

COMPREHENSIVE SYSTEM OF PERSONNEL DEVELOPMENT (CSPD)

Annual Update of Comprehensive System of Personnel Development (CSPD) Information required by section 101(A)(7) of the Act.

(a) On an annual basis, the state will collect, update, review and analyze data to reflect the following information:

The DSU has an adequate level of staff positions allocated to meet current and future case load projection needs over the next five years, based on the DSU's goal of not more than 100 consumers with active IPEs per counselor per month. State actions to resolve budget deficit issues require that the DSU maintain a vacancy rate of 10% (32 positions) in the number of DSU authorized full time equivalent positions during fiscal years 2010 and 2011. The DSU has already taken action to ensure that it will have sufficient staff to serve its on-going caseload.

The DSU tracks and maintains staffing information by classification, vacancy rate and information pertaining to the statewide deployment of positions based on census population data. This information is updated regularly and reviewed at least quarterly.

Because WDVR may not increase its total staff complement without legislative approval, any changes in staff distribution must be done within the current authorized position level and required vacancy rate.

(1) Qualified personnel needs

The chart below shows the number of authorized FTEs by personnel category and the ratio of qualified vocational rehabilitation counselors and paraprofessionals to consumers. The data projected for FFY10 and five years hence incorporates the federal ARRA award, the state required vacancy rate of at least 10%, and the need to ensure a sustainable caseload level consistent with available point in time budget and staff resources.

Due to the influx of \$10.1 million in ARRA funding and subsequent higher Title I-B carryover levels to manage case aid expenditures over time to avoid a severe drop in case aid resources and increase in the OOS wait list at the conclusion of the ARRA funding period, the caseload levels are projected to slowly rise to a high of 18,500 by the beginning of FFY12 and then slowly decline to a level of 12,706 by the beginning of FFY15. During FFY10, The DSU will incrementally increase the caseload each month from a baseline of 14,100 in October 2009 to slightly more than 17,500 by the end of September 2010. During the 5 year caseload project period, the caseload ratio to VRCs should continue to comply with the DSU's goal of not more than 100 consumers with active IPEs per counselor per month if the FFY 2009 level of authorized VRC staffing is maintained and the vacancy fill rate is restored to 3% or less. The 3% or less vacancy rate allows for 187 VRC employees.

Personnel Category	10/1/09 Authorized Positions With 10% vacancy rate	12,378 monthly IPE caseload ratio of field staff to consumers	10/1/14 Authorized Positions With 3%* vacancy rate	17,276 monthly IPE caseload ratio of field staff to consumers with 3% vacancy rate
Voc. Rehab. Counselors	174	71.5	188	92
Case Coordinators	68	179	73	237
Field Managers/ Supervisors	21	N/A	22	N/A
Central Office Senior Leadership Managers	6	N/A	7	N/A
Central Office Support staff	24	N/A	25	N/A
Total	292		314	

* assumes that the vacancy rate for FFY 2009 level of authorized staffing is restored to %3 or less.

(2) Personnel development

(A) Institutions of higher education

The Wisconsin Department of Regulation and Licensing (WDRL) licenses professional counselors, including vocational rehabilitation counselors. Currently, there are two Institutions of Higher Education (IHE) in Wisconsin that maintain Council on Rehabilitation Education (CORE) accreditation and are recognized by the WDRL. These are the University of Wisconsin - Madison and the University of Wisconsin – Stout which offers campus-based and distance learning programs.

There are several state university counselor preparation programs accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) that are also recognized by the WDRL and that matriculate graduate level students in Counseling and related areas. The University of Wisconsin campuses at Oshkosh, Superior and Whitewater have CACREP accredited programs.

The WDRL also recognizes other graduate degrees that meet Counseling equivalency standards for licensure in Wisconsin. The University of Wisconsin campuses at Green Bay, La Crosse and Oshkosh offer a graduate degree in Community Human Services - Counseling Emphasis curriculum. In addition, Marquette University, Southern New Hampshire University, Springfield College and Wisconsin School of Professional Psychology have a Counseling Core curriculum that is recognized for licensure.

Licensed Professional Counselors (LPC) in Wisconsin must complete a minimum of thirty hours of continuing education hours every two years out of which four hours must be in the area of Boundaries and Ethics.

