

" A JUVENILE COURT SERVICES MANAGEMENT  
SYSTEMS ANALYSIS - VOLUME I - PART I "

BY

MAX C. SCHNOOR, JR.



A  
JUVENILE COURT  
SERVICES MANAGEMENT  
SYSTEMS ANALYSIS  
(VOLUME I - PART I)

By  
Max C. Schnoor, Jr.

Volume I  
Composed of  
Parts I, II, and III


I am indebted to all who made this project possible. Their dedication and many significant contributions are appreciated.

Special recognition should be given to the Law Enforcement Assistance Administration for their financial support in undertaking this much needed project. Particular thanks should also be extended to the Kent County Juvenile Court Judges John P. Steketee and Richard N. Loughrin and Roger Lewis, Director of the Kent County Juvenile Court, for their continuous support and cooperation; Prab Conveyors, Inc., Kalamazoo, Michigan, for the use of their facilities in the master flow chart reproduction; and the numerous Graduate Assistants and Graduate Students from Western Michigan University who participated in the compilation and organization of Volume I - Part I (Job Descriptions), Volume I - Part II (Individual Procedures and Flow Charts), and Volume I - Part III (Master Flow Charts).

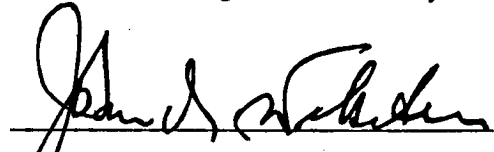
Without the fine efforts of all these people, this project would not have been possible.



Max C. Schnoor, Jr.  
Co-Director &  
Professor in Management  
Western Michigan University



Roger Lewis  
Co-Director &  
Court Administrator



Hon. John P. Steketee  
Judge of Probate

Copyright 8-31-71: by

LEAA Grant #71-DF-587

Max C. Schnoor, Jr., President  
Max C. Schnoor, Jr. & Associates  
(However, any portion or all may be  
reproduced without charge or permis-  
sion but not for resale.)

Volunteer Consultants or Graduate Assistants

Louis Achille	Raymond Floyd	Susan Reichenbach
Daniel Carroll	Stanley Gaines	Malcolm Smith
Robert Crews	Richard Haskins	
George Fisher	Gregory Olson	

Students

Gregory Anderson	Lindsay Letcher	Richard Pyle
John Anderson	Stuart Levey	David Reck
Jut Bielby	Thurley Love	Michael Robb
Richard Bossard	Gary Lovelace	Lynn Robbins
James Chapman	Major Marling	Richard Sapp
Glen Coultrip	Lois McLean	Jerry Scoville
Wayne Darnell	Robert McNulty	Brooks Simpson
James DeVoss	Rick McPartlin	Michael Smith
Glenn Dutcher	Bristol Messer	Roger Stelma
Warner Forsyth	Robert Michaluk	Robert Sundwick
Gary Frank	Jerry Miller	Edward Synder
Michael Herron	Keith Morvan	Leonard Werner
Phillip Hewitt	Richard Nelson	Jerry Whitacre
Jon Hoffman	Dale Olah	Robert Wise
Thomas Imbrunone	Richard Olszewski	Terry Yageman
William Jackson	Daniel Opalka	Joseph Yock
Richard Karchunas	John Pfanz	Paul Ziegler
Ravinder Kohli	Michael Pinckes	
William LaMain	Frederick Post	



TABLE OF CONTENTS

INTRODUCTION . . . . . Pages  
1 - 19

PART I. ORGANIZATION OF THE COURT

Chapter  
I. INTRODUCTION TO ORGANIZATION AND ORGANIZATION CHARTS . . . 20 - 34  
II. ORGANIZATION CONSIDERATION CHARTS . . . . . 23 - 28  
III. ORGANIZATION CHART . . . . . 34  
IV. INTRODUCTION TO POSITION DESCRIPTIONS . . . . . 35 - 37  
V. INDIVIDUAL POSITION DESCRIPTIONS . . . . . 38 - 189  
VI. RECOMMENDATIONS . . . . . 190 - 193

PART II. COURT PROCEDURES

Chapter  
I. INTRODUCTION TO PROCEDURES AND FLOW CHARTS . . . . . 194 - 202  
II. INDIVIDUAL PROCEDURES AND FLOW CHARTS . . . . . 203 - 1484  
III. RECOMMENDATIONS . . . . . 190 - 193

PART III. CURRENT MASTER FLOW CHARTS

Chapter  
I. PURCHASING . . . . . 1  
II. TRAFFIC . . . . . 2  
III. DETENTION . . . . . 3  
IV. PROBATION . . . . . 4  
V. ADMINISTRATION . . . . . 5

## PHILOSOPHY

The philosophy of the Kent County Juvenile Court is an interweaving of several key ideas. The Court serves, first, as a "governmental agent of social control" for the public against juvenile offenders and secondly, as a "court of protection" to ensure that children are provided with proper care. The Court also give remedial service to children, although non-criminal in nature, who have exhibited behavioral patterns destructive to themselves and their families.

The elements in "social control" and "protection" have combined both concepts in their application to the separate classes of delinquent and neglected children in that social control may be necessary to insure proper protection for neglected and misbehaving children and protection is needed for children who have violated the criminal law.

Based upon the thesis that the objectives of lasting protection and social control are best met through constructive, durable changes in behavior, the Court seeks to tailor its remedial action to fit each individual. Thus the concept of "individualized justice" guides the therapeutic and preventive programs of the Court, which seeks to change legally unacceptable behavior by the application of the knowledge and methods of the social sciences.

The Court's right to step in at all is first determined by the statutes; it is not dictated by the child's welfare or the best interest of the State. Only after the Court's jurisdiction has been established by law and in accordance with Michigan Supreme Court rules do these concepts come into play.

## WHAT DO WE WANT FROM OUR JUVENILE COURTS

What the juvenile court is and what the juvenile court does is determined by what society wants the juvenile court to be and do, and by how

well or how poorly society provides the juvenile court with the means to accomplish its expected purpose. Society does not present juvenile courts with a single, universally-agreed-upon expectation about what they ought to be and do. Instead, there are "expectations" which in varying degrees are in disagreement with one another.

Before proceeding to discuss these differing expectations, the juvenile court, itself, should be briefly defined. In Michigan, the Juvenile division of the Probate Court has jurisdiction in matters of delinquency and neglect involving children under age 17 found within the county (given such differences as the age range for jurisdiction--the maximum age may vary from 15 to 18--and its position within the judicial hierarchy of each state) the Michigan juvenile court is fairly representative of juvenile courts nationally.

The Michigan juvenile code's statement of purpose is also representative:

"Proceedings under this chapter shall not be deemed to be criminal proceedings.

This chapter shall be liberally construed to the end that each child coming within the jurisdiction of the court shall receive such care, guidance and control, preferably in his own home, as will be conducive to the child's welfare and the best interest of the state and that when such child is removed from the control of his parents the court shall secure for him care as nearly as possible equivalent to the care which should have been given to him by them."

Yet, this stated purpose serves to help create the conditions under which various groups in our society have developed differing expectations of juvenile court.

Between the opposed poles of "passionate reformers" and "mollycoddlers" a wide range of expectations can be found, each with its own supporters. One persistent type of demand is that: juvenile courts function as a general child welfare agency for the whole community, holding that the

concept of "the best interests of the child" provides a sufficient basis in and of itself for the Court to intervene. In short, juvenile court is asked to move into a vacuum created by inadequate community child welfare services.

At odds with this position is that of critics in the legal profession who say, too often, that the juvenile court has been so derelict in safeguarding the legal rights of those who appear before it as to have nearly forfeited the right to call itself a Court. Much greater emphasis upon provision of structural safeguards to guarantee due process of law is demanded.

In addition to the expectations previously described there are still others: Parents who are having difficulty getting their children to behave look to the juvenile court to provide the strong controls and punishment which they themselves cannot provide; school authorities ask that juvenile courts force the chronic truant to attend school regularly and the chronic behavior-problem to settle down in the classroom; aggrieved victims expect juvenile courts to extract restitution from juveniles who have damaged property or injured person; and finally, the juvenile himself has expectations--quite typically, the juvenile court is feared as an all-powerful agency which may be capricious, arbitrary, unwilling to listen to what the juvenile himself wants and quite apt to banish him to a reform school for a lengthy period of time. PARADOXICALLY, it is the client (juvenile) population for whom the Court was created who have the least influence of all in pressing to have their expectations met.

The social institution which emerges from this analysis can be readily described as a hybrid whose outlines are relatively shapeless and whose purposes and procedures appear ambiguous, but what is much less readily recognized about juvenile court is that the very qualities of amorphousness

and ambiguity which so disconcert also provide for a flexibility and a strong potential for innovation which we should value as we move to meet the changing correctional needs of youth.

Given the present diversity of opinion about what the public wants from juvenile court, we may ask if there is a common denominator to be found. Although the range of opinion seems to be so great as to be irreconcilable, all would agree to some extent, that the juvenile court serves as an agency of social control.

In the case of the juvenile delinquent, as the system of direct control of the offender becomes refined two things become apparent. First, some offenders can be controlled if provided some sort of supervision. Secondly, corrections provide something more than mere custody and surveillance. The community now wants "change"--the change from a person whose behavior is legally intolerable to one who can behave within the limits of public tolerance.

This expectation overrides the traditional concept of control. It also promotes a change in focus from the seriousness of the offense per se to a focus which also includes a sizing up of the offender's personality and condition and an analysis of the sequence of cause and effect through which the person has become an offender. The importance of obtaining and organizing this information becomes apparent when we consider the following:

First, the court has the problem of selecting, from among whatever possibilities the statutes permit, that social control measure (e.g. probation, fine, incarceration) which provide just the right amount of control to be effective with the specific offender. In juvenile court the full range of possibilities from probation to commitment to a training

school can be considered as alternatives in nearly every case. So, the court is called upon to make a prediction in each case that a chosen disposition will neither be so light as to provide ineffective control nor so heavy as to be inhumane, conducive to drastic and irreversible alienation of the offender, or excessively costly. The preferred course of action is to get to know the offender in sufficient depth so that he can be classified correctly and an appropriate measure selected.

Secondly, the mounting emphasis that offenders be changed as well as controlled leads to even greater complexities in diagnosis and classification. The offender's capacity for change must be analyzed, and an even more sophisticated choice of disposition must follow which will reconcile the requirements of both control and change.

The demands of this imposing task of investigation and diagnosis have led almost inevitably to the creation of an administrative structure to perform these functions for the Court. In addition, this arm of the Court has been charged with implementing the control and change process for offenders permitted to remain at large in the community while under the continuing supervision of the Court. The caliber and numbers of people who perform these functions assume critical importance, since it is their fact-finding, analysis and critical review of alternatives which assist the judge in making his decision. If their work is sound, the alternatives selected will prove to be effective. If their work is unsound, the numerous mistakes made in choice of alternatives will result in both inadequate control and little or no positive change at an excessive, mounting cost.

The performance of these administrative personnel is a critical determinant in whether the correctional tax dollar is spent wisely and well--money allotted to corrections from a by-no-means inexhaustible public purse. The public many insist upon its pound of flesh, but the costs of so doing

come at a very high price.

A recent (1966) survey by the Children's Charter of Michigan disclosed that only two Michigan juvenile courts, one of these being Kent, met the National Crime and Delinquency Council standard of providing at least 45 minutes of interview time per week per case. The average in the other courts was 15 minutes or less.

In court services, as in everything else, we get just what we pay for. The promise of juvenile court is as new and shining-bright as ever. Rather than it being a matter of having tried and failed, in most places it has yet to be tried.

No final resolution of the dilemma caused by the conflicting expectations made of juvenile court has been achieved, but no court can effectively operate in a philosophical vacuum. If a court is to function in a stable and predictable manner it must establish what its basic principles are, and it must act accordingly.

#### KENT COUNTY'S POLICIES AND EXPECTATIONS

In Kent County Juvenile Court, we subscribe to the philosophy that citizens should be able to lead their private lives as free from governmental intervention as possible. If government must intervene to protect the welfare of children and the public, such intervention must be made only on clearly established statutory grounds. Although some juvenile court procedures are less formal than those established for other courts, these procedures must, nevertheless, provide for scrupulously fair treatment for all concerned parties. We define juvenile court as a court which carries child welfare responsibilities and not as an all-purpose child welfare agency which uses legal means to accomplish its purposes.

Secondly, we fully subscribe to the concept of individualizing our handling of each case so that our disposition fits the total circumstances

in the case, not just the gravity of the offense alone. We recognize the legitimacy of the public demand for both control and change. The Court's capacity to control is a positive force in helping the Court to hold its often-reluctant and resisting clients in sufficient contact to bring these clients to face their own problems and to begin to undergo change. In view of the relatively greater plasticity of boys and girls and their greater capacity for change the "people changing" function of the Court is, of course, accentuated.

Our juvenile court is far more fortunate than many juvenile courts in several respects. First, our community has demonstrated in many ways that it cares about what kind of juvenile court it provides. Second, we have had inspired judicial leadership during these years when we have been undergoing our greatest change. Third, our caseloads are within the previously discussed limits in size because the provision of services for neglected children by the Kent County Department of Social Welfare and the foster care agencies has freed our probation staff to concentrate on delinquency cases. Fourth, although our probation officers are, for the most part, young and inexperienced, these aware, alert, dedicated, and inventive persons work hard to improve themselves through our in-service training program and independent study.

This listing of positives should not lead us to conclude that a juvenile court utopia has been reached in Kent County. Chronic problems exist which defy simple, painless solution. In a sense, we have reached a plateau from which the next ascension has yet to begin. Improvement in the quality of our services depends on our ability to stabilize our staff. Our organization is too small to provide promotional opportunities for more than a very few persons, and transfers between juvenile courts in different counties are almost impossible under the present systems. As



a consequence, we are constantly training new staff members and testing their potential, only to lose them to other fields or other organizations once their capabilities have been developed. A further consequence of this situation is that the administrative staff must concentrate on training, leaving all too little time for the critical review of our methods, procedures, and results which is so essential to the improvement of our services. Our highest potential has not yet been realized.

#### Who Are Referred

Only a minority of the boys and girls who commit criminal acts or who engage in other chronically deviant patterns of behavior, e.g. truanting from school, repeatedly breaking their parents' rules, are referred to juvenile court. Those who are referred to juvenile court are usually repeaters or youngsters who are involved in serious difficulty as first offenders.

#### What Decisions May The Court Make

The preamble to the Juvenile Code (the governing statutes) sets forth the major guidelines for Juvenile Court. In accordance, the Court acts as follows:

1. Intake. The intake department is empowered by law to screen referrals to determine if our legal intervention is necessary to serve the public's and the child's best interests. Those cases which are not closed at Intake go before a Referee for a preliminary hearing. If a petition is authorized, the child is scheduled to appear before the Judge for a final hearing.

2. Final Hearing. If guilt is admitted at the preliminary hearing, a Field Department probation officer is immediately assigned to the case to complete an investigation and study preparatory to the child's appearance before the Judge for the final hearing.

If the charge is denied, this investigation and study is withheld, and an adversary, or contested hearing is scheduled so that a determination can be made as to whether the child is guilty or not guilty. For those found guilty, an investigation is then undertaken by a Field Department Probation Officer.

The options available to the Judge in making a disposition are:

1. Dismissal
2. Probation
3. Placement Away From Home

When a placement decision is dictated by probation failure or by our initial judgement that probation should not be tried, the following choices are considered:

A. Foster Home. Placement with relatives or in a licensed, non-relative foster home is a possibility for a few delinquent children who are able to get along with most adults but whose own homes are very poor. Experience has demonstrated over and over again that most of the severely deviant boys and girls who are our responsibility cannot get along in the close family contact of the foster home.

B. Private Institution. Placement in residential treatment institutions comes into play for the delinquent with whom the preceding possibilities have already been tried and have failed, or for whom these options clearly won't work. Often the need for stronger controls than either probation or foster care can provide is an important factor along with the need for a kind of program for change different from that offered by probation.

Ideally we attempt to refer boys and girls who require institutional placements to those institutions which most closely offer services appropriate to these children's needs. Keeping in mind that each institution can do as it sees fit about accepting our referrals, we are often forced

by their lack of immediately available space or outright "refusal" to do considerable "shopping" before we are able to complete placement.

Institutional placement is expensive. In full recognition of this, we do not turn away quickly or lightly from probation. However, all too often the decision to institutionalize a juvenile is forced upon us because other plans have already failed or will clearly fail.

C. Boys (Girls) Training Schools. These placements are made when all else has failed or is completely impossible to consider. Usually these delinquents are offenders who have repeatedly preyed upon the public. Even so, we prefer not to commit to B.T.S. or G.T.S. if at all possible because their (expensive) programs too often fail to produce lasting change. (Such commitment may simply mean that a troublesome juvenile offender is not committing thefts or assaults in Kent County for a few months).

#### What Special Programs Are In Operation

To supplement its basic program of probation and to provide alternatives to the most expensive option of institutionalization, juvenile court has developed and is operating the following special programs:

1. Kentfields is the major specialized program. Kentfields is a combined work-group discussion program designed to rehabilitate hard core, male school dropouts who would be institutionalized were this program unavailable.

Accommodating a maximum of 20 boys at any given time, the Kentfields program introduces these boys, over an approximate period of three months, to hard work five days a week and to soul-searching group discussion. Boys who successfully work their way up through four levels earn the privilege of returning to school or finding employment. Program graduates return to the program on a reduced schedule to assist new boys to complete the program successfully.

2. Group Program for Boys Attending School. Another program which accommodates 8-12 boys at a time being operated by two members of the probation staff. These boys meet after school two afternoons a week in donated quarters in a downtown office building. Each boy makes a commitment to the group in writing to improve his behavior in well-specified ways, in return for which he may earn certain privileges and incentives which have been made available to the group.

