams early in the process
- Create opportunities for people to rise up
- Communicate constantly on milestones
- Plan properly from the very start
- Don't ever let up – always keep with the pace!



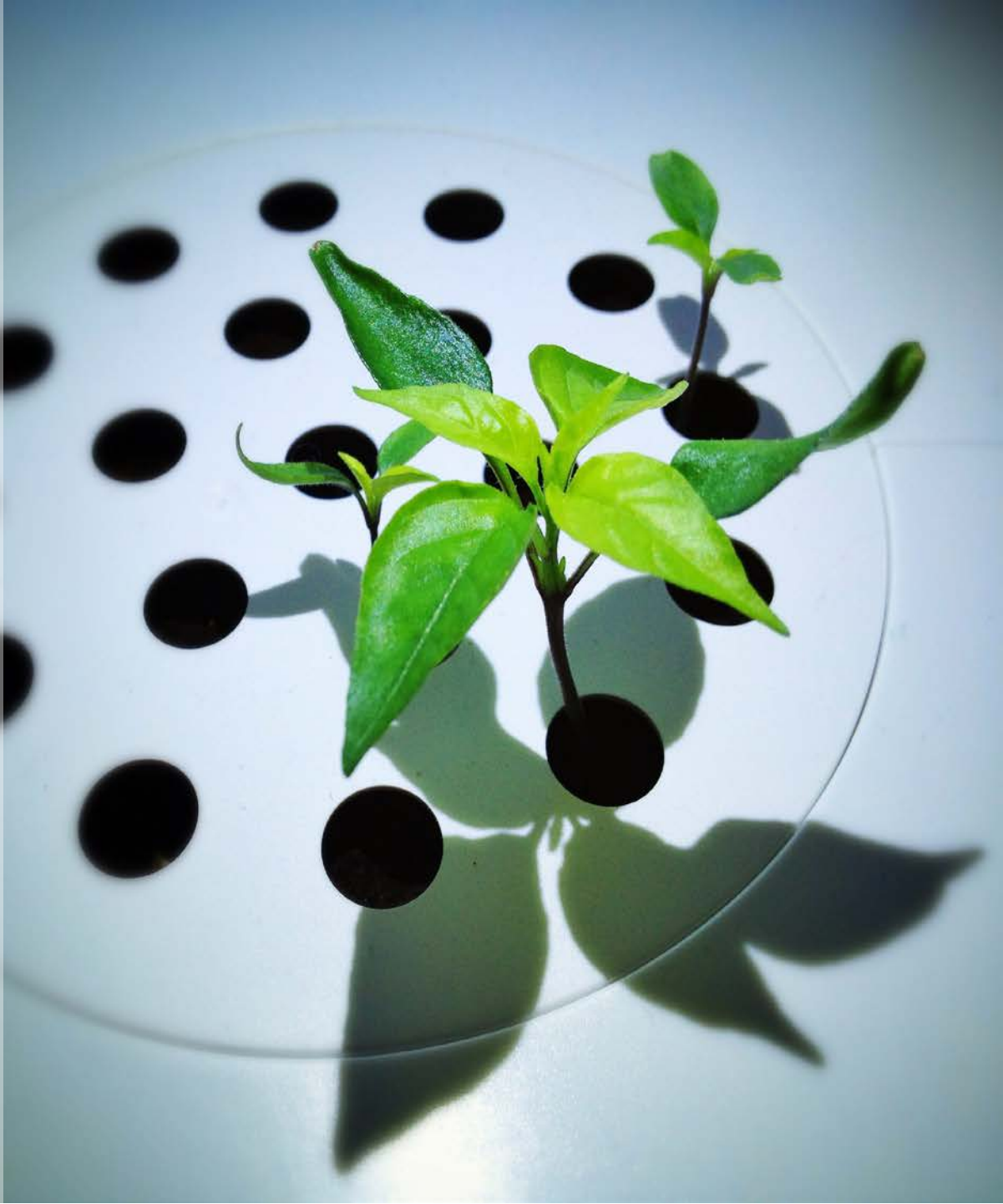
Being **transparent** and maintaining an
open and direct discussion with your teams.