(B) Number of Students

The University of Wisconsin - Madison Rehabilitation Psychology Graduate Program reported 26 students currently enrolled in their masters program and expects to maintain at that approximate level during academic year 2009-10. The University of Wisconsin- Stout indicated a total of 74 students currently enrolled in the masters program in Vocational Rehabilitation Counseling for the 2008-09 academic year (31 campus-based and 43 distance education students).

The University of Wisconsin - Oshkosh reported 95 students currently enrolled in (3) tracks of Community Counseling (40), School Counseling (35) and Student Affairs (20). Projected enrollment for 2009-10 is expected to be at approximately the same level. The University of Wisconsin - Superior offers School and Community Counseling and a third emphasis in Human Relations. They had a total of 61 students enrolled in Spring '08. The University of Wisconsin- Whitewater's enrollment for the current school year is 114 broken out as follows - Community Counseling (57 students), School Counseling (47 students) and Higher Education (10 students).

(C) Number of Graduates

The DSU maintains information on universities from which new counselor hires graduate. During FFY08, the DSU hired 13 new counselors from eight different universities including two out-of-state programs. There were a total of 28 individuals who were in the Licensed Professional Counselor (LPC) in-training classification at some point during the federal fiscal year.

Graduates of the two CORE campuses (Madison and Stout) are eligible for or will have received CRC certification and eligibility for the Licensed Professional Counselor (LPC) in the State of Wisconsin. Additionally, Stout graduates who complete a dual concentration in vocational evaluation and rehabilitation counseling are also eligible for the certified vocational evaluation specialist (CVE) credential.

The University of Wisconsin-Madison expects to graduate 13 Rehabilitation Psychology students in the masters program by August 2009 and had a total of 20 graduates the prior year. The University of Wisconsin-Stout reported 36 students graduated in the school year ending May 2008 from the MS VR program, including 16 from the online distance education program. Twenty-nine were eligible to apply for CRC and or LPC training certificate, and seven were eligible to apply for certified vocational evaluation specialist and CRC/PC in training based on a dual concentration emphasis. 26 students (12 distance education and 14 campus-based) are anticipated to graduate from the UW Stout VR master's degree program in academic year 2008-09.

The University of Wisconsin-Oshkosh reported 19 students graduated in the prior school year and were eligible to receive CRC or professional counselor-in-training certification, with 15 of those graduating from the Community Counseling program. UW Whitewater reported a total of 36 students will graduate in academic year 2008-09, of which 19 will be from Community Counseling and eligible to seek LPC in-training credentials, and 17 graduates will be in School Counseling and seek licensure as school counselors. They project 10 students will graduate in academic year ending 2010 who will be eligible for the LPC in-training designation. UW-Superior reported 10 graduates overall with six of them from Community Counseling, specifically.

(b) Plan for recruitment, preparation, and retention of qualified personnel.

The DSU uses various methods to regularly monitor and plan for the recruitment, preparation, and retention of qualified personnel to meet caseload obligations.

Examples of these tools are:

- Caseload Projection Table (Monthly)
- Division of Vocational Rehabilitation (WDVR) Staff Resources Analysis with current census data (updated as vacancies occur)
- WDVR Staff Vacancy Report (updated as vacancies occur)
- Bureau of Consumer Services (BCS) staff resources allocation goals by county (updated quarterly)

In addition, Human Resource staff track annual hiring data based on the number of professional counselor hires by their school of graduation (e.g., a total of 13 new hires from 8 different institutions of higher education for the FFY08 period).

Allocation of staff by classification is done in a manner proportionate to the demographic area they cover. Each geographic area or Workforce Development Area (WDA) is allocated the same percentage of staff assigned to cover it as is represented by the population base in that area compared to the statewide population. For the past several years, as positions are filled, the DSU has realigned the staff complement of an area to meet the staffing plan requirements for Counselor and Case Coordinator positions. The plan includes a minimum level of staffing in the Central Office to maximize ability to meet resource needs in the field. A multi-year 40% reduction in central administration and supervisory staff was recently completed. Today the central administration staffing allocation is 10% and field supervision staffing is at 7% for a combined 17.2% allocation for non-direct services.

In its recruitment materials and practices, WDVR requires that applicants for vocational rehabilitation counselor positions meet the standards for employment as specified in the Wisconsin State licensure statutes. Only applicants who meet the hiring standards are interviewed and hired. During 2010, the DSU will continue to develop and use recruitment material focused on opportunities in Wisconsin for licensed Professional

Counselors. Entry level VR Counselors must have a valid "Licensed Professional Counselor" or "Licensed Professional Counselor in Training" credential from the Wisconsin Department of Regulation and Licensing before they start employment with the agency. This is a State requirement for those who practice as Professional Counselors. Processing of credentials is sometimes delayed during peak periods especially when graduate students matriculate in May and December of each year.