3. Discussion Group Meeting for Problem Families. Small groups of parents and children, usually not exceeding 4-6 families, meet evenings, twice a week, with the Supervisor of Kentfields and a probation officer in cases in which the family has been in turmoil over the behavior of a child who is considered out of control at home. The objective of these meetings is to cut through the usual pattern of mutual hostility and to develop an equitable exchange of privileges and responsibilities between parents and children. Parents are helped by the staff (and help one another) to develop more effective child management methods.

4. Volunteer Program. The Citizens Advisory Council to Kent County Juvenile Court has undertaken the development and management of a volunteer program which offers special assistance to the court in many areas. They serve as additional eyes and ears, and as strong links between the probation officer, child, parents, and school; they are assigned as "big brothers (sisters)" to children who need a special personal relationship or as pen pals for institutionalized children. Some are even managing the Court's library and assisting in administrative research.

#### PUNISHMENT AS A DETERRENT TO DELINQUENT BEHAVIOR

Deterrence continues to be an important and hotly debated concept in relation to delinquency--and crime as well. A rational examination of the subject begins with a definition of terms. Deterrence is that

which inhibits or prevents. (Punishment is the application of a painful consequence to a behavior labeled by the punisher as unlawful or undesirable).

Can punishment inhibit or suppress behavior?--Yes, provided that certain essential conditions are met.

For punishment to effectively deter, it must be applied in accordance with a basic principle: behavior is as changeable as the consequences are immediate. Delay by an appreciable interval will tend to diminish the probability of establishing the desired bond between the unwanted behavior and its painful consequence. (Consider the efficiency of our present system of criminal justice in this light).

Punishment does not extinguish behavior permanently (except for capital punishment), it can only suppress behavior for a period of time. For continued deterrence, it is necessary that the punisher be able to consistently detect the unwanted behavior and to consistently and quickly apply the punishment. (Only within highly controlled settings is it possible to devise a consistently applied, punishment based program to reduce the rate of an unwanted behavior).

In addition to the difficulties in establishing an "effective" program of punishment, certain important side effects must be taken into account. If able to do otherwise, one does not ordinarily choose to subject oneself to painful or aversive experiences. Avoidance of the punisher and/or the punishing situation or escape through flight are common reactions to punishment.

Another critical factor is that, at best, punishment suppresses; it is a "time out" procedure which may provide space and time for a better behavior to occur. Punishment cannot of itself generate that more desirable, alternative behavior. If our objective with those who err grievously

and often is to do other than reduce them to a zombi-like condition, the production of "wanted" behavior is of equal or greater importance than the reduction of that which we don't want.

Given the goal of replacing criminal or delinquent behavior with acceptable behavior, we can examine the possibility of pushing aside the undesirable by accelerating the behavior we do want.

Within the Kent County Juvenile Court, one approach with delinquent youngsters is to concentrate on reinforcing acceptable behavior rather than to exclusively punish delinquent behavior.

Our attempt to "change" is to provide some incentive for "straightening out". Each youngster and his parents are asked to list the kinds of positive behavior they would like from each other. The youngster is then asked to list some desired privileges as well as some corresponding responsibilities. Once this is completed, a contract is worked out between parent and child (or the child and the school, as the case may be).

A typical contract would consist of the youngster's privileges and responsibilities as well as a number of sanctions should the youngster or his parents fail to honor the terms agreed upon in the contract. The contract is drawn up and signed on this basis.

The incentive program is enriched and expanded with merchandise solicited from local merchants, services donated by different recreational facilities, volunteer assistance with case workers, and limited employment by local companies and stores.

Also the court is involved in group therapy and offers various daily and afternoon programs as another means of behavior modification.

#### ALTERNATIVE DISPOSITIONS AND THEIR COMPARATIVE COSTS PER CHILD

The juvenile court is called upon to control and to change juvenile offenders. To accomplish this dual purpose the Court is empowered to

employ a variety of options. Assessment of the relative merits of each choice must necessarily include an analysis of comparative costs if the court is to allocate its resources wisely. Based upon experience trends for the years 1966-70 the following conclusions are reached:

1. Probation

A well-manned, flexible probation program costs so much less than any other type of control-change program that it should always be the first choice whenever it is considered to have a reasonable chance to succeed. At a \$625 annual cost per child in 1969, probation cost only 13% of the average cost of placing a child in a private institution (\$4,725) and about 9% of the cost of placement in Boys Training School (\$6,657.60) or Girls Training School (\$6,956.90).

A heavy concentration of resources in the probation program, particularly in the recruitment, retention and training of staff and in experimentation with new techniques and variations of probation, promises the best return. For, improvement in program effectiveness at the least expensive end of the continuum offers the best hope of stemming the tide of rapidly rising costs and in bringing lasting, constructive change in the behavior of children.

In this respect, continued development of such programs as our joint group counseling program for parents and children, our after-school group program for male probationers and our growing volunteer program is essential.

2. Kentfields Program

a. Boys In those instances in which the probation program has not been effective or in which its trial has been deemed inappropriate a stronger program for control and behavior change is indicated. In the past this usually meant institutional placement. However, the development

of less costly, mid-range alternatives offers great promise. The outstanding example of such a new option is the Kentfields Program, a combined work, group therapy program for seriously delinquent, male school dropouts who would otherwise be institutionalized. At full capacity Kentfields can accommodate about 100 boys per year at a total program cost of slightly less than \$30,000. Each Kentfields boy is also classified as being on probation. Given the \$625 cost of probation supervision plus the \$300 cost of Kentfields the total cost is about \$925 per boy, about 20% of the average cost of placement in the average private institution and about 14% of the cost of placement in Boys Training School.

b. Girls In view of the even greater cost of placement of girls in Girls Training School a variant of Kentfields designed for girls would seem to be a logical development for the future.

### 3. Group House Program

Not in existence but being explored is the development of a group-home program in which family homes able to accommodate four to eight children would be used as an alternative to full institutionalization. Many children who do not stay out of trouble while living in their own homes are, nevertheless, considered as capable of getting along in a situation which would provide somewhat stronger controls but not necessarily the degree of secure custody which an institution provides. It is estimated that the annual cost per child would run about \$2,500-\$3,000, considerably less than the average institution.

### 4. Training School

Placements in Boys Training School or Girls Training School are made when all other alternatives have been tried and have failed. The average number of boys and girls from Kent County in these institutions in 1969 was 53, 38 boys and 15 girls, a reduction from the 1968 average total of



60 boys and girls. The annual cost per child, per case in 1969 and 1970

was:		1969	1970
	Boys	\$6,657.60	\$6,750.00
	Girls	\$6,956.90	\$7,600.00

The complete account of a changing pattern of referrals to Boys Training Schools is not told by the above statistics. As of January, 1969, there were 50 Kent County boys in residence in B.T.S. In December, 1969, only 28 Kent County boys were in residence. This remarkable 44% drop can be attributed to the following factors:

1. The improved effectiveness of the Kentfields program which is now operated directly by Kent County Juvenile Court.
2. Improved effectiveness of the Court's probation program, augmented by specialized programs which are either operated or made available to the Court.
3. A slight reduction in referral rate of new cases and the Kent County's continuing caseload during 1969.

#### 5. Private Institution

Institutions for delinquent boys and girls differ considerably in their programs. Some such as White's Institute offer strong work and school programs and experience in group living for delinquents whose misbehavior is not exceedingly severe and deep-rooted. Others such as Boys Republic emphasize more individual attention for the more severely disturbed delinquent through casework, psychological and psychiatric services in addition to school, work assignments, and group living.

The average number of boys and girls from Kent County in private institutions in 1969 was 41, a 25% reduction from the 1968 average of 55; and the annual cost per child, per case in 1969 was \$4,725.00.

The wide range of fees (1970 monthly rates per child ranged from \$620.00 to \$248.00) reflects differences in program and different amounts

of private subsidization and endowment. Generally, the institutions offering the more high-powered treatment programs for severely disturbed delinquents are the more expensive.

#### What Reimbursement Does The County Receive

By law, Juvenile Court can order parents to reimburse for the care of children placed away from home at public expense. Such orders are routinely given careful consideration in each case involving placement. Many of the boys and girls who are placed come from poor families whose parents can only be ordered to pay small amounts, if any.

The State Department of Social Services reimburses us for care of children committed to them but who remain in detention beyond 15 work days before being moved on to their institutions.

The most important source of reimbursement is the State of Michigan. As an eligible participant in the Child Care Fund, Kent County receives 50% reimbursement for out-of-home placement expenditures incurred for both delinquent and neglected children after a basic sum of money has been spent for these purposes by the county.

#### DEPARTMENTAL FUNCTIONS

The senior-Probate Judge is accountable for the program and the functioning of the Juvenile Division of the Probate Court, both judicially and administratively. He determines the policies of the Court and these policies are administered by the Director of Court Services.

The Court is divided into three departments: Intake, Field, and Detention. Each department is headed by a department supervisor who is accountable to the Assistant Director of Court Services for the program in his department. In addition, psychiatric and psychological services are furnished on a contractual arrangement with local private practitioners.

## Intake

The Intake Department, supervised by the Assistant Director, serves as the screening device for the Court. All referrals of delinquency cases to the Court (except active cases in the Field Department) are channeled through Intake. This, also, includes control of entry into detention.

Intake makes an initial determination of the need for Court action and the nature of such action. If the Intake Department does not feel that official Court action should be taken, the case may be closed, very short term counseling may be given, or the case may be referred to another agency. If, however, the continued service of the Court appears to be necessary, the Intake Department brings the case before the Referee for a preliminary hearing and makes recommendations concerning the acceptance of a petition and the place of custody pending a Court hearing. And if a petition is accepted, the case is then transferred to the Field Department for further action.

Further, this department (Intake) coordinates its efforts with the County Welfare Department and the private agencies in the processing of neglect referrals. Casework and placement services are also provided.

## Field

The Field Department, with two Casework Supervisors, is accountable for providing continued services in delinquency cases in which petitions are accepted.

This department conducts pre-hearing investigations, brings cases before the Judge for hearing, supervises children placed on probation, and arranges for foster home or institutional placement of children when indicated. In addition, this department supervises children paroled from the two state training schools.

## Detention

The Detention Department is accountable for administering the detention program.

Its function is to provide temporary care for children requiring secure custody pending Court study and disposition. The program is intended to be a constructive one which will help begin the process of treatment and re-education. Entry into and release from detention is controlled by the Intake and Field Departments.

## ORGANIZATION AND ORGANIZATION CHARTS

The need for organizational development is not a new phenomenon. A review of history will reveal that organizations have held a significant part in man's accomplishments.

The question can then be raised: Why organize? By combining his time and experience with others in a group, man has found that he can function more effectively in fulfilling his basic needs of physical survival or his more complex needs for self-actualization. Man also organizes to gain a division of labor and level of specialization beyond what he, as an individual, could obtain. Coordinated groupings of individuals offers limitless bounds for specialization which leads to higher production levels than an individual could accomplish by himself.

Today's organization still offers us the most effective means yet to pull individual efforts together into one unit and direct them into high production levels for satisfying one's needs. The society of early man is not as complex as the society in which today's man must function. Every man who is affected by a particular organization makes certain demands and desires certain benefits from that organization, and society will only support those organizations that will satisfy their demands and provide those benefits. So, an organization's existence is based upon producing and distributing the means to satisfy man's demands.

Since the establishment of organizations play such a vital part in contemporary society, its essential components should be explained. First, an organization is composed of a group of people who desire the same common objectives. Second, there is a need for leadership (management) to define jobs and match the organization's members to them in order to accomplish the objective(s). Third, members of the organization need to

be provided with the proper tools and environment to perform effectively and efficiently. Fourth, management is responsible for establishing and utilizing adequate policies, procedures, and lines of communication and authority.

In review, the essential ingredients needed in organization for a successful operation are: objective(s), leadership, structured jobs and work divisions, proper tools and working environment, policies, procedures, and communication and authority lines.

Although it is a necessity for all managers to completely comprehend and realize the ingredients needed for successful operation of an organization. It is also important for all members within the same organization to have this equal knowledge. Equipped with this knowledge, man can then determine the inter-relationships existing that will exert this needed force for successful operations.

The organization must continuously strive and meet the "expected" demands of the society in which it serves if it wants to operate, and to continue to do so, over the years. Through an understanding of an organization's goals and objectives and the interaction required with society, a manager can place himself in a more advantageous position to structure his organization to its environmental demands.

Sometimes, without realizing it, management does not face facts. Its belief in old technology and outmoded systems that worked before blinds management to conditions as they really exist now. In such an organization, management continues to operate with outdated techniques unaware of progressive systems. The best guard against such a situation would be to continuously recognize and implement "new and changing" managerial philosophies.

Past success strategies are hard to abandon, when faced with the decision to change or modify systems within an organization; but in order to succeed, management must consider and know when external conditions have changed enough to warrant new strategies. Although not always the complete answer, good research and development programs can aid in finding the needed strategies for success.

Practical and educational experiences are the most important sources from which management can draw upon to answer this "success question". Although experience can also blind management if it puts too much emphasis on past actions and results and too little emphasis on new and changing circumstances, management can (and must) judge experience wisely while learning from each new situation.

In the building of an organization structure a manager first should examine the goals, objectives, and restrictions of the organization and identify the major types (functions) of work required to accomplish its purpose (objectives). Second, objectives should be assigned to each of the major functions. The functional objectives or organizational considerations for this court are delineated in Figure I. Third, the possible groupings of the various kinds of work, clients, interactions with other agencies and services, as well as the characteristics of the patterns in relation to the goals, objectives, and restrictions should be identified and analyzed. Only after the completion of the above-mentioned should an attempt be made to constructing an organization chart.

The use of organization charts today seems to be typified by emphasizing that "a chart is not a structure". The chief purpose, unfortunately, is to assist observers in visualizing the parts of the pattern of organizations.

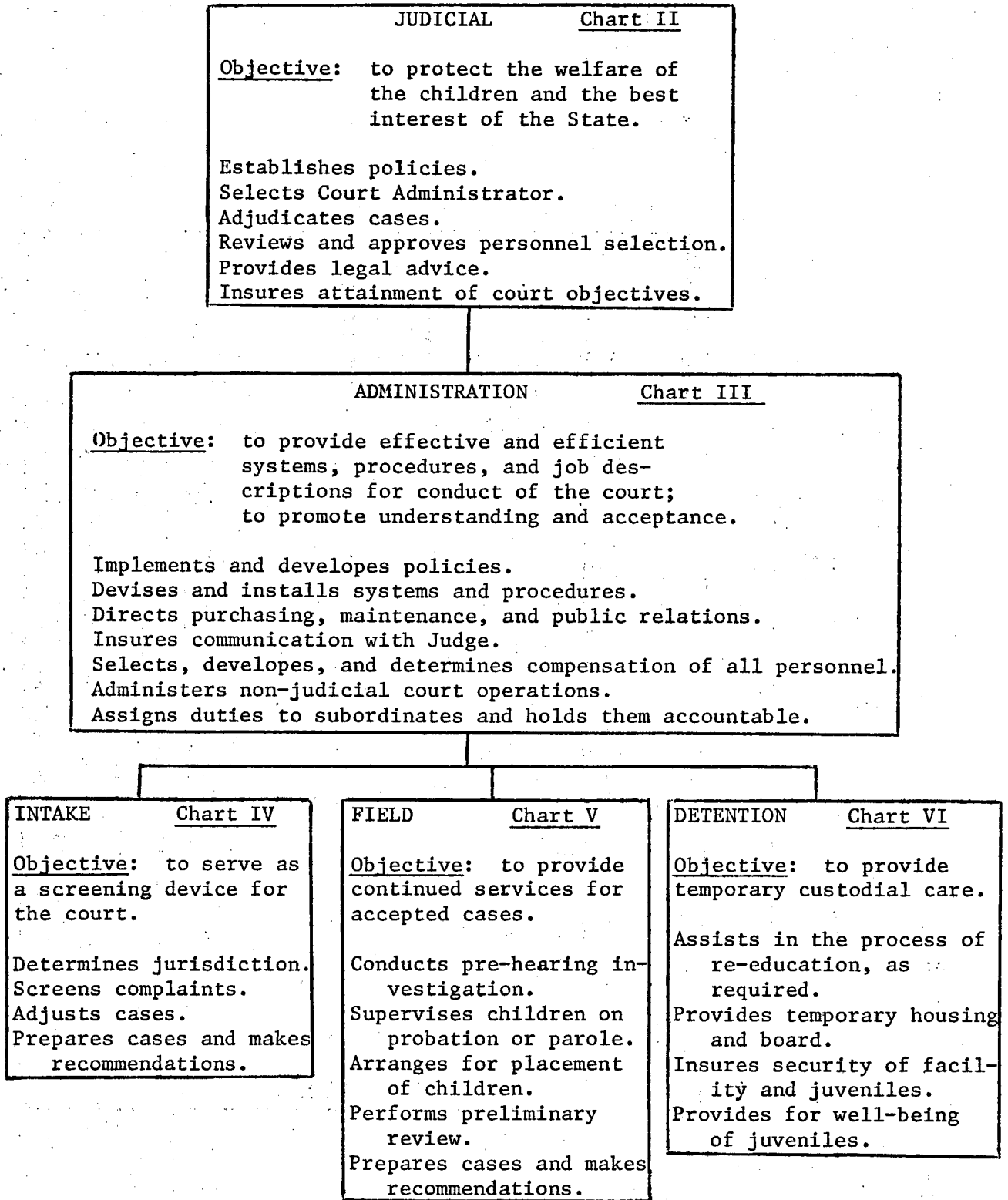


Figure I



JUDGE

Objective: to protect the welfare of the children and the best interest of the State.