Organizations who fail
to do this make change
become a **burden for all.**

Organizations who
succeed use change as a
catalyst to greatness.



Efficiently integrating accessibility in the development lifecycle is all about planning the **right intervention**, at the **right time**, by the **right people**.

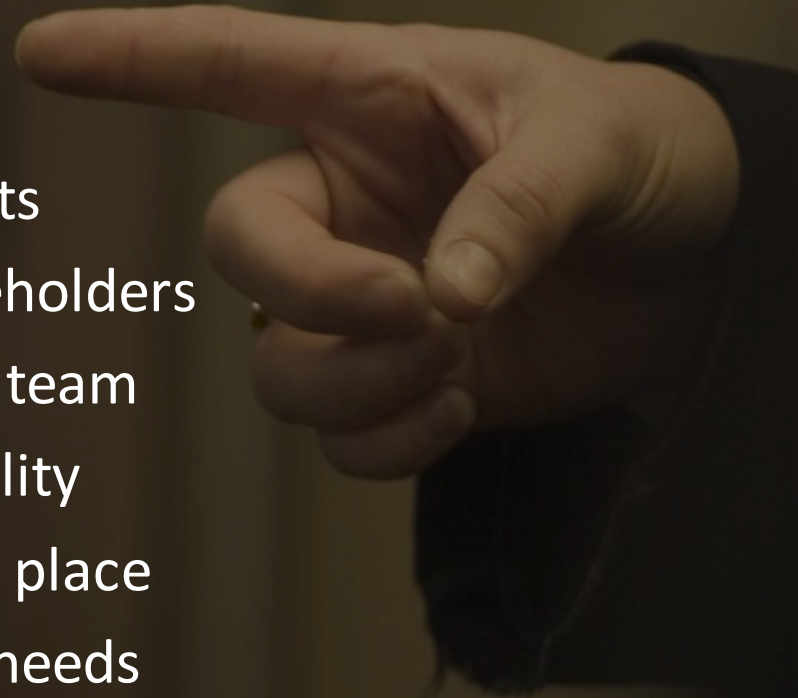


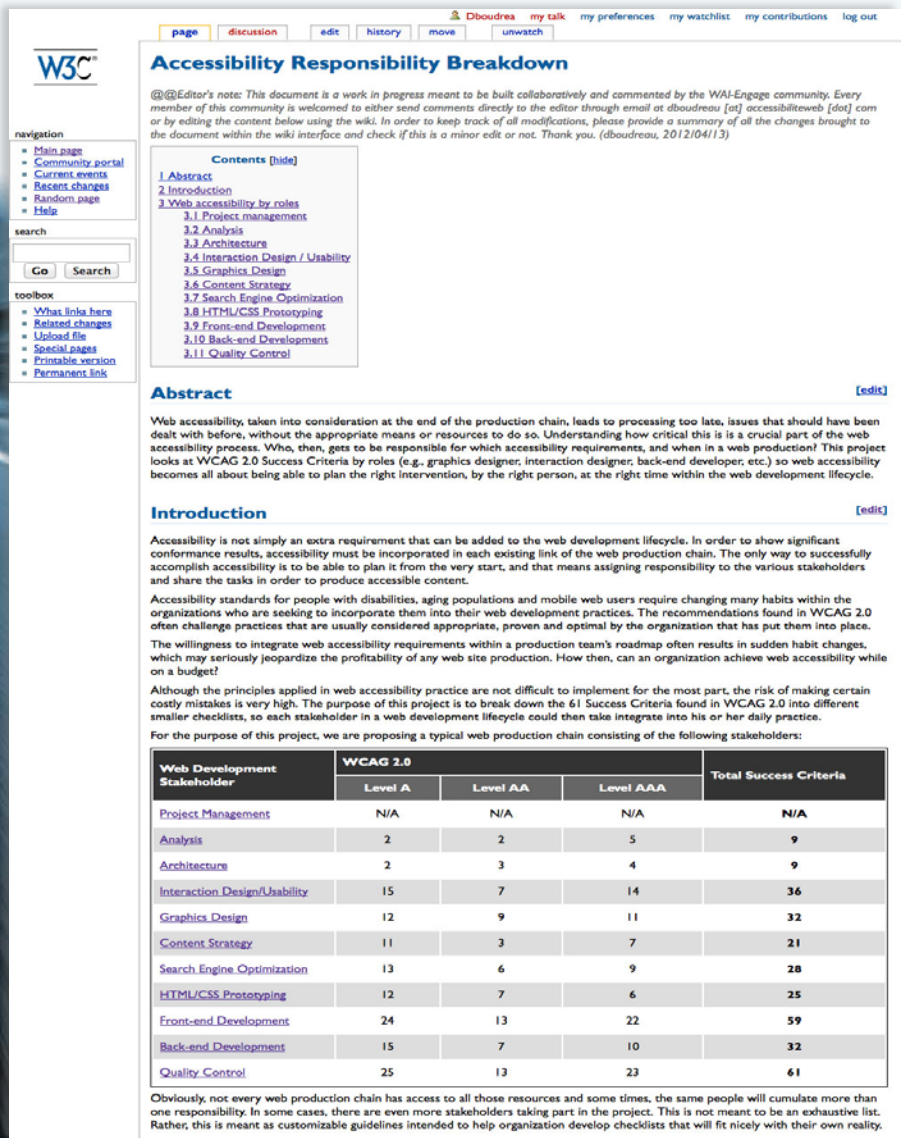


**Whenever you fail to plan for accessibility,
you implicitly plan to fail at accessibility.**

Web accessibility, a team effort!

- Set clear instructions and guidance
- Encourage ownership of requirements
- Allocate responsibilities among stakeholders
- Obtain the cooperation of the entire team
- Frame efforts in a perspective of quality
- Benefit from the expertise already in place
- Offer training tailored to individuals needs





<http://is.gd/5CoJd4>

1. Establish Responsibilities
2. Conducting an Initial Assessment
3. Developing Organizational Policy
4. Selecting Appropriate Software
5. Provide Proper Training
6. Developing Accessible Websites
7. Promote Organizational Awareness
8. Monitoring Website Accessibility

The screenshot shows the W3C Web Accessibility Initiative (WAI) website. The header includes the W3C logo and the text "Web Accessibility initiative". Below the header, there is a navigation menu with links like "Home", "Getting Started", "Designing for Inclusion", "Guidelines & Techniques", "Planning & Implementing", "Policy Resources", "Managing Accessibility", "Evaluating Accessibility", "Presentations & Tutorials", and "Getting Involved with WAI". The main content area is titled "Implementation Plan for Web Accessibility" and contains sections for "Introduction", "Establish Responsibilities", and "Conduct Initial Assessment". The "Introduction" section explains the importance of planning and