The DSU maintains a seat on the license review board and assigns liaison staff who aid in clarifying and promoting the interests and needs of the DSU for recruitment, preparation and retention of qualified staff.

The DSU's hiring plan includes coordination of job announcement postings with diverse entities in the state, including partners in the One-stop system, professional organizations and accredited university programs. WDVR has actively recruited rehabilitation counselor graduate school students for paid and unpaid internships with the agency throughout the school year, and provides student practicum sites. Due to current state budget reductions, the DSU will temporarily suspend the use of paid internships but will continue to offer unpaid internships. Many of the VR Counselor In-Training hires have been past interns or practicum students. The DSU has sought to attract candidates from other states as part of its hiring strategies. For internships, the DSU will continue to target University programs that attract a high complement of diverse students, including individuals with disabilities.

The DSU participates in the State-run paid internship program "Targeted Opportunity Program Jobs" (TOPJobs), which provides access and exposure for high school and undergraduate college students who are minorities, women and individuals with disabilities, to positions in state government. WDVR usually hires 2-3 staff through this program each year for summer employment opportunities. Job announcements are also posted with various media serving minority groups and advertised across partners in the One-stop system, some of whom specialize in services to target groups. The DSU has had good results through these outreach mechanisms in the hiring of diverse staff, including individuals from minority groups.

Retention of staff is a key element of succession planning, and DVR management regularly reviews and updates the succession plan and records results according to predetermined strategies and goals. The DSU regularly evaluates and modifies its recruitment efforts and in-service training plan to ensure that all personnel, in particular vocational rehabilitation counselors, meet the highest requirements of the State applicable to their job classification.

(c) Personnel Standards - basis for establishment and maintenance of personnel standards to ensure all employed personnel are appropriately and adequately prepared and trained.

- (1) The personnel standards for vocational rehabilitation counselors in Wisconsin are established upon the highest requirement in the State, Chapter 457 of the

Wisconsin State statutes licensure requirements for the title of "Professional Counselor". Under these rules, individuals who practice professional counseling must have a state license or hold a temporary license or training certificate. Counselors must have a master's degree in rehabilitation counseling or closely related fields, 3,000 hours of post master's degree clinical supervision, pass the National Board for Certified Counselors (NBCC) exam or the Commission on Rehabilitation Counselor Certification (CRCC) exam, and pass the Wisconsin licensure examination. This is the state personnel standard which exceeds the national standard.

- (2) All VR Counselors employed by WDVR since May 1992 meet the State required standards for licensure as a condition of employment, including continuing education requirements which all licensed Professional Counselors must maintain, including requirements for courses in professional counselor ethics and boundaries.
- (3) Personnel standards for paraprofessional staff are established by the DSU, the State of Wisconsin and the applicable bargaining contract. Paraprofessional staff are required to take and pass an online exam; revised two years ago to be consistent with classification requirements. Opportunity for continuing education courses is open to all paraprofessional staff in addition to the professional rehabilitation counselor staff.

(d) Staff development – policies, procedures and activities to ensure all personnel employed by the designated state unit receive appropriate and adequate training.

(1) Description of staff development for professional and paraprofessional staff.

The educational needs for DSU personnel are determined based on input from several different sources. These sources include but are not limited to:

- RSA regulatory language (34CFR Part 361)
- Wisconsin Statutes and Administrative Code (Wisconsin Department of Regulation and Licensing)
- Comprehensive Training Needs Assessment, (2008)
- Professional State Councils, (e.g., WRC), and
- Individual Performance Reviews.

During FFY08 the DSU conducted a comprehensive training needs assessment survey administered by Region V TACE. The DSU also solicits input on training needs from various State Councils and organizations, primarily the state rehabilitation council (WRC) and Rehabilitation for Wisconsin (RFW). Computerized training records are kept for each employee. Annual employee "goals and accomplishment reviews" (GARS) are conducted by management with each employee. The individual reviews help the DSU identify where additional training is needed, and for which staff.