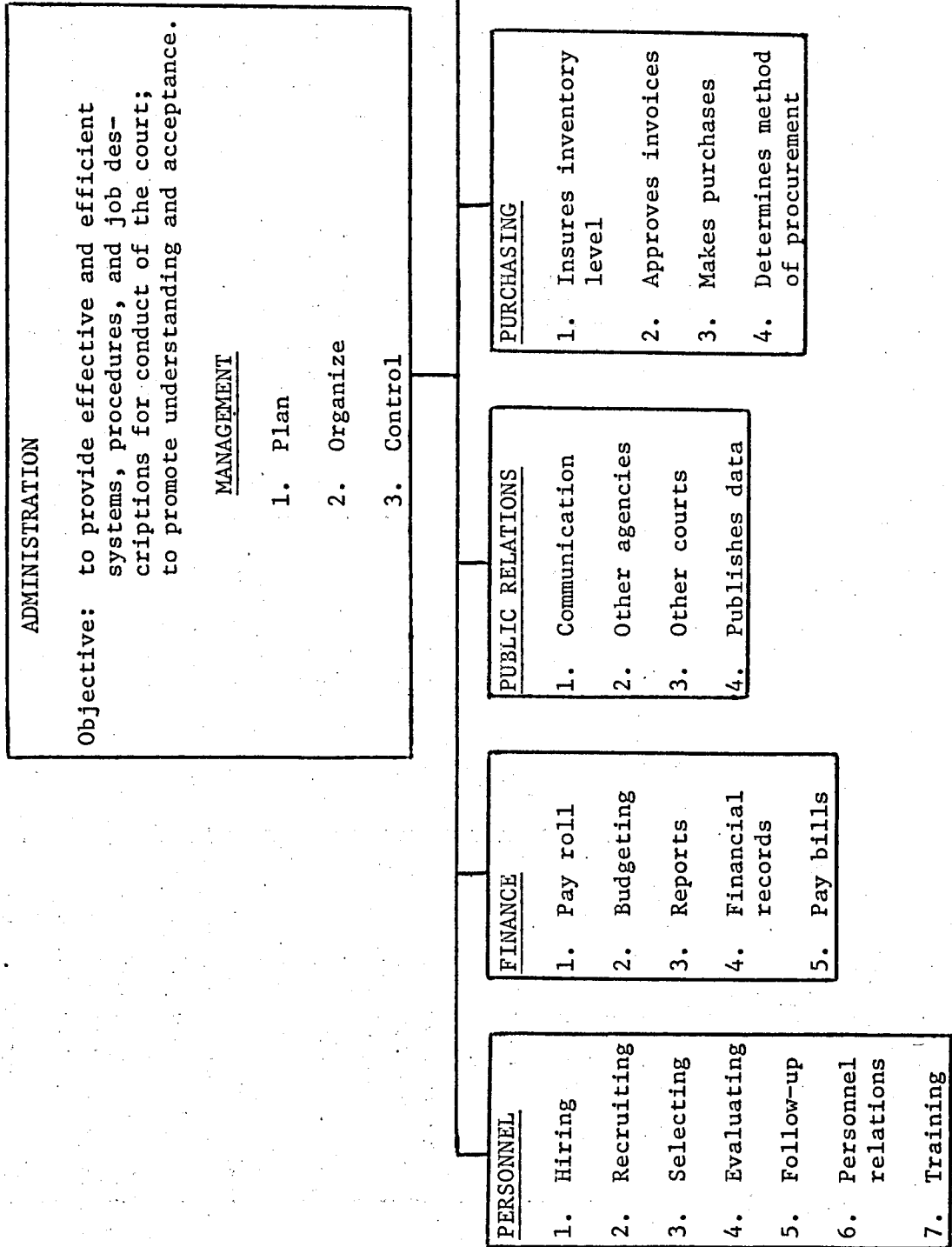
The Juvenile Code of the State of Michigan, Section 1 of Chapter 712A of the Compiled Laws of 1948, as amended:

"This chapter shall be liberally construed to the end that each child coming within the jurisdiction of the court shall receive such care, guidance and control, preferably in his own home, as will be conducive to the child's welfare and the best interest of the state and that when such child is removed from the control of his parents the court shall secure for him care as nearly as possible equivalent to the care which should have been given to him by them."

The Michigan Juvenile Court Rules, Section .1 of Rule 8, as adopted by The Michigan Supreme Court, December 4, 1968:

"Juvenile court hearings on the Formal Calendar shall consist of two phases--the Adjudicative Phase and the Dispositional Phase. The Adjudicative Phase determines whether the child comes within the jurisdiction of the court under Provisions of Act 54 . . . as alleged in the Petition or Supplemental Petition. The Dispositional Phase determines measures to be taken by the court with respect to the child and adults properly within its jurisdiction in the event the court has determined at the Adjudicative Phase that the child comes within the provisions of said Act."

Figure I



**INTAKE**  
 Objective: to serve as a screening device for the court.  
 CASE--Determination of Jurisdiction  
 Screening of Complaints  
 Intake Service Alternatives

PRE-ASSIGNMENT SUPERVISORY SIFTING  
 Jurisdiction  
 Suitability of request for service

CASE ASSIGNMENT  
 Definition of "referral"  
 Case assignments by sex

PRIORITIES IN INVESTIGATION  
 Detention cases-- time limit exceptions  
 Non-detention cases

INITIATION OF CONTACT  
 Detention Cases--  
 Parents present  
 Parents not contacted  
 Reluctant or resistant parents  
 Parents who cannot be found  
 Non-detention cases  
 Failure of child, parents to appear

ADVERSARY PROCEDURE  
 Review complaint  
 Preliminary hearing  
 Notify Prosecutor  
 Assignment of Field Department Probation Officer  
 Final hearing  
 Transfer case to Field Department

AREAS OF INVESTIGATION  
 The offense-- (possible adversary procedure) legal importance alternative meaning of offense  
 Previous court or police contacts  
 Family Situation-- minimum information added information  
 School Adjustment-- basic information added information  
 Other Agency Contacts-- minimum information details of information  
 Religious Activity-- minimum information added information

EVALUATION AND PLANNING  
 Development of plan-- formulation alternatives  
 Supervisory review-- scheduling written information oral information submission of "face sheet"

PRELIMINARY HEARING  
 Required hearings-- authorization of petition authorization of detention  
 No hearing required-- intake adjustment plan detention release  
 Orientation of child and parents  
 Scheduling of hearing  
 Consultation with referee  
 Role of Probation Officer  
 Post-hearing clarification

PLAN CHANGES  
 Necessitation of re-evaluation-- new information failure of plan continued observation  
 Supervisory review

REPORT RECORDING  
 Purpose of report  
 Length of report  
 Format  
 Priorities

Figure 1

FIELD

CHART V

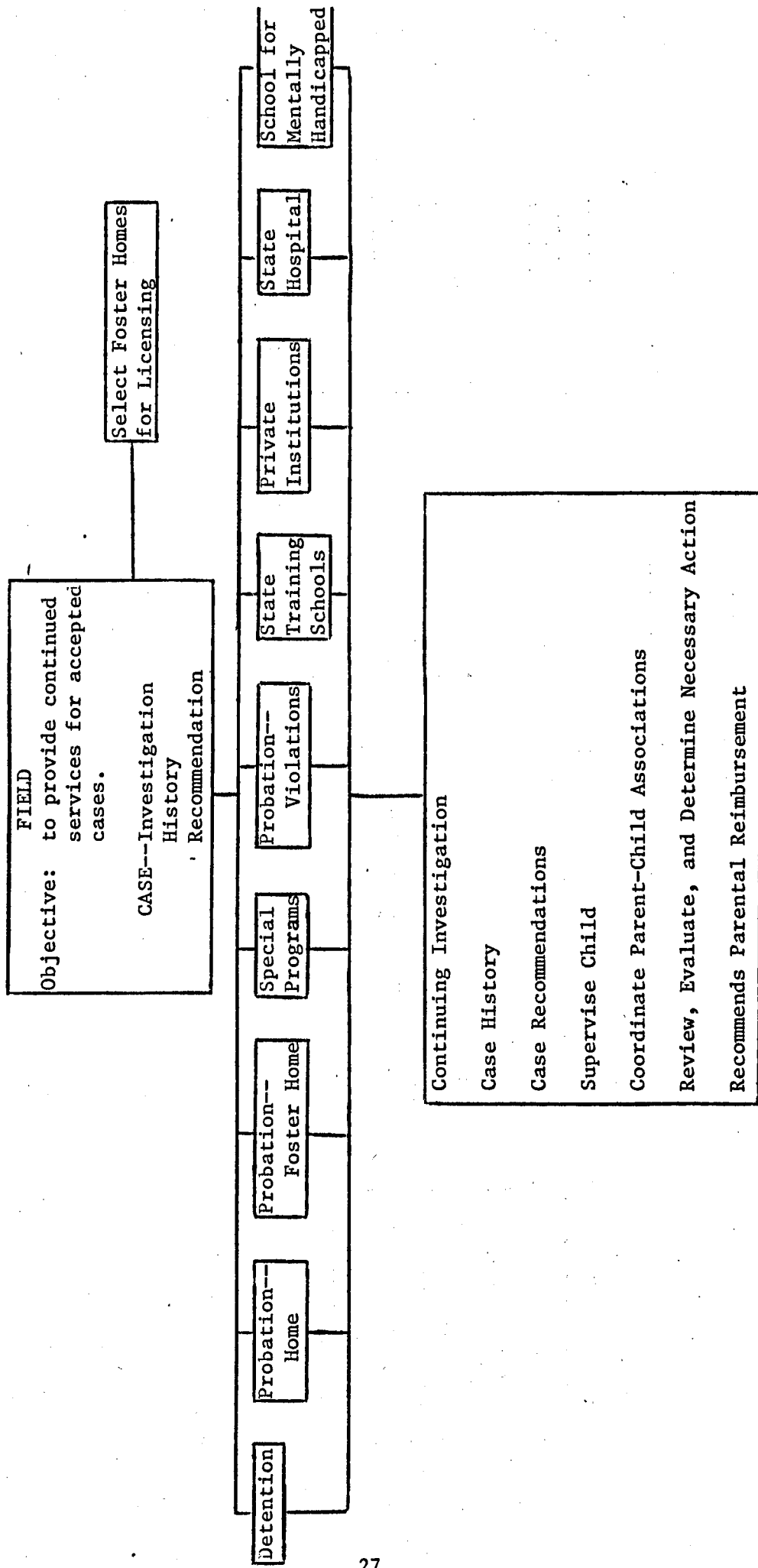


Figure I

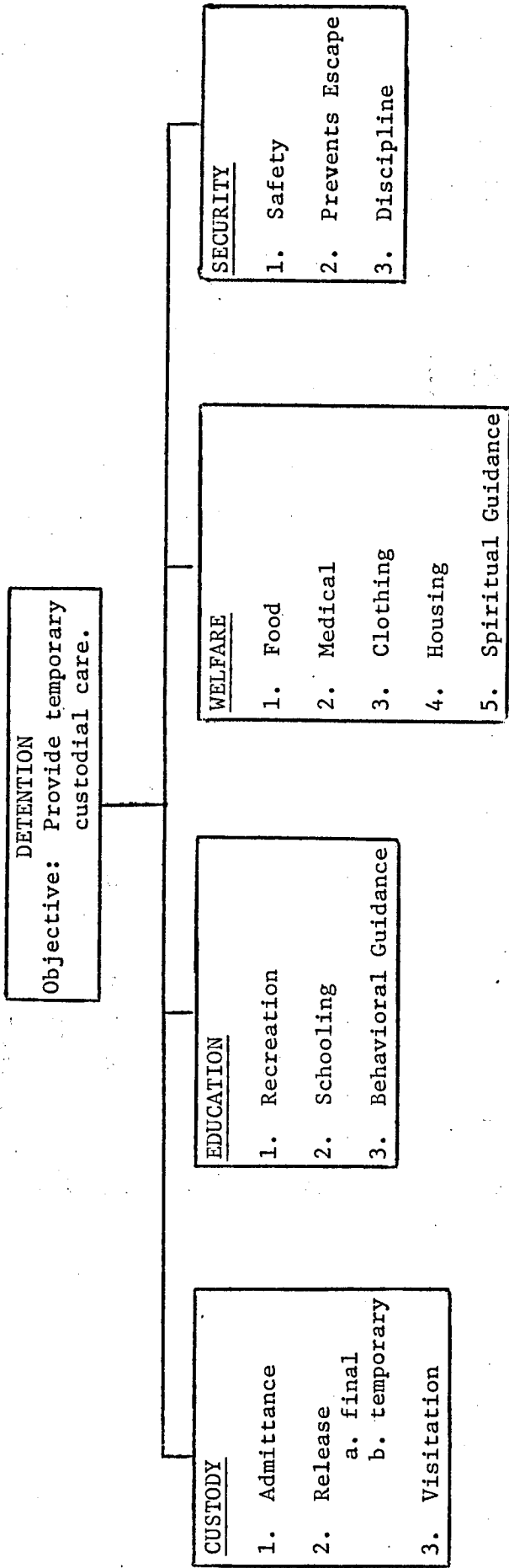


Figure I

The main point about organization charts is that so many people are not sufficiently aware of how little indeed it is that they can do. All too frequently, they are found being used as the only medium for conveying a proposed pattern of organization and for briefing the executives concerned, as to how their part in the pattern is intended to operate. For these purposes, a chart undoubtedly has a modicum of value; in the sense of providing a "general arrangement" view of how responsibilities are proposed to be grouped and associated, the chart is a useful shorthand guide. But the interpretation of one chart could indeed be markedly different for every pair of eyes that reads it, for all the body of the interpretation has to be in terms of assumptions as to the "customary" meanings of titles and short descriptions used. A running commentary given by one spokesman may have provided part of the interpretation at some initial point; in that case, if the chart remains the only tangible evidence of the pattern, reliance on memory replaces the "assumptions" and very little is gained.

The common tendency to rely on charts as the means of portraying-- and even assessing--an organization's structure, has been neatly reflected in the statement, "An organization which can be presented in neat diagrammatic form, and which allows satisfactory targets and controls to be established without difficulty, will often meet the requirements" (i.e., of being sound and appropriate structure). This statement fails to reveal a substance of truth. What relevance has 'a neat diagram' to the reality of executive responsibilities and functional relationships? The mention of 'target and controls' gives a spurious touch of correctness, because in fact, they are in the domain of management action and techniques; and do not make the structure either sound or otherwise.

What does the common organization chart provide?

1. That there are certain positions, perhaps designated by such titles as Department Chief, Division Chief, Branch Chief, etc. but no chart is needed for this. This information could be less expensively done on a typed sheet.
2. The relative "up and down" positions on the chart show who is responsible to whom and who has authority over whom. This too, could be recorded simply on a typed sheet; admittedly, the chart makes the picture more graphic.
3. Relative position in the vertical plane may be interpreted as recorded; the chart may be used to show whose status is higher than others. Some charts say that 'relative levels are not (necessarily) indicative of status'. If true status must be shown, very complex staging would be necessary to indicate the relative status. Moreover, how is relative status measured?
4. Difference in size of "boxes" may perhaps relate to status but similar questions and arguments rise again.
5. The chart does not--and can not--show the content of responsibility allocated to a given position, except by what is read from or into the titles given.

This immediately gives rise to the question of different assumptions made by individuals in the light of their own experience.

6. Broken and dotted lines, drawn diagonally from one position to another, show that a functional relationship exists, but its causes and nature have to be assumed or inferred from the titles.
7. In most cases, only a few functional relationships can be shown on a chart: any attempt to show more, turns the chart into a

complex pattern of lines difficult to see, follow, and interpret. The use of colors may help identification, but does not really lessen the complexity.

A general conclusion of these points is that the usual organization chart is but a pale reflection of the pattern of interrelated responsibility, authority, and accountability in today's complex structures.

As has already been suggested, the practical value of the chart lies in its convenience as a tool in the "formative discussion" period of review, or construction of an organization by affording a useful "general arrangement" drawing, especially if the positions are supported by brief headings of major responsibilities. A chart can, of course, also serve to give to members of the organization an outline of the over-all pattern when it has been established, but that chart should not be their sole briefing as to content of that pattern. Full briefing can be given effectively only by complete delineation of responsibility, or if a simpler form is desired, the briefing should be at least in the form of summary lists of major items of respective responsibility and main features of the interrelationships between operational and functional positions. These would then become the substantial supporting data behind the chart.

In the development and preparation of an organization chart, the following is a suggested check list:

1. Are missions, programs, and functions clearly stated.
2. Are all necessary functions assigned to specific units of the organization.
3. Is each function assigned to only one organizational unit.
4. Is the specialization, skill or knowledge required at each organizational level used as a determining factor in deciding upon



the type of organization.