provides a link to "Improving the Accessibility of Your Website". The "Establish Responsibilities" section lists three key steps: establishing a coordination team, identifying a high-level champion, and assessing current awareness. The "Conduct Initial Assessment" section lists four key steps: finding out if the organization is subject to external requirements, conducting an initial assessment of the website, assessing current awareness, and assessing expertise. A sidebar on the right contains a "Page Contents" table of contents with links to all sections. At the bottom of the page, there is a link to "Discover new resources for people with disabilities, policy makers, managers, and you!" and a link to "Translations".

W3C Web Accessibility initiative

WAI: Strategies, guidelines, resources to make the Web accessible to people with disabilities

W3C Home

Web Accessibility Initiative (WAI)

Home

Getting Started

Designing for Inclusion

Guidelines & Techniques

Planning & Implementing

Policy Resources

- Standards Harmonization
- International Policies
- Organizational Policies

Managing Accessibility

- Implementation Plan
- Improving Existing Sites
- Involving Users in Web Projects
- Selecting Authoring Tools

Evaluating Accessibility

Presentations & Tutorials

Getting Involved with WAI

Discover new resources for people with disabilities, policy makers, managers, and you!

Translations

Implementation Plan for Web Accessibility

Introduction

After an organization makes a commitment to make its website accessible, it is important to plan for implementation of accessibility. This page lists detailed considerations for the planning process, followed by resource pages with more information. Actual implementation plans, as well as the optimal order of the steps, will vary from organization to organization.