Wisconsin statutes and administrative code outline specific training needs based upon licensure requirements for vocational rehabilitation counselors, in order to practice in the State of Wisconsin. The Division maintains a membership with the Commission on Rehabilitation Counselor Certification (CRCC), which allows the awarding of continuing education hours to staff at no cost to the staff member. Continuing education hours are essential to the counselors in order to maintain licensure with the State. In Wisconsin, vocational rehabilitation counselors are covered by the collective bargaining provisions of the Wisconsin State Employees Union (WSEU) contract. The employer may direct the employee to attend training, providing all expenses are paid. In addition, counselors, under the bargaining contract, can take up to 32 hours of professional development time annually to complete training. Under this provision DVR pays for the employee's time and the employee is responsible for the training expense. There are also provisions in the contract for in-service training and career related education for paraprofessionals.

To minimize staff turnover and promote leadership development, all staff are encouraged, and as appropriate, funded to participate in capacity building training activities within the parameters of applicable bargaining unit guidelines. In addition, DVR provides ongoing training to field management staff at bi-monthly meetings.

In FFY 2007, the DSU examined the role and function of its rehabilitation counselors, and introduced a new position description and job standards for professional staff. Subsequently an updated comprehensive training program was implemented throughout the DSU for professional and paraprofessional staff. Paraprofessional staff continue to be jointly and separately trained, particularly on case management and related areas to align with job description performance expectations. The DSU will continue to assure all professional staff understand and are trained to meet job description performance standards.

Specific attention will continue to be paid during FFY10 to updating and incorporating vocational counseling, job placement; rehabilitation technology and assessment tools and practices into the training curriculum. In recent years the DSU has collaborated with UW-Stout and the Independent Living Centers to offer Assistive Technology training to DVR consumers and staff at venues across the state. Additional collaborative efforts will continue to be explored in FFY10. The DSU will continue to emphasize use of rehabilitation technology services and resources in presentations to professional and paraprofessional staff. Efforts will continue in FFY10 to identify and access training material available from a variety of Wisconsin resources as well as other VR agencies. The DSU will also access training resources and technical assistance through the TACE center.

The DSU funds current and projected personnel training activities using HRD in-service grants, TACE resources, VR Title I funds and resources from the DSA. Both the DSA and DSU conduct New Employee Orientation training for all new employees. In addition, new supervisors are required to attend supervisory trainings offered by the

Wisconsin Office on State Employment Relations. DSU managers are selectively sponsored for advanced management and leadership training through the National Rehabilitation Leadership Institute (NRLI), as well as through Executive Management programs sponsored by the DSA. In addition, the DSU provides on going training for all managers at supervisory administrative meetings.

(2) Procedures for the acquisition and dissemination of significant knowledge from research and other sources to designated state unit staff.

The DSU has developed a system that provides access to information on key issues and topics of relevance to program staff, consumers, and the general public. The DSU resource rich web-based program is called the *Knowledgebase*. It promotes consumer informed choice and ready access to key VR information for staff in the remotest of locations. The *Knowledgebase* includes VR federal and state requirements and rules, policy interpretations, procedures, guidance information and informational items in user-friendly Question & Answer formats. The *Knowledgebase* cross-references and indexes all the policies, directives and related guidance affecting the vocational rehabilitation program. There are two versions of the web-based program, one specifically designed and tested for users of alternate technologies and one for other users. Before posting to the *Knowledgebase*, DSU policy is reviewed and approved by the DSU's Policy Academy. The Policy Academy is composed of a cross section of professional and paraprofessional staff, as well as management staff. VR Policy analyst staff review and revise the material to keep it up-to-date and correct. The *Knowledgebase* link is: <http://dwd.wisconsin.gov/dvr/knowledgebase/default.htm>

The DSU periodically disseminates information to statewide staff on the National Clearinghouse of Rehabilitation Training Materials (NCRTM) website hosted by Utah State University. The site includes a digital library with research and resource material as well as opportunities for continuing education credits online, etc. Staff can access research information disseminated through teleconferences sponsored by the University of Wisconsin Medical School, and available through university libraries in the state. Research is utilized in a number of ways including individual staff application of findings and promising techniques to individual cases and in project and grant development activities initiated by the DSU. One example is the use of data from research and other sources in the development of technical specifications for vendor service agreements, transition, assistive technology and supported employment special projects. The DSU website contains links to pertinent research information and scheduled training opportunities from internal and external sources. Web training resources are updated and disseminated to staff through the DSU staff newsletter as well as via e-mailed communications.