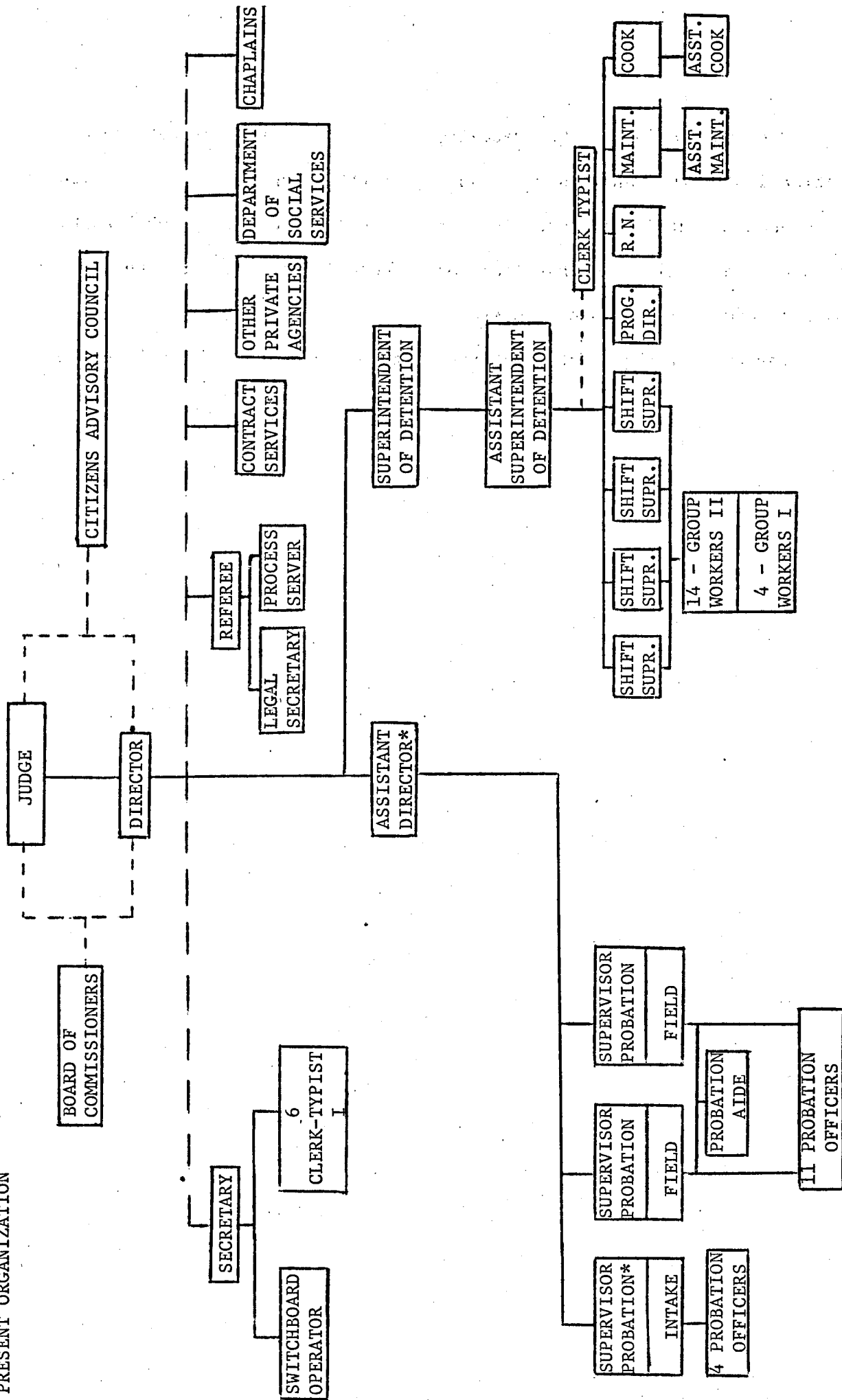
5. Does each organization unit established have a distinct job to do.
6. Are functions assigned to a unit related or similar.
7. Are responsibilities assigned specific and clear-cut.
8. Do the number of employees reporting to a chief exceed the number which can be effectively coordinated and directed.
9. Do all supervisors know who reports to them, and do all subordinates know to whom they report.
10. Are responsibility and authority necessary to perform a function properly assigned.
11. Is authority to act delegated to the level at which the work is performed.
12. Are provisions made for heads of organizational elements to control through attention to important problems rather than through review of routine actions.
13. Are lines of communication delineated and shortened.
14. Is better decision-making, planning, and control of operations being promoted.
15. Do clients and the community derive benefits through the more efficient/effective processing of operations.

As with all other operations, a manager must always bear in mind that organizational planning is a process that cannot be done once and then forgotten. It must be reviewed and brought up-to-date to keep abreast of unavoidable changes in the size, purposes, and objectives of the organization. Further, it is only by continual review and planning that an organization can maintain its stability, flexibility, capacity for growth, and balance.

The application of the preceding principle and elements of organizational structure and behavior has been forthcoming in such an institution as the Kent County Juvenile Court. The adoption of the philosophy of organizational design has been long needed in relieving the burdensome task of administering such a system.

The current organization chart for this court is shown in Figure II.

KENT COUNTY JUVENILE COURT:  
PRESENT ORGANIZATION



\* The same person handles both jobs.

Figure II

## POSITION DESCRIPTIONS

After having established the goals, objectives, and basic functions of an organization, a manager must then sub-divide the units of accountability to the type of work that is to be performed. This sub-division of accountability is the base for determining the content of duties (job descriptions) to be delegated to subordinates.

Thirty years ago, job descriptions were definitely a controversial issue. However, today, the maintenance of formal descriptions of what a job entails is a must for every well-managed organization.

The importance of job descriptions can hardly be overemphasized. In addition to the normal uses and values attributed to job descriptions, their use in clearly delineating work is of primary importance. They are the most effective means of detecting overlap as well as gaps in assignments. They have potential values that are relatively unused; for example, circulating job descriptions to members of groups to whom knowledge of other group members' responsibilities would be helpful.

Job descriptions also serve additional needs, for example: they provide useful information for improving work methods and organization designing, understanding the purposes for which employees are trained, evaluating employee qualifications, explaining assignments to new employees, and promoting clarity and uniformity of understanding to both management and the employee.

Keeping position information current is important because of the uses to which it is put. When job descriptions are out of date they are no longer reflections of management's intentions. Obviously any action taken on noncurrent information is likely to be of no value.

In addition, since job descriptions are the official record it is important to keep the record accurate so that it will be useful when it is required. Since management alone is responsible for determining the duty and accountability content of each position it must assume responsibility for assuring the accuracy of job descriptions. Individual supervisors may wish to write all or only certain descriptions of positions for which they are responsible. It is not as important who writes the description as it is that the description be an accurate and understandable statement of management's desires and that it be useful to those who will use it.

The following are suggested guidelines to be used by a writer in the preparation of job descriptions:

1. He should be factual: See that he has the facts--and all the facts--about the position before he attempts to describe it in writing.
2. He should be objective: Do not make contentions or draw conclusions, but prepare objectively, concretely, precisely, and fully a word-picture of the work which the person occupying the position does or (in the case of a vacancy) will do.
3. He should be direct and specific: Draft the description in simple and definite terms.
  - a. Common, everyday language is more effective than highly technical, academic, or lengthy words.
  - b. He should avoid the use of ambiguous words such as "assist", "handle", "examine", etc., and use instead words that show just what tasks or processes the assistance, handling, or examination consists of, and their purposes or results.
  - c. He should refrain from characterizing tasks broadly as "difficult"

or "complex". Instead, he should show the degree of difficulty or responsibility by facts rather than by adjectives.

4. He should be brief. Unnecessary length is objectionable to managers, among others, and reduces the usefulness of job descriptions.

In summary, job descriptions should contain basic information which describes the more prominent characteristics of each position in an organization and when viewed collectively, mirror the structure of the organization as a whole, and not attempt to describe in detail the specific accountabilities assigned to the job an individual is performing. Instead, they should sketch the broad assignments of accountability that must be executed if the job is to maintain value in a balanced organizational structure.

In fulfillment of one of the objectives of this grant, on the following pages are the job descriptions which were developed to depict the functional accountabilities currently assigned to each employee of the court.

POSITION DESCRIPTION

JOB TITLE Director

DEPARTMENT \_\_\_\_\_

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises the operation of the Court, insures the quality and quantity of work and performance. Prepares budgetary requests and insures validity of reports and data which is referred to the Office of Probate Judge. Prepares and interprets legal opinions with the aid of the Office of Probate Judge, as necessary. Insures implementation and adherence to policies set by the Office of Probate Judge. Evaluates policies and makes recommendations for changes based on collected data. Advises personnel on all phases of the Court's operation and institutes programs to this end. Insures coordination of departments to achieve existing policies and goals. Maintains such professional and inter-agency relationships as are required to keep the Court abreast of new developments. Keeps employees and supervisors, as well as the Office of Probate Judge, supplied with current information on the operation of the Court. Authorizes wages and benefits and administers compensatory time. Acts as a step in the established grievance procedure. Insures the effective and efficient use of public funds in the best interest of the community. Presides at preliminary hearings. Advises and counsels employees and supervisors in their jobs.

PRIMARY DUTIES

Institutes and implements research projects authorized by the Office of Probate Judge or other interested and authorized committees which may prove helpful in providing problem solutions and/or policy determination and/or increase the effectiveness and/or efficiency of the Court.

Develops and recommends to the Office of Probate Judge long-range and short-range plans consistent with the overall objectives which will optimize the Court's potentialities and effectiveness.

Insures that all pertinent data is compiled for the Office of Probate Judge.

Insures that the Office of Probate Judge is kept fully informed on all factors (inside and outside) that could have an effect on the Court's operation.

Insures that Office of Probate Judge is informed of significant changes affecting Court operations prior to public announcement.

Prepares pertinent data and drafts recommendations for Office of Probate Judge consideration.

Insures validity of material presented to Office of Probate Judge, which affects the Court.

Consults with County Board of Supervisors and Office of Probate Judge, as requested.

Encourages the development of long-range and short-range operation Plans which will most effectively and efficiently achieve objectives established by the Office of Probate Judge.

Develops subsidiary operating goals which support the Court's objectives as determined by the Office of Probate Judge.

Insures that the Court operates within the law and policies established by the Office of Probate Judge.

Acquaints the Office of Probate Judge with new ideas and methods which may further the objectives of the Court.

Insures compilation and presentation to the Office of Probate Judge such operating data as may be required to insure effective controls of operations.

Reviews operating results and prepares consistent prompt reports to the Office of Probate Judge clearly indicating results of same.

Provides operating data to the Office of Probate Judge or committees of the County Board of Supervisors, as requested.

Interprets operating results for the Office of Probate Judge.

Conducts "in service" training for Court personnel.

Defines appropriate limitations of authority for all persons and insures adequate understanding of policies, rules, procedures, and practices of the Court.

Reviews personnel requirements and initiates necessary action.

Insures that sound plans of organization are developed and maintained for the Court and its major components. Insures that major additions, eliminations or alterations in the organization plan are authorized, implemented, and properly controlled.

Maintains up-to-date knowledge of useable training aids and programs related to Court operations.

Develops and implements a continuing education program for Court personnel.



Reviews program changes with related agencies which could affect the operation of the Court.

Reviews programs and suggests modifications/expansions/deletions, as indicated.

Receives and reviews requests from Court and other authorized or interested persons for special studies and changes in routine and staffing resulting from same.

Reviews and evaluates requests for additions to Court library; advises interested persons of decision and institutes orders for volumes, as required.

Reviews and signs dictated letters prior to posting.

Interviews wards or children having complex or "exceptional" problems requiring special knowledge or authority.

Reviews report of regulatory audit and takes recommended or implied action.

Drafts reports to regulatory agencies and submits same for consideration of necessary persons.

Serves as ex-officio member of all internal committees.

Reviews request from other agencies and recommends appropriate action to necessary and authorized persons.

Reviews and authorizes all aspects of communication to personnel, except those of the County Board and the Office of Probate Judge.

Makes Director's report at meetings, as required.

Reviews periodic report on Court activity and institutes indicated action.

Reviews periodically, adequacy of internal controls; personally, as well as with advisory and audit personnel, instituting necessary or indicated changes.

Receives reports on situations "in control" or "out of control" and initiates action(s) necessary to bring them into line with established norms.

Authorizes and executes such controls contracts and commitments as are required by established policy.

Reviews "detention admission" form, periodically.

Reviews and compares "admission list" against "daily census" and initiates appropriate action in cases of questionable entries or discrepancies.

Reviews current professional literature for relevant articles having a relationship to Court operations and/or functions.

Discusses unique cases and points of law with Assistant Director.

Insures preparation of reports required by law or policy statements. (i.e. Monthly Caseload Activity Report)

Reviews official communications and insures that proper persons are duly notified.

Reviews, revises, and implements periodically, security measures.

Advises interested and authorized persons of the function and operation of the Court in response to specific requests.

Receives, reviews, and discusses with authorized persons, news and press releases.

Maintains such restricted and limited files as is indicated.

Dictates and composes such communications as is indicated in keeping with the Director's office and duties.

Reviews important meetings with the Assistant Director and/or other interested and authorized persons.

Advises interested agencies of specific operating statistics as requested and in accord with predetermined policy.

Consults legal counsel, as required.

Obtains legal opinions, when required.

Conducts such relationships with other courts, agencies, and community groups as are necessary and desirable in the best interest of the Court.

Receives visitors of high office and/or note.

Handles contacts with regulatory agencies, reviewing policy questions with legal counsel and others, as required.

Receives and recommends to other agencies, various sources of expertise located within the Court or the system.

Speaks to interested groups on the operation and function of the Court.

Receives and reviews requests from other courts, interested and related agencies, and other sources.

Prepares "report of judicial business" securing necessary information; insures its subsequent formal preparation by responsible persons.

#### DUTIES PERTAINING TO POLICY AND PROCEDURE

Reviews and authorizes any changes in forms used as well as authorizes such new forms that are required or indicated.

Establishes controls on, and classification of, files and data on wards and/or prospective wards.

Maintain current knowledge of policies and procedures set down by the Office of Probate Judge.

Determines operational policies within framework of Office of Probate Judge policies, consulting with appropriate persons, as required. Determines and implements such policy as deemed necessary.

Reviews and evaluates existing Court policy and recommends necessary and appropriate changes.

Recommends new Court policy as required for the consideration of the Office of Probate Judge.

Reviews proposed operating policies; rejects, or suggests alternate policies, implements; and evaluates for necessary changes.

Insures that actions, policies, and procedures adopted by the Office of Probate Judge are properly implemented; and institutes programs and controls to insure their effective administration.

Advises appropriate persons of changes in policies and procedures.

#### BUDGETARY AND FINANCIAL DUTIES

Authorizes purchase of capital equipment within established limits as necessary; informs proper persons of such purchases.

Reviews and/or signs, to insure accuracy and validity, those reports which involve disbursement of funds for personnel (wages, benefits, taxes, etc.) and operations (petty cash, travel expenses, upkeep, etc.).

Institutes necessary action to notify country personnel of surpluses and/or deficits in operating expenses.

Insures the development and implementation of an appropriate internal budgetary procedure.

Approves tutoring and tuition expenses for wards.

Reviews and authorizes payment of invoices.

Provides a record of costs, operations, and functions from period to period; and illuminates the trends of such costs as well as comparisons to agreed standards.

Collects and analyzes information as may be necessary to insure sound financial planning.

#### SUPERVISORY DUTIES

Assists subordinates with legal and policy questions involving Court operations.

Supervises, consults, coordinates, controls, and encourages other members of supervision and staff; stands ready at all times to offer assistance when requested.

Reviews, evaluates, and reports, to Judge, subordinate supervisory employee performance.

Seeks to build a cooperative relationship among all employees and supervisory personnel.

Reviews duties of all employees and authorizes appropriate and indicated changes.

Discusses specific problems of Court operation with subordinate supervisor whose department is affected.

Calls meetings of personnel to discuss Court operations and functions.

Develops, continuously and in adequate numbers, replacements for all positions in the Court, to the end that qualified successors are available for all positions as needed, within established policy limitations.

Reviews weekly personnel report of absences, payroll costs, etc.; consults with staff as necessary and initiates indicated action.

Provides for optimum efficient utilization of Court personnel.

Establishes, maintains, and evaluates standards of performance and attainment.

Encourages supervisory personnel to develop attitudes which will help subordinates and peers to better perform their jobs.

Insures that the organization is staffed with competent personnel, that they are cognizant of the limitations imposed by the Office of Probate Judge and that they have authority to carry out their duties.

Assigns personnel to advisory posts as required and advises all interested and authorized persons.

Receives, reviews, and authorizes compensatory time requests from supervisors for their subordinates.

Determines involvement of Court personnel in outside studies and extra-court activities involving the Court.

Discusses with subordinate supervisory personnel, actions (disciplinary or other) to be pursued.

Receives and reviews recommendations from supervisors (subordinate), on personnel certifications, advancement, etc.

Insures accumulation of data on subordinate personnel relative to promotion, salary increase, etc.; and institutes appropriate action.

Disciplines supervisors and employees as necessary, to educate them, to insure conformity to policies, rules, and practices.

Advises all interested and authorized persons of decisions, as necessary.

#### DUTIES PERTAINING TO HEARINGS, ETC.

Insures preparation of "preliminary hearing report" securing necessary information.

Receives and reviews testimony at preliminary hearings.

Advises hearing participants of legal rights.

Reviews cases prior to preliminary hearing; determines general nature of charges, persons to be present.

Presides at preliminary hearings, as needed.

Insures preparation of legal documents, as required.

Advises interested and authorized persons of pending actions at law and insures proper recording of events in ledgers and files.

Advises all interested and authorized persons of the decision of the preliminary hearing.

Suggests specific recommendations for changes in legal codes and statutes in response to specific requests from authorized persons.

#### DUTIES PERTAINING TO PERSONNEL FUNCTION

Receives and reviews employment applications.

Interviews job applicants, as needed.

Discusses and evaluates job applicants with other interviewers.

Employs personnel within authorized "budget and forecast" and recommends employment of personnel beyond same to Office of Probate Judge.

Requests recommendations and/or credentials from previous employers of current job applicants.

Advises successful job applicants of decision and secures acknowledgement. Advises same of preliminary routines (physical exams, etc.) and starting time and date.

Insures unsuccessful job applicants are notified of decision.

Reviews supervisory salary and fringe benefits with the Office of Probate Judge and makes necessary or indicated recommendations; implements Office of Probate Judge action on same.

Initiates organizational and personnel studies when deemed advisable.

Insures preparation of "change of status" form securing necessary information.

Reviews and advises on supervisor's recommendations of hires, lay-offs, promotion, and discharge of employees, authorizing such action as is indicated.

Hears grievances not settled at lower levels in accordance with established procedures, referring matters of policy to the Office of Probate Judge, as necessary.