[Improving the Accessibility of Your Website](#) provides additional guidance for organizations that already have a website.

Establish Responsibilities

- Establish a coordination team with a communication plan.
 - Identify representatives from key departments such as marketing, web development, technical support, usability, etc.
 - In decentralized organizations, include representatives from different regions or jurisdictions.
 - Designate a team member to track new techniques for accessibility.
- Identify a high-level champion or spokesperson for web accessibility.
 - Champions can reinforce an organization's commitment while implementation progresses.
 - Accessibility champions are most effective if they are within upper administration.

Conduct Initial Assessment

- Find out whether the organization is subject to external requirements regarding web accessibility.
 - Check requirements early in the process, particularly for government and commercial sites.
- Conduct an initial assessment of the organization's website, using the Preliminary Review method.
 - A quick review of the website can provide information about the potential extent of the problems.
- Assess current awareness of the need for web accessibility by survey or interviews within the organization.
 - In large organizations, survey individuals in departments with different roles relating to the website.
- Assess expertise of the organization's web developers with regard to accessible web design.
 - Self-reporting can be adequate for initial assessment.

Page Contents

- Introduction
- Establish Responsibilities
- Conduct Initial Assessment
- Develop Organizational Policy
- Select Software
- Provide Training
- Develop Accessible Website
- Promote Organizational Awareness
- Monitor Website Accessibility

Implementation Strategies

<http://www.w3.org/WAI/impl/>

Deque Software: **Powerful, flexible, easy-to-use**

Learn why leading corporate, government and educational institutions rely on Deque software to become accessible, and to remain accessible over time.



The Amaze platform provides the easiest and most rapid way for organizations to make web and mobile sites accessible, including third party web services



WorldSpace Sync

WorldSpace Sync provides an enterprise-level suite of tools that supports digital accessibility for every member of the development team, in every phase of the software development lifecycle



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a demo**



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**accessibility
software
checklist**

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compliance services**

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from Deque's blog**

Enterprise Solution Tools

<http://www.deque.com/product-overview>

WCAG-EM

[\[contents\]](#)



Website Accessibility Conformance Evaluation Methodology (WCAG-EM) 1.0

W3C Editors Draft 12 July 2013

This version:

<http://www.w3.org/WAI/ER/conformance/ED-methodology-20130712>

Latest published version:

<http://www.w3.org/TR/WCAG-EM/>

Latest internal version:

<http://www.w3.org/WAI/ER/methodology/>

Previous published version:

<http://www.w3.org/TR/2013/WD-WCAG-EM-20130226/>

Previous internal version:

<http://www.w3.org/WAI/ER/conformance/ED-methodology-20130611>

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Abstract

This document, Website Accessibility Conformance Evaluation Methodology (WCAG-EM) 1.0, describes one possible approach for evaluating the conformance of existing websites to the [Web Content Accessibility Guidelines \(WCAG\) 2.0](#). It provides guidance on defining parameters for the evaluation scope; on exploring and understanding websites including their key features and functionality; on sampling representative web pages from websites where it is not feasible to evaluate all web pages of a website; on evaluating the conformance of these selected web pages to the target level of WCAG 2.0 conformance; and on documenting and reporting the findings from such evaluation. It is part of the guidance on [Evaluating Websites for Accessibility](#) and complements existing [WCAG 2.0 resources](#) but it does not define additional WCAG 2.0 requirements nor does it replace or supersede it in any way.

This methodology is primarily intended for accessibility evaluation of existing websites, for example, to validate conformance claims. It can also be useful for other purposes, such as for the evaluation of websites during their development and for ongoing monitoring. However, this methodology does not replace the need for

In short...



1. Recognize and value the contribution of experts in place
2. Focus on knowledge transfer opportunities
3. Promote the autonomy of all stakeholders
4. Plan accessibility-related issues from the very start
5. Ask the right questions and do the right thing at the right time
6. Provide adequate and constant resources to support teams
7. Select tools that can help manage change
8. Stay the course by setting iterative validation mechanisms
9. Establish a process for continuous improvement

Be
awesome
TODay

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Merci beaucoup!