There are two full-time VR policy analysts who provide ongoing technical assistance and consultation to statewide staff on issues of service delivery as mandated by the Rehabilitation Act. The policy analysts also develop guidance and best practices for staff by researching other state practices, conducting literature reviews, and researching state and federal laws. An example of this is Self-Employment Start-up Toolkit.

Exploration and research were conducted, and information developed by another institution was used to create the Wisconsin toolkit. When guidance and best practices are developed, they are disseminated vetted through the Policy Academy and disseminated to staff through various means such as emails, staff and management meetings, inclusion on the DSU's internal web and in the *Knowledgebase*. As needed, staff training is also developed and provided.

In FFY10 the DSU will emphasize the need to use and apply research when developing guidance, best practices, and staff trainings. For example, the policy analysts are currently conducting a literature review related to 26/28 closures. Information obtained from this research will be used to assist the DSU in understanding factors that can contribute towards a successful closure.

The policy analysts also participate in the DSU's Policy Academy comprised of field representatives from each Workforce Development Area (WDAs) and DSU senior leadership. The purpose of the Policy Academy is to address and develop policy and guidance pieces and background information on topics pertinent to the practice of vocational rehabilitation in Wisconsin. The information from these meetings is taken back to the respective WDAs to disseminate to staff.

As a critical component of training, meetings are periodically scheduled for DVR WDA Directors and Supervisors during which various training topics are addressed. In a "train the trainer" model, WDA Directors and Supervisors are then responsible for training local field staff and recording the training event in the minutes of their WDA meetings.

(e) Provisions to maintain a minimum standard to ensure the availability of personnel to communicate in the native language or mode of an applicant or eligible individual

The DSU maintains the ability to communicate with customers in their preferred mode using a variety of resources. Designated staff maintain & coordinate foreign language translation and interpreter lists, including CART resources.

The DSU affirmatively recruits staff fluent in Spanish and American Sign Language. The DSU maintains relationships with vendors for both oral and written translations in over 60 languages. Oral translations are available, on demand, via a telephone connection. Translations in Spanish and Hmong of the DSU's most frequently used publications and forms are available as print-on-demand from the public website. Audio-taped materials are available via a contracted vendor. The DSU maintains in-house technology to prepare Brailled materials.

(f) Activities undertaken to coordinate the system of personnel development with personnel development activities under the Individuals with Disabilities Education Act (IDEA)

The DSU maintains an interagency agreement with the state's Department of Public Instruction (DPI). The agreement also includes the Department of Health Services (DHS), Division of Long Term Care. This agreement describes the roles and responsibilities of the tri-agency state partnership which includes the DSU, DPI, and DHS with respect to supports and services to youth-in-transition from high school.

A Transition Action Guide (TAG) was developed to guide all stakeholders involved in the delivery of transition services and to outline the inter-agency team member roles, and responsibilities in the transition process. The TAG also includes effective practices, resources, and service information. As this document is used in practice, stakeholder feedback and suggestions are collected and updates are made.

To further support the interagency agreement and the TAG, the tri-agency partners have committed to providing trainings to our respective staff throughout the state. In January 2008 these documents were first introduced at the Wisconsin Statewide Transition Conference. The agreement and supporting documents continue to be shared at conferences for education professionals, vocational rehabilitation professionals, and long term support professionals.

During FFY 10, interagency agreement trainings will continue to be held around the State by the DSU, DPI and DHS partners. WDVR staff participation from each Workforce Development Area (WDA) is expected. In addition to the agreement-specific training, WDVR staff are encouraged to attend other transition-focused trainings to increase their knowledge of transition issues and processes. In FFY10, WDVR, DPI and DHS will continue joint sponsorship of training events focused on improving transition and vocational rehabilitation services.

The DSU's Statewide Transition Action and Resource Team (START), consisting of one primary and one alternate representative from each of the 11 VR workforce development service areas, act as local transition experts and technical assistance resource. START members will continue to provide training to staff in their respective service areas. The team's goals also include improving individualized engagement of students with disabilities and their parents in the transition/ VR process as well as increasing engagement of schools in transition services.

The DSU will continue to have a liaison counselor designated to each school identified by Wisconsin's Department of Public Instruction (DPI) as a referral source for DVR applicants. WDVR liaison staff work with educators and parents in providing information related to the interagency agreement as well as information on WDVR services. The DSU will also continue to work with DPI on the Wisconsin Statewide Transition Project, which involves 18 other states.