#### DUTIES PERTAINING TO EQUIPMENT AND FACILITIES

Insures safety of building, wards, and equipment.

Insures development of ideas for building changes and other physical facility changes which would enable the Court to better serve wards, personnel, and community.

Reviews ideas and suggestions for physical changes in facilities and recommends appropriate action to the Office of Probate Judge or other committees/persons, as required.

Reviews need for machines, equipment, and major supplies; determines appropriate action and recommends same to the Office of Probate Judge.

Reviews housekeeping practices, as necessary, and takes any indicated action.

Reviews and authorizes changes in suppliers, or use of new suppliers.

Authorizes loans of equipment to agencies and/or others whose requests are within the scope of the Court's operation.

#### DUTIES INVOLVING EXTRA-COURT ACTIVITIES

Maintains relationships in appropriate professional organizations, and other interested and related groups in so far as they make available realistic services and allow professional advancement of the members and the organization.

Attends seminars, conferences, meetings, etc. of appropriate professional organizations as deemed relevant and necessary.

Speaks to interested groups on the operation and function of the Court.

Presides at meetings and workshops/seminars which advance the cause of the Court in the community.

Reviews and discusses with interested and authorized persons, proposed meetings and/or lectures and similar occurrences which could affect the operation of the Court.

POSITION DESCRIPTION

JOB TITLE Supervisor of Probation Intake -  
Assistant Director of Court Services

DEPARTMENT Intake

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises Probation Intake employees, insuring quality and quantity of work and performance. Schedules and assigns departmental case loads. Plans, prepares, implements and executes departmental policies and procedures. Coordinates departmental efforts with those of other departments to insure continued effective operation of court. Presides at preliminary hearings. Performs primary liaison duties for court with County Department of Social Services and community's private fosterhome agencies, advising and counseling same on court involvement (particularly with respect to neglect situations). Consults with Judges, Referee, Director and other appropriate persons/agencies with respect to court operation, court order revision (in neglect cases), unusual and unique situations, etc. Prepares and submits periodic administrative and statistical reports to appropriate offices/officers. Participates in personnel function, i.e. interviewing, hiring recommendations, etc. for non-detention applicants. Assumes duties of Referee, Director and/or other indicated positions in their respective absences or incapacitation, or as indicated in relief or emergency situations. Advises and counsels juveniles. Participates in policy and procedure planning with Director, Judges, management committee, governmental and regulatory agencies, as required.

SUPERVISORY DUTIES

Supervises departmental employees, making job and case assignments and recording same in 'ledger', setting and communicating standards which serve to assure completion of work assignments accurately and within allowable time constraints.

Consults with and advises departmental employees on all facets of job and work assignments.

Exercises regard for the welfare and morale of departmental employees.

Hears departmental employee's complaints and grievances in accordance with established policies and procedures.

Disciplines departmental employees within framework of established policies and procedures.



Schedules and approves, subject to review by Director, personal leave time, vacation requests, overtime and compensatory time allowances.

Convenes departmental meetings, as required.

Evaluates performance of subordinates, making recommendations for transfer/promotion/adjustments/etc. to Director, as indicated.

Orients and trains new departmental employees by oral and written instruction, demonstration, on-the-job training, etc.

Interviews job applicants, making subsequent recommendations to Director.

Initiates temporary shift of personnel and work assignments during periods of peak operations or in emergency situations.

Institutes routine changes, either permanent or temporary, within the department, advising appropriate persons/offices of such actions.

#### ADMINISTRATIVE DUTIES

Consults with and advises supervisory committee with regard to departmental procedures or changes therein, insuring that all available material and information is at their disposal. Assists in developing procedures to eliminate or neutralize interdepartmental conflict or interference, either with committee or with individual supervisors and Director.

Designs such forms, charts, records, letters, etc. as may be required for departmental use.

Files, as required.

Prepares, maintains, reviews, submits and receives, as required, documents, forms, reports, schedules, etc. forwarding same to appropriate persons/agencies with revisions, if necessary.

Receives 'Disposition Order' from departmental employees, reviews and records same in 'Ledger'.

Prepares 'Monthly Report' and forwards to appropriate destination.

Prepares 'Passes', as required.

Prepares 'Release' Form, as required.

Prepares 'Admission' form, as required.

Prepares 'Discharge' form, as required.

Acts as resource person for Director and Supervisory staff with respect to departmental operations, neglect cases, etc., as required.

Attends meetings of management staff.

Insures departmental supplies are maintained in adequate supply, anticipating needs and advising appropriate persons/agencies of replenishment requirements.

Coordinates interdepartmental loans of employees and equipment with appropriate supervisors.

Advises and counsels employees of other departments on job routines pertaining to probation intake.

Consults with and advises appropriate agencies/persons of decisions and communicates implementation advice on court procedures, involvement (particularly neglect oriented), etc., as required.

Discusses unusual situations with Director.

Evaluates existing policies and procedures, recommending indicated alterations/revisions/implementation, to Director, augmenting such submissions with charts, graphs, studies, reports, etc.

Arranges for transfer, admission, release, extradition, etc. of juveniles, as required.

Consults with and advises juveniles, parents, guardians, attorneys, Judges, etc., with respect to court operation, status, behavior, recommendations, etc.

Receives, reviews, and forwards to appropriate persons/agencies, reports on juveniles from appropriate sources.

Receives and reviews new referrals from appropriate persons and/or agencies and refers them to appropriate persons/agencies for processing.

Prepares and disseminates press releases and interviews with respect to court procedures, policies or particular cases, with review option by Director.

#### LEGAL AND JUDICIARY DUTIES

Consults with and advises legal counsel, Judges, Referee, etc., providing such information as is necessary for proceedings.

Presides at hearings, conducting them in the manner set forth by the policy of the court.

Advises and counsels hearing participants of legal terminology, implications, individual rights and privileges, etc. during process of litigation.

Consults with, advises and receives advice by hearing participants of matters pertaining to particular situation (not necessarily under oath).

Prepares and submits to appropriate person/agency, hearing reports, forms and appropriate documents.

Prepares 'Preliminary Hearing Report', as required.

Prepares 'Guardian ad Litem', as required.

Prepares 'Waiver of Legal Counsel' form, as required.

Prepares 'Petition' form, as required.

Prepares 'Complaint' form, as required.

#### NEGLECT DUTIES

Performs primary liaison duties for court with County Department of Social Services and private foster-homes.

Advises and counsels appropriate persons/agencies on possible court participation in specified cases.

Changes/modifies court orders involving neglect cases, subject to review by Judges, as indicated.

Compiles and prepares neglect statistics, as required.

#### RELIEF AND MISCELLANEOUS DUTIES

Consults with and advises outside persons/agencies, as a resource person.

Addresses interested outside groups on policies, procedures and operation of court.

Conducts tours of court facilities for interested outside visitors.

Attends outside instruction which relates to more effective operation of court.

Assumes duties of Referee in his absence or incapacitation.

Assumes duties of Director in his absence or incapacitation.

Assumes such other duties as indicated in peak operating periods or emergency situations.

Reviews, periodically, Juvenile Code.

POSITION DESCRIPTION

JOB TITLE Stenographer II

DEPARTMENT Administrative

ANALYSIS DATE August 31, 1971

SUMMARY

Acts as a receptionist and secretary for Director and judges. Supervises stenographer I's. Acts as Bookkeeper for institution.

PRIMARY DUTIES

Performs receptionist and secretarial duties for judges and Director, as required.

Schedules appointments for judges' and Director's offices subject to confirmation or made to coincide with predetermined time restraints.

Screens incoming calls and visitors to judges' and Director's offices.

Types such forms/communications/reports/etc. as are required by judges' and Director's offices.

Receives, collects, reviews, compiles and prepares such specific information for judges' and Director's offices, as is required/requested.

Maintains appropriate records/ledgers/accounts/etc. in performance of duties as institutional bookkeeper.

Enters disbursements apportioned according to court order in appropriate ledger.

Records incoming funds in appropriate ledger, preparing, simultaneously, Deposit Slip, to forward to Comptroller's office.

Receives, collects, reviews, prepares and files vouchers, as required.

Initiates and maintains contact with various agencies/persons regarding proper reporting procedures for transactions involving bookkeeping function.

Operates various typical office machines and equipment, as required.

Directs and controls operation of steno-pool.

Forwards appropriate work assignments to steno-pool.

Consults with, advises, instructs and trains steno-pool personnel, as required.

Authenticates employee's Time Slips.

Receives, opens, sorts and assures distribution of inter-agency mail.

Reviews and checks courtroom tapes for steno-pool, as required.

Performs daily survey of individual staff members with regard to luncheon intentions and advises kitchen of anticipated attendance at meals.

Submits appropriate documents/forms for notarization, as required.

Advises Welfare Department of times and dates of Show Case Hearings.

Enters specified information from Disposition Slips in appropriate ledger.

Maintains Foster Home List.

Maintains supply of Job Application Forms, distributing same to applicants, as required.

#### OCCASIONAL DUTIES

Consults with Director in unusual circumstances involving areas of responsibility as required.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Switchboard Operator  
DEPARTMENT Administrative  
ANALYSIS DATE August 31, 1971

SUMMARY

Operates switchboard to receive incoming and outgoing calls and transfers calls as required. Supplies routing information to caller or takes messages and distributes to proper personnel. Maintains directory of selected telephone numbers for reference. Maintains "in" and "out" record of Court personnel and juveniles. Receives visitors and determines need, referring to appropriate personnel according to prescribed routine. Sorts and checks materials in preparation for filing or processing and does other routine clerical tasks, including typing.

PRIMARY DUTIES

Receives incoming phone calls and determines caller's needs.  
Routes incoming calls to appropriate party, rerouting as required.  
Files and maintains a variety of files, as required.  
Keeps caller informed on status of call if held up.  
Places outgoing calls for employees as requested and reports completion or inability to complete.  
Maintains telephone directory of frequently called numbers.  
Maintains daily record of long distance telephone calls.  
Answers routine questions of callers.  
Receipts court checks received by mail.  
Records telephone messages on appropriate form and insures delivery of messages.  
Collects and stamps personnel time slips.  
Types a variety of materials, reports, etc., as required.  
Reads and records telephone meters.

Obtains and checks juvenile disposition slips and delivers to bookkeeper; receives data from bookkeeper and types appropriate forms as required; and mails to appropriate personnel.

Maintains "in" and "out" record of Court personnel and juveniles.

Greets visitors to office and directs to offices or employees, as required.

Uses paging system to locate office personnel, as required.

Arranges mail returned as "undeliverable" in alphabetical or number order, as required.

Sorts and delivers incoming and postage mail, daily, as required.

#### OCCASIONAL DUTIES

Does such other duties as are assigned.

Flips and/or stuffs envelopes, as directed.

POSITION DESCRIPTION

JOB TITLE Stenographer I

DEPARTMENT Administrative

ANALYSIS DATE August 31, 1971

SUMMARY

Performs various typical secretarial-stenographic duties for court personnel. Operates various typical office equipment/machines. Operates court recorder. Files. Locates/verifies information. Assumes specified duties of receptionist, in relief. Assumes specified duties of switchboard operator, in relief.

PRIMARY DUTIES

Operates various typical office equipment/machines, as required.

Types various indicated forms/charts/documents/reports/etc. for court personnel, as required.

Types stencils, as required.

Duplicates/copies various indicated forms/charts/documents/reports/etc., as required.

Transcribes from various dictating/recording devices, as required.

Files, as required.

Locates/verifies requested information, as required.

Operates court recorder, as required.

Maintains court recorder log, as required.

Checks, periodically, "rush" and "assignment" boxes.

Performs routine preventative maintenance, as required.

Removes index tabs at reception desk to indicate discharges, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

OCCASIONAL DUTIES

Assumes specified duties of receptionist, in relief, as required.



Assumes specified duties of switchboard operator, in relief, as required.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Stenographer I

DEPARTMENT Administrative

ANALYSIS DATE August 31, 1971

SUMMARY

Performs duties as court switchboard operator. Opens and closes switchboard. Records long-distance calls. Operates court paging system. Maintains sign-out sheet for court personnel. Verifies juvenile placements. Performs various typical secretarial/stenographic duties for court personnel. Operates various typical office equipment, machines. Files. Assumes specified duties of secretary to judges and Director, in relief.

PRIMARY DUTIES

Maintains switchboard during court hours, as required.

Opens/closes switchboard, as required.

Operates court paging system, as required.

Operates various typical office equipment/machines, as required.

Types various indicated forms/charts/documents/reports/etc., as required.

Types stencils, as required.

Duplicates/copies various indicated forms/charts/documents/reports/etc., as required.

Files, as required.

Checks, periodically, rush and assignment boxes.

Performs routine preventative maintenance, as required.

Receives and forwards to Comptroller's office, court employee's personal time slips, as required.

Opens/sorts incoming mail, as required.

Collects/sorts outgoing mail, as required.

Maintains long-distance call record, as required.

Maintains sign-out sheet for court personnel, as required.

Maintains Probation Officer's Book, institutional file and supervisor's memos with information received on disposition slips.

Verifies juvenile placements with ledger record, as required.

Reads telephone meters, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

Assumes specified duties of secretary to judges and Director, in relief, as required.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Stenographer I  
DEPARTMENT Administrative  
ANALYSIS DATE August 31, 1971

SUMMARY

Performs various typical secretarial-stenographic duties for court personnel. Operates various typical office equipment/machines. Operates court recorder. Files, locates/verifies information. Assumes specified duties of receptionist, in relief.

PRIMARY DUTIES

Operates various typical office equipment/machines, as required.

Types various indicated forms/charts/documents/reports/etc. for court personnel, as required.

Types stencils, as required.

Duplicates/copies various indicated forms/charts/documents/reports/etc., as required.

Transcribes from various dictating/recording devices, as required.

Files, as required.

Locates/verifies requested information, as required.

Operates court recorder, as required.

Maintains court recorder log, as required.

Checks, periodically, "Rush" and "Assignment" boxes.

Performs routine preventative maintenance, as required.

Removes index tabs at reception desk to indicate discharges, as required.

Prepares/submits such other forms/documents/charts/reports/etc., that are necessary for the proper administration of the indicated position.

OCCASIONAL DUTIES

Assumes specified duties of receptionist, in relief, as required.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Clerk Typist I

DEPARTMENT Administrative

ANALYSIS DATE August 31, 1971

SUMMARY

Performs duties as primary court recorder. Operates court recorder. Operates various typical office equipment/machines. Performs typical secretarial/stenographic duties for court personnel. Files. Assumes specified duties of switchboard operator, in relief.

PRIMARY DUTIES

Operates court recorder, as required as regular court stenographer.

Secures appropriate files for 'Hearing', as required.

Records number of persons present and name of presiding officer at hearing.

Records number on recorder at beginning and end of 'Hearing'.

Prepares reporter certificate, as required.

Compiles material necessary to complete case.

Transcribes from previous 'Hearings', as required.

Operates various typical office equipment, as required.

Prepares various indicated forms/documents/reports/etc. for court personnel.

Secures services of others for proofreading, as required.

Delivers forms to appropriate personnel, as required.

Checks, 'Rush Box' periodically, for assignments.

Files, as required.

Performs routine preventative maintenance, as required.

Prepares personal Time Slip.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

OCCASIONAL DUTIES

Secures special supplies from storeroom, as required.

Assumes duties of switchboard operator, in relief, as required.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Clerk Typist I

DEPARTMENT Administrative

ANALYSIS DATE August 31, 1971

SUMMARY

Performs duties of court receptionist. Performs duties of clerk to traffic referee. Performs various typical secretarial-stenographic duties for court personnel. Operates various typical office equipment/machines. Operates court recorder. Files. Assumes duties of switch-board operator, in relief.

PRIMARY DUTIES

Screens incoming visitors to court, as required.

Consults with and advises court visitors, as required.

Advises appropriate personnel of visitor's arrivals, as required.

Opens and closes court facilities, as required.

Operates detention entrance solenoid door station, as required.

Receives, prepares and forwards Police Record Sheet from armed forces personnel agencies, as required.

Receives and forwards to director's secretary, affiliate agency time slips, as required.

Receives tickets from traffic referee, as required.

Types ticket abstracts using traffic court record cards, as required.

Records processing of traffic violations, as required.

Receives and destroys juvenile's copy of traffic tickets, as required.

Forwards traffic tickets to traffic referee, as required.

Operates various typical office equipment/machines, as required.

Types various indicated forms/charts/documents/reports/etc. for court personnel, as required.

Types stencils, as required.

Duplicates/copies various indicated forms/charts/documents/reports/etc., as required.

Transcribes from various dictating/recording devices, as required.

Files, as required.

Locates/verifies requested information, as required.

Operates court recorder, as required.

Maintains court recorder log, as required.

Checks, periodically, "rush" and "assignment" boxes.

Performs routine preventative maintenance, as required.

Removes index tabs at reception desk to indicate discharges, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Assumes duties of switchboard operator, in relief, as required.

Assumes such other duties that are assigned, as required.



POSITION DESCRIPTION

JOB TITLE Clerk Typist I

DEPARTMENT Administrative

ANALYSIS DATE August 31, 1971

SUMMARY

Performs various typical secretarial/stenographic duties for court personnel. Operates various typical office equipment/machines. Operates court recorder. Files. Locates/verifies information. Assumes specified duties of receptionist, in relief. Assumes specified duties of switchboard operator, in relief.

PRIMARY DUTIES

Operates various typical office equipment/machines, as required.

Types various indicated forms/charts/documents/reports/etc. for court personnel, as required.

Types stencils, as required.

Duplicates/copies various indicated forms/charts/documents/reports/etc., as required.

Transcribes from various dictating/recording devices, as required.

Files, as required.

Locates/verifies requested information, as required.

Operates court recorder, as required.

Maintains court recorder log, as required.

Checks, periodically, "rush" and "assignment" boxes.

Performs routine preventive maintenance, as required.

Removes index tabs at reception desk to indicate discharges, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

Receives tickets from traffic referee, types ticket abstracts using traffic court record cards, records processing of traffic violations, receives and destroys juvenile's copy of traffic tickets, and forwards traffic tickets to traffic referee, as required.

OCCASIONAL DUTIES

Assumes specified duties of receptionist, in relief, as required.

Assumes specified duties of switchboard operator, in relief, as required.

Does such other duties as may be assigned.

## POSITION DESCRIPTION

JOB TITLE Referee

DEPARTMENT Administration

ANALYSIS DATE August 31, 1971

### SUMMARY

Sets up court dates and times and conducts Preliminary Hearings, as required. Reviews case with Probation Officer, juvenile, and parents. Advises and counsels parents and juvenile of their rights. Collects bond payments. Completes and reviews forms. Records cases processed through the court.

### PRIMARY DUTIES

Conducts Preliminary Hearing, as required.

Reviews complaint and reason for hearing with Probation Officer.

Meets with juvenile and parents to review case and determine if there are legal grounds for a formal hearing.

Answers juvenile's and juvenile's parents questions, advises them of their rights, and reviews Petition with them.

Determines juvenile's plea pending the hearing; decides where juvenile should stay and what county agency to handle the case whenever child neglect is involved.

Sets up court date and time, as necessary; and informs legal secretary about attorney and plea; informs parents of the court hearing date.

Explains to juvenile and parents their right to attorney.

Prepares and signs Preliminary Hearing Report and Petition to record his personal recommendations and allegations against juvenile.

Fills out and completes J-6a Request for Court Appointed Attorney, whenever juvenile's parents do not have or can not afford their own attorney, and obtains parents' signature.

Fills out and completes J-6 Waiver of Right of Council, when juvenile's parents already have an attorney, and obtains parents' and juvenile's signature.

Fills out and signs Preliminary Hearing Detention Report whenever another hearing is determined, as necessary.

Fills out and signs J-8 Bond for Appearance whenever the juvenile's parents pay or pledge a bond for juvenile's release; receives bond payment from juvenile's parents and give receipt for payment.

Reviews J-14, when juvenile is already a ward of the court, to determine if there should be a Court Hearing.

Instructs juvenile's parents to complete Financial Report to the Court to determine if they should pay part of the cost for a court appointed attorney.

Reviews and signs Order of Disposition to insure accuracy with juvenile's past history.

Completes monthly Field Department Report for an accurate record of the cases going through the court.

POSITION DESCRIPTION

JOB TITLE Legal Secretary

DEPARTMENT Administration

ANALYSIS DATE August 31, 1971

SUMMARY

Prepares legal papers and correspondence of legal nature, such as summonses, complaints, motions, subpoenas. Maintains and updates all legal and index files and records. Schedules appointments and hearings. Gives information to callers; composes and types routine forms and correspondence.

PRIMARY DUTIES

Secures Judge's signature on orders, documents, and letters, as needed.

Files all necessary orders, letters, petitions, and other legal papers in legal files, as required.

Records all actions (orders, forms, or letters) and date on liber card located in index file.

Updates continuously each individual's liber card and legal file.

Secures police officer's signature on petition(s), as required.

Mails out all orders and correspondence relating to Judge, Court, and juvenile.

Contacts attorney from Attorney List to obtain verbal acceptance of case and re-checks attorney appointments, as needed.

Transfers Summons via Process Server or certified mail, as required.

Sets up legal files from Preliminary Hearing Report and liber card to provide a place for records.

Transfers necessary information, court orders, and etc. to Probation Officer via court mailbox, as needed.

Records times and dates of preliminary hearings in Hearing Book.

Notifies each parent and all agencies involved of Review Hearing time and date.

Transfers legal file to Judge on hearing day.

Codes liber card and legal file with corresponding numbers found in Record Book.

Types Order of Adjournment; Check Sheet; Petition; Order for Publication; Waiver of Notice; Order Appointing Guardian and Ad Litem; Order of Disposition; Acceptance of Trust; Summons; Order Appointing Attorney; Denial Hearing; J-5; Jail Order; Notice of proceedings affecting child; Review Hearing letter; General Order; Appearance used to document attorney's appearance; copies of jury court list; and lists of cases received and their disposition.

Secures information for Judges; and contacts witnesses, attorneys, and litigants to obtain information for Court, as required.

Notifies Prosecutor, Defendant Attorney, and Circuit Court clerk of a jury trial, as required.

Notifies selected jurors of time and date of jury trial by certified mail as required.

Schedules appointments, gives information to callers, takes dictation, and otherwise relieves officials of clerical work and minor administrative and business detail.

Reads and routes incoming mail.

Locates and attaches appropriate file to correspondence to be answered by Judge.

Composes and types other routine correspondence, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Intake

ANALYSIS DATE August 31, 1971

SUMMARY

Investigates and evaluates new or reopened juvenile cases. Consults with, advises, and counsels juveniles. Submits recommendations of action to court. Assumes duties for majority of neglect cases.

PRIMARY DUTIES

Consults with and advises appropriate persons/agencies on policy, procedure and cases, as required.

Consults with and advises juvenile's parents/guardians on case status and possible outcomes, as required.

Prepares check sheet, as required, in neglect.

Forwards check sheet with legal file to secretary, as required, in neglect cases.

Prepares disposition slip, as required, in neglect.

Dictates brief summary of court hearings in neglect cases for social file, as required.

Prepares case social file, as required.

Authorizes detention for juveniles, as required.

Advises appropriate persons of legal rights, as required.

Consults with and advises juvenile, as required.

Escorts juveniles to/from specified assignments, as required.

Advises detention of pending releases, as required.

Attends hearings, as required.

Secures release from referee and delivers to shift supervisor, as required.

Reviews case files, as required.

Reviews face sheet, as required.

Reviews neglect hearings schedules, as required.

Advises court stenographers of hearing schedules, as required.

Prepares admission forms forwarding one to police and one to switchboard, as required.

Prepares chronological record, as required.

Forwards case files to supervisor, as required.

Approves juvenile's visitors, as required.

Prepares visitors' passes, as required.

Seeks persons to act as guardians 'ad litem', as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

OCCASIONAL DUTIES

Files, as required.

Operates typical office machines/equipment, as required.

Prepares time slip and forwards to switchboard, as required.

Reviews, periodically, the juvenile code.

Assumes such other duties that are assigned, as required.



POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Intake

ANALYSIS DATE August 31, 1971

SUMMARY

Investigates and evaluates new or reopened juvenile cases. Consults with, advises and counsels juveniles. Submits recommendations of action to court. Assumes duties of traffic referee, in relief.

PRIMARY DUTIES

Consults with and advises appropriate persons/agencies on policy, procedure and cases, as required.

Consults with and advises juvenile's parents/guardians on case status and possible outcomes, as required.

Prepares case social file, as required.

Authorizes detention for juveniles, as required.

Advises appropriate persons of legal rights, as required.

Consults with and advises juvenile, as required.

Escorts juveniles to/from specified assignments, as required.

Advises detention of pending releases, as required.

Attends hearings, as required.

Secures release from referee and delivers to shift supervisor, as required.

Reviews case files, as required.

Reviews face sheet, as required.

Prepares admission forms forwarding one to police and one to switchboard, as required.

Prepares chronological record, as required.

Forwards case files to supervisors, as required.

Approves juvenile's visitors, as required.

Prepares visitors' passes, as required.

Seeks persons to act as guardians 'ad litem', as required.

Assumes/assists traffic referee, in relief, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Files, as required.

Operates typical office machines/equipment, as required.

Prepares time slip and forwards to switchboard, as required.

Reviews, periodically, the juvenile code.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer  
DEPARTMENT Intake  
ANALYSIS DATE August 31, 1971

SUMMARY

Investigates and evaluates new or reopened juvenile cases. Consults with, advises and counsels juveniles. Submits recommendations of action to court. Assumes duties for majority of neglect cases. Performs duties of Foster Home Coordinator. Assumes duties for neglect cases, in relief.

PRIMARY DUTIES

Consults with and advises appropriate persons/agencies on policy, procedure and cases, as required.

Consults with and advises juvenile's parents/guardians on case status and possible outcomes, as required.

Prepares check sheet, as required, in neglect.

Forwards check sheet with legal file to secretary, as required, in neglect cases.

Prepares disposition slip, as required, in neglect.

Dictates brief summary of court hearings in neglect cases for social file, as required.

Prepares case social file, as required.

Authorizes detention for juveniles, as required.

Advises appropriate persons of legal rights, as required.

Consults with and advises juvenile, as required.

Escorts juveniles to/from specified assignments, as required.

Advises detention of pending releases, as required.

Attends hearings, as required.

Secures release from referee and delivers to shift supervisor, as required.

Reviews case files, as required.

Reviews face sheet, as required.

Reviews neglect hearings schedules, as required.

Advises court stenographers of hearing schedules, as required.

Prepares admission forms forwarding one to police and one to switchboard, as required.

Prepares chronological record, as required.

Forwards case files to supervisor, as required.

Approves juvenile's visitors, as required.

Prepares visitors' passes, as required.

Seeks persons to act as guardians 'ad litem', as required.

Inspects prospective foster homes.

Secures medical release form for foster homes.

Receives, reviews and forwards foster home renewals from state.

Maintains foster home file, as required.

Prepares monthly foster home report.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL FUTIES

Files, as required.

Operates typical office machines/equipment, as required.

Prepares time slip and forwards to switchboard, as required.

Reviews, periodically, the juvenile code.

Inspects half-way house and other facilities, as required.

Attends budget meeting, as required.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Traffic Court Referee-

Probation Officer

DEPARTMENT Intake

ANALYSIS DATE August 31, 1971

SUMMARY

Performs duties of traffic referee. Investigates and evaluates new or reopened juvenile cases. Consults with, advises and counsels juveniles. Submits recommendations of action to court. Assumes duties as Court's Credit Union representative.

PRIMARY DUTIES

Reviews previous day's traffic cases for errors/deletions/changes/etc.

Conducts, decides, and disposes of traffic violations by juveniles, as required.

Discusses accident reports with investigators, as required.

Returns violator's license, as required.

Forwards traffic cases to secretary for typing.

Reviews records and traffic abstracts prior to mailing.

Files accident reports, as required.

Files traffic records, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

OCCASIONAL DUTIES

Reviews motor vehicle code, as required.

Prepares credit union minutes, as required.

Consults with and advises court employees on credit union policies, as required.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Supervisor

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises Field Probation Officers. Assigns and schedules work loads. Assumes duties of Probation Officer, as required. Evaluates subordinate Probation Officers. Assists Probation Officers in planning cases. Consults with and advises juveniles. Assists in interview and hiring of job applicants. Conducts hearings. Orients and trains new Probation Officers, as required. Assumes specified duties of referee. Coordinate volunteer-juvenile interactions.

### PRIMARY DUTIES

Consults with and advises subordinate Probation Officers on all facets of job and assignments, as required.

Sets and maintains subordinate performance standards.

Receives, reviews, and assigns new cases to appropriate Probation Officer.

Prepares and files white index cards.

Conducts weekly Probation Officer conference.

Receives and checks subordinate Probation Officers' statistical reports.

Prepares disposition slip.

Records disposition slips on court hearing list.

Initials disposition slips of subordinate Probation Officer and forwards to switchboard operator.

Assumes court hearing duties for ill or absent Probation Officers.

Interviews job applicants, checks references, and submits recommendations to director.

Prepares check sheet and attaches it to legal file prior to forwarding to legal secretary for typing.

Proofreads check sheet prior to forwarding to referee's office.

Initials check sheet and forward to referee's office.

Consults with and advises appropriate persons/agencies of policies and procedures of court.

Consults with and advises parents/guardians of juveniles on probation on behavior, etc.

Discusses juveniles with outside school personnel.

Initiates and maintains contact with other institutions regarding placement of juveniles.

Consults with and advises judge on cases as required.

Meets with and advises volunteer groups, as required.

Coordinates volunteer worker-juvenile meetings.

Authorizes placement of juvenile in foster home in absence of foster home coordinator.

Escorts juveniles to and from specific assignments, as required.

Receives and reviews appropriate mail and communications, taking appropriate action, as indicated.

Censors detained juvenile's letters and communications.

Consults with and advises detained juveniles with respect to improving unacceptable letters and communications.

Consults with and advises juvenile on detention school report and files same in case folder.

Prepares field investigation report, forwards same for typing, proofreads and submits same to judge on morning of hearing.

Prepares face sheets and forwards same to assistant director.

Prepares detention form and forwards same to shift supervisor.

Prepares, monthly, statistical report, forwarding same to appropriate person.

Prepares foster home forms and forwards same to bookkeeper.

Proofreads J-14s, initials, and forwards to referee's office.

Distributes school attendance forms to appropriate personnel.

Files returned school attendance forms.

Files detention release form in case folder.

Submits request to referee for hearing date.

Proofreads hearing report and forwards same to judge on morning of hearing.

Prepares hearing reports and forwards to steno-pool for typing.

Records hearing decisions on yellow index cards and files same.

Maintains record of job related mileage, submitting same to Bookkeeper monthly.

Discusses unusual situations with director.

Prepares/submits such other forms/documents/charts/etc. that are necessary for the proper administration of position.

#### OCCASIONAL DUTIES

Conducts Saturday preliminaries.

Advises hearing participants of rights and privileges.

Reads admission form to parents/guardian and discusses implications under current circumstances.

Prepares preliminary hearing report and bond report, submitting same to referee.

Prepares summary of court hearings, attaches same to social file and forwards same to steno-pool for typing.

Proofreads and files summary of court hearings.

Assumes specified duties of referee, as required.

Assumes such other duties that are assigned/indicated during peak operating/emergency periods.



## POSITION DESCRIPTION

JOB TITLE Supervisor

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises Field Probation Officers. Assigns and schedules work loads. Assumes duties of Probation Officer, as required. Evaluates subordinate Probation Officers. Assists Probation Officers in planning cases. Consults with and advises juveniles. Assists in interview and hiring of job applicants. Conducts hearings. Orients and trains new Probation Officers, as required.

### PRIMARY DUTIES

Consults with and advises agencies/persons re juveniles, i.e. military officials, etc., as required.

Consults with and advises subordinate Probation Officers, as required.

Assists subordinate Probation Officers in planning cases, as required.

Assumes duties of Probation Officer, in relief or at peak loads, as required.

Evaluates subordinate Probation Officers annually, forwarding one copy of evaluation to Probation Officer and one to Director, as required.

Attends conferences with Probation Officers discussing and preparing plans for cases.

Orients and trains new employees, as required.

Reconciles Probation Officer 'Case Movement Report' with 'Monthly List of Children in Private Institutions and on Probation' as required, listing cases assigned to Probation Officer. Trains and orients student Probation Officer, as required.

Reconciles Probation Officer 'Case Movement Report' with 'Monthly List of Children in Private Institutions and on Probation', as required, listing cases assigned to Probation Officer during month.

Reviews 'Recommendation of Discharge', as required.

Reviews 'Preliminary Hearing Forms' forwarding same to Probation Officer, as required.

Reviews juveniles' files, preparing 'Control Card' for file of same maintained by self.

Reviews week's 'Court Hearing List', as required.

Reviews files of discharged juveniles prior to forwarding to file, as required.

Reviews juvenile's social and legal files, as required.

Prepares 'Detention Admission Form', forwarding one copy to Shift Supervisor, two copies to admissions office and one to referring Probation Officer, advising intake supervisor of action, as required.

Reviews summaries of juveniles recommended for weekend passes, as required.

Prepares 'F.S.C. Card', as required.

Reviews 'Psychological Referral Forms', making appointments with psychologist, as required, forwarding recommendations to Probation Officer and file.

Maintains list of juveniles referred to psychologist, as required.

Reviews and maintains file of detention policy and school programs, as required.

Reviews detention departments school report, as required.

Lists intake cases assigned to Probation Officers during month.

Develops methods to improve communications between Probation Officer, teachers and students.

Notes discharge date on 'F.S. Control Card' forwarding same to closed file.

Reviews monthly statistics, correcting errors, as required.

Reviews and files 'Acceptance Notification' from S.D.S.S., as required.

Prepares necessary parts of 'Field Department Report of Population Movement', forwarding same to Director, as required.

Reviews and signs 'J-14' forwarding same to referring Probation Officer, as required.

Prepares 'Court Order Check List', as required.

Conducts 'preliminary hearings', preparing such forms as are necessary.

Conducts Saturday 'preliminary hearings', as required, preparing necessary forms and advising appropriate persons/agencies of decisions.

Prepares notes on hearing proceedings, as required.

Prepares personal time slip and forwards to switchboard operator.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Interviews job applicants, as required.

Hosts volunteer groups who visit facilities, as required.

Attends meetings, as required.

Consults Director on unusual problems, as required.

Authorizes admission of juvenile to detention in absence of intake supervisor.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

### SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

### PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.



Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer  
DEPARTMENT Field  
ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

### SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

### PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.



Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer  
DEPARTMENT Field  
ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.



POSITION DESCRIPTION

JOB TITLE Probation Officer  
DEPARTMENT Field  
ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-Up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Distributes and explains preparation of Behavioral Chart, as required.

Forwards communications, reports, etc. to steno pool for typing, copying, etc., as required.

Arranges pre-placement interviews, as required.

Seeks employment opportunities for juveniles, as required.

Reviews Court Orders, as required, forwarding same to Referee.

Reviews Psychological Evaluation, as required, forwarding same to appropriate agency/person.

Prepares Personal History and Field Investigation Reports.

Reviews and completes Service as a Volunteer Form, forwarding same to Supervisor, as required.

Reviews Medical Report on juveniles, as required.

Reviews Financial Report to Court form, as required.

Prepares Delinquency Face Sheet, submitting same to Supervisor for initials and authorization of Preliminary Hearing, as required.

Prepares Clinical Referral Information Sheet, as required.

Prepares Disposition Slip, forwarding same to Supervisor, as required.

Prepares Placement of Child in Foster Care form, as required.

Prepares evaluation and recommendations for cases, as required, forwarding same to Supervisor.

Prepares Release Papers for transferring juveniles, as required, obtaining supplemental orders and court orders.

Prepares Supplemental Hearing Report, as required.

Prepares Monthly Case Movement Report, as required, forwarding same to Supervisor.

Prepares Weekly Report of Detained Children, as required.

Submits Request for Psychological Examination to appropriate person, as required.

Prepares Foster Home Verification Slips, forwarding same to bookkeeper, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.



Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Officer

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

SUMMARY

Consults, advises and counsels juveniles. Assists juvenile in behavioral modification plans. Consults with and advises juvenile's parents/guardians. Consults with and advises court personnel on juvenile. Attends juvenile hearings. Submits recommendations on court handling of specific cases. Escorts juveniles to/from specific assignments. Monitors juvenile behavior. Assists in securing releases and jobs for juveniles. Volunteer coordinator.

PRIMARY DUTIES

Consults with and advises appropriate agencies/persons, i.e. parents, police, school officials, etc., on juvenile, as required.

Maintains contact with juveniles, as required.

Consults with and advises juveniles, as required.

Escorts juvenile to and from various assignments, i.e. doctor, school, home, shopping, etc., as required.

Records hearing proceedings, placing copy of same in juvenile's file, as required.

Attends hearings, as required.

Advises appropriate persons of times and dates of hearings, as required.

Authorizes Waivers of Hearing Dates, as required.

Requests Pick-up Order from legal secretary, as required.

Serves summonses, as required.

Obtains keys to unlock admissions office, as required.

Advises appropriate persons of juvenile misconduct, as required.

Prepares personal Time Slip, as required.

Prepares Closing Report, as required.

Obtains Purchase Orders from bookkeeper, preparing and returning as required.

Prepares Special Pass Forms, forwarding same to Supervisor, as required.

Prepares Visiting Permits, as required.

Maintains Social File, as required.

Operates various typical office equipment, as required.

Attends weekly conference with Supervisor.

Attends in-service training.

Discusses unusual or unique situations with Supervisor.

Arranges with Shift Supervisor release of juveniles, as required.

Maintains appointment schedule, as required.

Seeks and screens volunteer assistance.

Plans, prepares, and schedules volunteer orientation.

Coordinates volunteer efforts.

#### OCCASIONAL DUTIES

Speaks to various agencies/persons re Court operations, as requested.

Acts as host and guide for court facilities, as requested.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Probation Aide

DEPARTMENT Field

ANALYSIS DATE August 31, 1971

SUMMARY

Performs duties as probation department statistical clerk. Assists Probation Officers by assuming specific assignments in support.

PRIMARY DUTIES

Presents information, in regard to juvenile's background and admission, to program director, as required.

Escorts juveniles between designated programs, where the juvenile is tested; and the Juvenile Court Center, where the juvenile is assigned to a Group Worker, as required.

Discusses "Behavior Program" of juvenile with appropriate individual, as required.

Contacts Shift Supervisor to obtain "Release Slips" and fills out, giving one copy to Shift Supervisor and returning the other copy to the appropriate Probation Officer, as required.

Escorts juveniles, released from detention, to parents, foster parents, or other institutions, as required.

Arranges to pick up juvenile's clothing from his home and returns it to place designated by Probation Officer, as required.

Deposits "Behavior Chart" with parents, foster parents, and/or institutional director, as required.

Defines and explains to appropriate person(s) what the "Behavior Chart" is and how it is filled out, as requested by Probation Officer.

Reads and reviews observational notes of Group Workers, regarding a juvenile, as required.

Fills out monthly statistics form, the "Delinquent Detention Data", and the "Neglect Tally Sheet", as required.

Conveys essential information to juvenile, as requested by a Probation Officer.

## OCCASIONAL DUTIES

Interviews juveniles for Probation Officer.

Escorts juveniles shopping.

Seeks jobs for juveniles.

Fills out "Disposition Slip: and delivers slip to appropriate Probation Officer.

Dictates on a dictaphone the "Initial Entry Form" when juvenile is admitted to detention and delivers tape to steno-pool secretary.

Converses with social workers and/or parents about the juvenile's behavior.

Schedules "review hearing" with referee.

Accompanies juvenile and parents to court for "review hearing", as requested by a Probation Officer, and counsels juvenile and his parents in regard to hearing.

Presents requested information about juvenile to properly designated personnel in schools or one of the programs.

Presents appropriate judge with written report regarding the juvenile, preceding any review, court, or supplemental hearings, as required.

Delivers "Foster Home Verification Forms" to the appropriate judge's secretary.

Makes notes of review, court, and supplemental hearings to Probation Officer, as requested.

Deposits legal files and court orders with proper referee, as required.

Fills out check sheet and delivers it to "delinquent" legal secretary.

Fills out "Behavioral Contract".

Delivers "class attendance slip" to juvenile, whether in the office or home.

Fills out "County Juvenile Court Verification of Placement of Child in Foster Care Form", indicating where the juvenile has been placed, his residence previous to placement, the Probation Officer's name, and date; as requested.

Arranges for juvenile's admission into proper and designated school and escorts juvenile to school upon his admission.

Arranges for juvenile's tuition to be paid and notifies appropriate school of this payment.

Reports to parents or foster parents any change or admission of juvenile in school.

Handles reports by school authorities in regard to juvenile.

Assumes such other assigned tasks, as required.

POSITION DESCRIPTION

JOB TITLE Superintendent of Detention

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Represents the detention department of the court. Administers and helps develop official detention policy. Oversees the activities of the detention division of the court. Verifies departmental bills and directs payment. Develops and revises the detention budget. Administers detention personnel function. Approves detention statistics before being sent to the appropriate county offices. Attends outside activities and meetings as required.

PRIMARY DUTIES

Discusses policies and procedures with members of other departments, agencies, and institutions.

Discusses possible policy/procedure changes with Director.

Discusses proposed policy/procedure changes with departmental employees for possible alternatives, objections and/or obstacles to implementation.

Prepares and assures appropriate distribution of final draft of policy/procedure changes/statements, as required.

Advises appropriate persons/agencies of changes in policy/procedure, as required.

Consults with and advises departmental employees on policies, procedures, benefits, job performance, etc., as required.

Prepares departmental employees' evaluations, securing written evaluations from subordinate supervisors, as required.

Convenes and conducts departmental meetings, as required.

Directs departmental in-service training, as required.

Consults with, advises and assists Program Director, as required.

Secures and transports departmental checks from County Building, as required.

Assures distribution of late-shift paychecks, as required.

Authorizes extraordinary procedures, e.g. pay advances for departmental employees, etc., in extenuating circumstances, as required.

Maintains departmental Employee Personal Data File, as required.

Submits recommendations for changes in employee status to County Personnel Office, with Director's approval, as required.

Prepares Change of Status form, as required.

Submits, with Director's approval, requests to County Salary Committee for permission to fill vacant departmental positions, as required.

Reviews prior applications for departmental vacancies, as required.

Submits, with Director's approval, to County Personnel Office, requests to advertise departmental vacancies, as required.

Conducts initial, secondary and final interview of job applicants, submitting recommendations to Director, as required.

Assures proper processing of selected job applicants for departmental vacancies, as required.

Receives, reviews and forwards to County Personnel Office, with Director's approval, employee originated forms, i.e. withholding statements, hospitalization and insurance applications, etc., as required.

Receives, reviews and maintains file of law enforcement agency reports on departmental employees, as required.

Reviews, periodically, Daily Census, Admission Sheet, Unit Logs, Monthly Days Care worksheet, etc., as required.

Receives, reviews, approves and/or prepares various forms/documents/ etc., i.e. State Ward Sheet, Children in Court Operated Facilities, Monthly Statistics Workbook, etc., forwarding same to appropriate persons/agencies, with Director's approval, as required.

Reviews and refers to appropriate persons, pertinent articles, reports, publications, etc.

Advises appropriate persons of meetings, as required.

Attends interdepartmental meetings, as required.

Attends appropriate outside meetings, training, seminars, etc., as required.

Attends in-service training, as required.

Prepares appropriate portions of project/facility proposals, as required.



Authorizes and regulates, with Director's approval, interagency loans of equipment, as required.

Consults with and advises other agencies/persons/institutions, i.e. police, parents, jails, prisons, homes, etc., with respect to juveniles, as required.

Discusses pertinent subjects with other members of court, i.e. Referee, Assistant Director, Director, Judges, etc., as required.

Secures detention files of juveniles for authorized persons/agencies, as required.

Reviews and approves departmental Purchase Requisitions, as required.

Authorizes, with Director's approval, purchase from the "Waalke Memorial Trust Fund", as required.

Verifies departmental bills, forwarding same, with Director's approval, to County Purchasing Department.

Submits library purchase recommendations to Director, as required.

Maintains contact with suppliers with respect to administrative and logistical problems, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Attends meetings with County Purchasing Agent, as required.

Consults on equipment maintenance, repairs and purchasing problems, as required.

Directs maintenance, as required.

Coordinates and/or conducts and/or orients tour groups and/or visitors to detention facilities, as required.

Assures preparation of detention facilities to accommodate visitors, as required.

Consults with and advises other agencies/institutions/persons on possible assistance programs, as required.

Presides at Preliminary Hearings, forwarding appropriate forms and information to Referee, as required.

Revises and updates requests and submits departmental budget to Director, as required.

Assists in landscape planning for facility, as required.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Assistant Superintendent of Detention

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Assists Superintendent of Detention in management of Detention Department employees; consults with, and advises departmental personnel and detained juveniles. Receives, reviews, and forwards to appropriate destinations administrative and logistical paperwork and communications, originated by Detention Department employees. Develops, reviews, and revises departmental work assignments and schedules. Acts as liaison person for detention-court-probation interactions. Assists shift supervisors and groupworkers with special problems, particularly those involving juveniles and juvenile behavior. Conducts employee evaluation conferences. Maintains employee in-service training file. Maintains employee attendance forms. Maintains handbook of operating policies. Maintains and administers transactions of Waalke Memorial Trust Fund. Audits Waalke Memorial Trust Fund. Conducts formal end-of-probation-period evaluation of new employees in Detention Department. Assists with personnel function within Detention Department. Assumes specified duties of Superintendent of Detention in his absence or incapacitation.

PRIMARY DUTIES

Consults with and advises detention employees on all facets of their job and assignments.

Develops and posts Work Schedules for groupworkers and shift supervisors.

Schedules changes in work and job assignments due to absent or tardy employees.

Arranges and plans shift supervisors meetings.

Assists shift supervisors and groupworkers with special juvenile behavior problems.

Assists shift supervisors and groupworkers with special administrative problems, as required.

Distributes memos and communications to appropriate detention personnel.

Distributes or posts communications of general interest.

Disciplines employees within predetermined policy guidelines.

Orients detention employees to policy and procedure changes, as required.

Secures appointments with director for detention employees, as required.

Conducts evaluation conferences.

Receives and reviews Employee Evaluation forms.

Forwards employee evaluation form to superintendent with personal recommendations.

Discusses detention employees' qualifications and evaluations with superintendent.

Receives and reviews job applications.

Conducts preliminary interview of job applicants.

Arranges group interviews of job applicants with shift supervisors.

Consults with and advises superintendent in hiring decisions.

Advises successful applicants of decisions.

Assists new employees with employment forms and forwards same to superintendent's office.

Develops and schedules new detention employee orientation program.

Conducts post-hire interviews.

Conducts formal end-of-probationary-period evaluation of new employees.

Reviews, daily, evening detention activity.

Receives and reviews A.W.O.L. reports.

Reviews, daily, daily census sheet.

Receives and reviews shift supervisor's check list, daily.

Receives and reviews weekly school reports.

Forwards weekly school reports to detention secretary for distribution to detention staff.

Submits recommendations for weekend passes.

Forwards weekend passes to probation supervisor.

Receives and reviews weekend pass summaries.

Receives weekly, personal time slips.

Enters appropriate time slip information into attendance file.

Forwards time slips to County Building.

Advises superintendent on employee attendance records, as requested.

Maintains in-service folders for all detention employees.

Assumes duties as primary liaison between detention and court.

Plans and prepares detention orientation sessions for new court personnel.

Attends volunteer orientation meetings.

Discusses policy and procedures with superintendent.

Discusses plans for potential changes with detention superintendent.

Maintains and updates Operating Policy Handbook.

Advises detention secretary of personal daily agenda.

Prepares checks for payments from "Waalke Memorial Trust Fund".

Forwards checks and bills to secretary for mailing.

Files bills paid from "Waalke Memorial Trust Fund".

Audits "Waalke Memorial Trust Fund".

Receives and forwards to treasurer of "Waalke Memorial Trust Fund", incoming funds.

Prepares/submits such other forms/documents/charts/reports, etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Distributes Employee Personal Data Change forms, forwarding same to detention superintendent's office on completion.

Distributes medical insurance forms, as required.

Consults with and advises court non-detention employees, as requested.

Attends advisory council meetings, as required.

Speaks to appropriate interested outside groups.

Attends seminars and courses pertinent to detention operations.

Submits orders to county for county publications, as required.

Prepares Financial Report for advisory council.

Assumes specified duties of detention superintendent in his absence or incapacitation.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Program Director

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

### SUMMARY

Seeks, cultivates, plans, prepares, arranges and schedules various recreational programs for detained juveniles. Initiates and maintains communications with various outside persons/agencies for solicitation of funds, ideas, and volunteer assistance. Consults with and advises various persons on the role and duties of program participants/administrators. Publishes intra-detention newspaper. Assumes specified duties of shift supervisor, in relief.

### PRIMARY DUTIES

Seeks and cultivates new program ideas and concepts.

Consults with appropriate outside specialists, i.e., psychologists, clergymen, educators, etc., for advice and ideas on development of new programs.

Receives and reviews appropriate incoming mail and communications for ideas and potential assistance with programs.

Initiates and maintains contact with appropriate outside persons/groups/agencies for solicitation of volunteer assistance, funds, materials and supplies, etc.

Consults with and advises appropriate persons of their duties as program participants/administrators, as required.

Consults with and advises volunteers on possible program participation.

Maintains program contact file which includes names and addresses of interested persons/groups/agencies who are potential program sponsors/administrators/etc.

Maintains contact with potential guest speakers.

Maintains reference library of current film and publication catalog.

Maintains file of appropriate publications, brochures, etc.

Maintains audio-visual aid availability schedules.

Prepares and distributes program schedules to appropriate persons.

Submits program supply and material purchase recommendations.

Prices, orders, stores, controls, and distributes sports equipment.

Maintains supply of candy bars, submitting reorder recommendations to detention superintendent, as required.

Orders and renews magazine and publication subscriptions, as required.

Prepares daily agenda.

Publishes intra-detention newspaper.

Reviews, daily, census sheet.

Attends line-staff interaction meetings, as required.

Prepares/submits such other forms/documents/reports/charts/etc., that are required to properly administer position.

#### OCCASIONAL DUTIES

Sets up faculty and staff athletic teams and leagues, as required.

Discusses unusual problems/situations with detention superintendent.

Assumes such other duties that are assigned/indicated in peak operating/emergency periods.



POSITION DESCRIPTION

JOB TITLE Shift Supervisor

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Initiates and maintains communications with detention units, subordinate personnel, superiors, shift supervisors of other shifts and appropriate outside agencies, for purposes of issuing orders, receiving reports and instructions, monitoring juvenile behavior, assuring safety and security, etc. Consults with, advises and assists unit workers, juveniles, etc. Trouble-shoots particular juvenile behavior problems. Consults with and advises appropriate inside and outside persons on juvenile behavior, as well as policies and procedures of detention. Screens after-hour admissions. Inspects and assures maintenance of detention facilities. Controls and submits replenishment requests for detention materials and supplies. Evaluates subordinate employees. Assists superintendent with liaison duties. Issues and distributes materials and supplies to detention units.

PRIMARY DUTIES

Initiates and maintains communications with all Detention units, as required.

Consults with and advises subordinate employees on all facets of job and assignments.

Consults with and advises detention personnel with respect to juvenile behavior.

Assists detention unit personnel, as required.

Issues unit keys to authorized detention personnel.

Receives unit keys from relieved unit personnel.

Operates solenoid door station to permit entrance/exit to/from detention facilities.

Assists unit personnel with problem juvenile behavior, as required.

Authorizes extra-time slips for subordinate personnel.

Posts schedules and announcements, as required.

Advises unit personnel of weekend pass rosters.

Advises unit personnel of weekend pass schedules.

Advises unit personnel of chapel schedules.

Operates intercom and paging system, as required.

Advises units of dining schedules, as required.

Advises unit personnel of juvenile assignments.

Advises units of pending juvenile releases, as required.

Evaluates subordinate employees, submitting recommendations to assistant superintendent.

Screens admissions during non-court hours.

Consults with and advises juveniles' parents/guardians of hearing schedules.

Releases juveniles to probation officers, as required.

Admits parents/guardians to detention facilities to pick up released juveniles.

Releases juveniles to police agencies, preparing and submitting forms to appropriate probation officer.

Prepares detention release form and deletes juvenile's name from Census Sheet and Unit Log.

Maintains Census Sheet and Unit Logs.

Delivers Census Sheet, Unit Logs, Admission Forms and other administrative materials to detention secretary, daily.

Authenticates passes.

Receives sick call reports from unit personnel.

Consults with nurse with regard to juveniles on sick call, as required.

Receives requests for assignment/reassignment of juveniles, e.g. psychological testing.

Prepares incident report.

Forwards one copy of incident report to unit worker, one to probation officer and one to office file.

Receives A.W.O.L. Report.

Prepares A.W.O.L. form and submits it to appropriate probation officer.

Advises appropriate agencies of A.W.O.L. juveniles.

Advises appropriate police agency of juvenile releases.

Advises kitchen of anticipated juvenile attendance at meals.

Assures operation of bell at detention rear service door, as required.

Admits juveniles to detention.

Prepares detention admission forms, as required.

Receives and stores personal items of detained juveniles, returning same upon release, as required.

Performs routine safety and security checks.

Checks visiting permits.

Distributes required forms/charts/etc. to detention personnel.

Delivers census sheet to teachers and nurse, as required.

Reviews and authorizes special activities requests, as required.

Escorts juveniles to specific assignments, as required.

Monitors detained juveniles' activities.

Monitors dining room during meals.

Monitors playground area during recreational periods.

Disciplines juveniles within predetermined policy parameters, as required.

Advises and consults with appropriate outside persons/agencies on juveniles.

Consults with and advises shift supervisors of previous and following shift of data necessary to assure operational continuity.

Relinquishes unit keys to relieving shift supervisor.

Performs routine facility inspections for maintenance and condition.

Consults with and advises unit personnel of inspection findings and recommended remedial action, if indicated, as required.

Issues cleaning equipment to juveniles on cleaning detail.

Inspects detention units, as required.

Prepares and files unit inspection reports.

Inspects equipment and supplies, as required.

Stores, controls and issues various equipment and supplies, as required.

Consults with and advises maintenance personnel of required maintenance.

Assures proper lighting of detention facilities.

Submits replenishment requests for materials and supplies.

Prepares visiting areas.

Discusses unusual problems with detention superintendent or assistant.

Consults with and advises State Department of Social Services, as required.

Prepares and submits personal time slip to assistant superintendent.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Assists detention superintendent and assistant in performing intra-court liaison duties.

Attends hearings, as requested.

Performs routine maintenance in absence of maintenance personnel.

Submits recommendations for removal of problem juveniles.

Prepares audio-visual and other special equipment for use, as required.

Solicits assistance of detained juveniles in administering special programs.

Prepares medical treatment form in absence of nurse.

Prepares and issues special passes in absence of appropriate probation officer.

Assumes such other duties that are assigned/indicated in peak operating/emergency periods.

POSITION DESCRIPTION

JOB TITLE Shift Supervisor

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Initiates and maintains communications with detention units, subordinate personnel, superiors, shift supervisors of other shifts and appropriate outside agencies, for purposes of issuing orders, receiving reports and instructions, monitoring juvenile behavior, assuring safety and security, etc. Consults with, advises and assists unit workers, juveniles, etc. Trouble-shoots particular juvenile behavior problems. Consults with and advises appropriate inside and outside persons on juvenile behavior, as well as policies and procedures of detention. Screens after-hour admissions. Inspects and assures maintenance of detention facilities. Controls and submits replenishment requests for detention materials and supplies. Evaluates subordinate employees. Assists superintendent with liaison duties. Issues and distributes materials and supplies to detention units.

PRIMARY DUTIES

Initiates and maintains communications with all Detention units, as required.

Consults with and advises subordinate employees on all facets of job and assignments.

Consults with and advises detention personnel with respect to juvenile behavior.

Assists detention unit personnel, as required.

Issues unit keys to authorized detention personnel.

Receives unit keys from relieved unit personnel.

Operates solenoid door station to permit entrance/exit to/from detention facilities.

Assists unit personnel with problem juvenile behavior, as required.

Authorizes extra-time slips for subordinate personnel.

Posts schedules and announcements, as required.

Advises unit personnel of weekend pass rosters.

Advises unit personnel of weekend pass schedules.

Advises unit personnel of chapel schedules.

Operates intercom and paging system, as required.

Advises units of dining schedules, as required.

Advises unit personnel of juvenile assignments.

Advises units of pending juvenile releases, as required.

Evaluates subordinate employees, submitting recommendations to assistant superintendent.

Screens admissions during non-court hours.

Consults with and advises juveniles' parents/guardians of hearing schedules.

Releases juveniles to probation officers, as required.

Admits parents/guardians to detention facilities to pick up released juveniles.

Releases juveniles to police agencies, preparing and submitting forms to appropriate probation officer.

Prepares detention release form and deletes juvenile's name from Census Sheet and Unit Log.

Maintains Census Sheet and Unit Logs.

Delivers Census Sheet, Unit Logs, Admission Forms and other administrative materials to detention secretary, daily.

Authenticates passes.

Receives sick call reports from unit personnel.

Consults with nurse with regard to juveniles on sick call, as required.

Receives requests for assignment/reassignment of juveniles, e.g. psychological testing.

Prepares incident report.

Forwards one copy of incident report to unit worker, one to probation officer and one to office file.

Receives A.W.O.L. Report.

Prepares A.W.O.L. form and submits it to appropriate probation officer.

Advises appropriate agencies of A.W.O.L. juveniles.

Advises appropriate police agency of juvenile releases.

Advises kitchen of anticipated juvenile attendance at meals.

Assures operation of bell at detention rear service door, as required.

Admits juveniles to detention.

Prepares detention admission forms, as required.

Receives and stores personal items of detained juveniles, returning same upon release, as required.

Performs routine safety and security checks.

Checks visiting permits.

Distributes required forms/charts/etc. to detention personnel.

Delivers census sheet to teachers and nurse, as required.

Reviews and authorizes special activities requests, as required.

Escorts juveniles to specific assignments, as required.

Monitors detained juveniles' activities.

Monitors dining room during meals.

Monitors playground area during recreational periods.

Disciplines juveniles within predetermined policy parameters, as required.

Advises and consults with appropriate outside persons/agencies on juveniles.

Consults with and advises shift supervisors of previous and following shift of data necessary to assure operational continuity.

Relinquishes unit keys to relieving shift supervisor.

Performs routine facility inspections for maintenance and condition.

Consults with and advises unit personnel of inspection findings and recommended remedial action, if indicated, as required.

Issues cleaning equipment to juveniles on cleaning detail.

Inspects detention units, as required.

Prepares and files unit inspection reports.

Inspects equipment and supplies, as required.

Stores, controls and issues various equipment and supplies, as required.

Consults with and advises maintenance personnel of required maintenance.

Assures proper lighting of detention facilities.

Submits replenishment requests for materials and supplies.

Prepares visiting areas.

Discusses unusual problems with detention superintendent or assistant.

Consults with and advises State Department of Social Services, as required.

Prepares and submits personal time slip to assistant superintendent.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Assists detention superintendent and assistant in performing intra-court liaison duties.

Attends hearings, as requested.

Performs routine maintenance in absence of maintenance personnel.

Submits recommendations for removal of problem juveniles.

Prepares audio-visual and other special equipment for use, as required.

Solicits assistance of detained juveniles in administering special programs.

Prepares medical treatment form in absence of nurse.

Prepares and issues special passes in absence of appropriate probation officer.

Assumes such other duties that are assigned/indicated in peak operating/emergency periods.



POSITION DESCRIPTION

JOB TITLE Shift Supervisor

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Initiates and maintains communications with detention units, subordinate personnel, superiors, shift supervisors of other shifts and appropriate outside agencies, for purposes of issuing orders, receiving reports and instructions, monitoring juvenile behavior, assuring safety and security, etc. Consults with, advises and assists unit workers, juveniles, etc. Trouble-shoots particular juvenile behavior problems. Consults with and advises appropriate inside and outside persons on juvenile behavior, as well as policies and procedures of detention. Screens after-hour admissions. Inspects and assures maintenance of detention facilities. Controls and submits replenishment requests for detention materials and supplies. Evaluates subordinate employees. Assists superintendent with liaison duties. Issues and distributes materials and supplies to detention units.

PRIMARY DUTIES

Initiates and maintains communications with all Detention units, as required.

Consults with and advises subordinate employees on all facets of job and assignments.

Consults with and advises detention personnel with respect to juvenile behavior.

Assists detention unit personnel, as required.

Issues unit keys to authorized detention personnel.

Receives unit keys from relieved unit personnel.

Operates solenoid door station to permit entrance/exit to/from detention facilities.

Assists unit personnel with problem juvenile behavior, as required.

Authorizes extra-time slips for subordinate personnel.

Posts schedules and announcements, as required.

Advises unit personnel of weekend pass rosters.

Advises unit personnel on weekend pass schedules.

Advises unit personnel of chapel schedules.

Operates intercom and paging system, as required.

Advises units of dining schedules, as required.

Advises unit personnel of juvenile assignments.

Advises units of pending juvenile releases, as required.

Evaluates subordinate employees, submitting recommendations to assistant superintendent.

Screens admissions during non-court hours.

Consults with and advises juveniles' parents/guardians of hearing schedules.

Releases juveniles to probation officers, as required.

Admits parents/guardians to detention facilities to pick up released juveniles.

Releases juveniles to police agencies, preparing and submitting forms to appropriate probation officer.

Prepares detention release form and deletes juvenile's name from Census Sheet and Unit Log.

Maintains Census Sheet and Unit Logs.

Delivers Census Sheet, Unit Logs, Admission Forms and other administrative materials to detention secretary, daily.

Authenticates passes.

Receives sick call reports from unit personnel.

Consults with nurse with regard to juveniles on sick call, as required.

Receives requests for assignment/reassignment of juveniles, e.g. psychological testing.

Prepares incident report.

Forwards one copy of incident report to unit worker, one to probation officer and one to office file.

Receives A.W.O.L. Report.

Prepares A.W.O.L. form and submits it to appropriate probation officer.

Advises appropriate agencies of A.W.O.L. juveniles.

Advises appropriate police agency of juvenile releases.

Advises kitchen of anticipated juvenile attendance at meals.

Assures operation of bell at detention rear service door, as required.

Admits juveniles to detention.

Prepares detention admission forms, as required.

Receives and stores personal items of detained juveniles, returning same upon release, as required.

Performs routine safety and security checks.

Checks visiting permits.

Distributes required forms/charts/etc. to detention personnel.

Delivers census sheet to teachers and nurse, as required.

Reviews and authorizes special activities requests, as required.

Escorts juveniles to specific assignments, as required.

Monitors detained juveniles' activities.

Monitors dining room during meals.

Monitors playground area during recreational periods.

Disciplines juveniles within predetermined policy parameters, as required.

Advises and consults with appropriate outside persons/agencies on juveniles.

Consults with and advises shift supervisors of previous and following shift of data necessary to assure operational continuity.

Relinquishes unit keys to relieving shift supervisor.

Performs routine facility inspections for maintenance and condition.

Consults with and advises unit personnel of inspection findings and recommended remedial action, if indicated, as required.

Issues cleaning equipment to juveniles on cleaning detail.

Inspects detention units, as required.

Prepares and files unit inspection reports.

Inspects equipment and supplies, as required.

Stores, controls and issues various equipment and supplies, as required.

Consults with and advises maintenance personnel of required maintenance.

Assures proper lighting of detention facilities.

Submits replenishment requests for materials and supplies.

Prepares visiting areas.

Discusses unusual problems with detention superintendent or assistant.

Consults with and advises State Department of Social Services, as required.

Prepares and submits personal time slip to assistant superintendent.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Assists detention superintendent and assistant in performing intra-court liaison duties.

Attends hearings, as requested.

Performs routine maintenance in absence of maintenance personnel.

Submits recommendations for removal of problem juveniles.

Prepares audio-visual and other special equipment for use, as required.

Solicits assistance of detained juveniles in administering special programs.

Prepares medical treatment form in absence of nurse.

Prepares and issues special passes in absence of appropriate probation officer.

Assumes such other duties that are assigned/indicated in peak operating/emergency periods.

## POSITION DESCRIPTION

JOB TITLE Shift Supervisor

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

### SUMMARY

Initiates and maintains communications with detention units, subordinate personnel, superiors, shift supervisors of other shifts and appropriate outside agencies, for purposes of issuing orders, receiving reports and instructions, monitoring juvenile behavior, assuring safety and security, etc. Consults with, advises and assists unit workers, juveniles, etc. Trouble-shoots particular juvenile behavior problems. Consults with and advises appropriate inside and outside persons on juvenile behavior, as well as policies and procedures of detention. Screens after-hour admissions. Inspects and assures maintenance of detention facilities. Controls and submits replenishment requests for detention materials and supplies. Evaluates subordinate employees. Assists superintendent with liaison duties. Issues and distributes materials and supplies to detention units.

### PRIMARY DUTIES

Initiates and maintains communications with all Detention units, as required.

Consults with and advises subordinate employees on all facets of job and assignments.

Consults with and advises detention personnel with respect to juvenile behavior.

Assists detention unit personnel, as required.

Issues unit keys to authorized detention personnel.

Receives unit keys from relieved unit personnel.

Operates solenoid door station to permit entrance/exit to/from detention facilities.

Assists unit personnel with problem juvenile behavior, as required.

Authorizes extra-time slips for subordinate personnel.

Posts schedules and announcements, as required.

Advises unit personnel of weekend pass rosters.

Advises unit personnel of weekend pass schedules.

Advises unit personnel of chapel schedules.

Operates intercom and paging system, as required.

Advises units of dining schedules, as required.

Advises unit personnel of juvenile assignments.

Advises units of pending juvenile releases, as required.

Evaluates subordinate employees, submitting recommendations to assistant superintendent.

Screens admissions during non-court hours.

Consults with and advises juveniles' parents/guardians of hearing schedules.

Releases juveniles to probation officers, as required.

Admits parents/guardians to detention facilities to pick up released juveniles.

Releases juveniles to police agencies, preparing and submitting forms to appropriate probation officer.

Prepares detention release form and deletes juvenile's name from Census Sheet and Unit Log.

Maintains Census Sheet and Unit Logs.

Delivers Census Sheet, Unit Logs, Admission Forms and other administrative materials to detention secretary, daily.

Authenticates passes.

Receives sick call reports from unit personnel.

Consults with nurse with regard to juveniles on sick call, as required.

Receives requests for assignment/reassignment of juveniles, e.g. psychological testing.

Prepares incident report.

Forwards one copy of incident report to unit worker, one to probation officer and one to office file.

Receives A.W.O.L. Report.

Prepares A.W.O.L. form and submits it to appropriate probation officer.

Advises appropriate agencies of A.W.O.L. juveniles.

Advises appropriate police agency of juvenile releases.

Advises kitchen of anticipated juvenile attendance at meals.

Assures operation of bell at detention rear service door, as required.

Admits juveniles to detention.

Prepares detention admission forms, as required.

Receives and stores personal items of detained juveniles, returning same upon release, as required.

Performs routine safety and security checks.

Checks visiting permits.

Distributes required forms/charts/etc. to detention personnel.

Delivers census sheet to teachers and nurse, as required.

Reviews and authorizes special activities requests, as required.

Escorts juveniles to specific assignments, as required.

Monitors detained juveniles' activities.

Monitors dining room during meals.

Monitors playground area during recreational periods.

Disciplines juveniles within predetermined policy parameters, as required.

Advises and consults with appropriate outside persons/agencies on juveniles.

Consults with and advises shift supervisors of previous and following shift of data necessary to assure operational continuity.

Relinquishes unit keys to relieving shift supervisor.

Performs routine facility inspections for maintenance and condition.

Consults with and advises unit personnel of inspection findings and recommended remedial action, if indicated, as required.

Issues cleaning equipment to juveniles on cleaning detail.

Inspects detention units, as required.

Prepares and files unit inspection reports.

Inspects equipment and supplies, as required.

Stores, controls and issues various equipment and supplies, as required.

Consults with and advises maintenance personnel of required maintenance.

Assures proper lighting of detention facilities.

Submits replenishment requests for materials and supplies.

Prepares visiting areas.

Discusses unusual problems with detention superintendent or assistant.

Consults with and advises State Department of Social Services, as required.

Prepares and submits personal time slip to assistant superintendent.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Assists detention superintendent and assistant in performing intra-court liaison duties.

Attends hearings, as requested.

Performs routine maintenance in absence of maintenance personnel.

Submits recommendations for removal of problem juveniles.

Prepares audio-visual and other special equipment for use, as required.

Solicits assistance of detained juveniles in administering special programs.

Prepares medical treatment form in absence of nurse.

Prepares and issues special passes in absence of appropriate probation officer.

Assumes such other duties that are assigned/indicated in peak operating/emergency periods.



POSITION DESCRIPTION

JOB TITLE Registered Nurse  
DEPARTMENT Detention  
ANALYSIS DATE August 31, 1971

SUMMARY

Investigates, records, and reports physical condition of detained juveniles. Coordinates juveniles' visits to medical facilities for examination/treatment by doctor/dentist. Maintains medical histories of detained juveniles. Advises in admissions of injured juveniles. Advises on injuries sustained by juveniles/staff. Administers/distributes and records prescribed medication to/for juveniles. Orients juveniles/staff on proper treatment/therapy for injury/injured. Administers/prepares routine medical tests/treatments. Advises juveniles in proper hygienic precautions/procedures. Determines material and supply requirements, submitting appropriate requests for replenishments.

PRIMARY DUTIES

Interviews patients to determine medical history, current health, height, weight, vision and blood pressure.

Coordinates daily check list of juveniles to be sent to clinic with department census and sick call list.

Instructs patients on proper hygienic procedures/precautions.

Prepares and coordinates patients for doctor's visit.

Advises, in cases of injured admissions.

Orients patients to proper therapy and prepares treatment for same.

Discusses patient's health with probation officer, as required.

Advises unit staffs of prescribed night medication for patients.

Records medication in appropriate folder.

Files medical data, as required.

Dispenses refills of prescribed medication.

Coordinates prescriptions with pharmacy.

Assures proper level of supplies for medical unit, submitting appropriate replenishment requests, as required.

Performs daily prescribed maintenance of medical unit to insure sanitation.

Supervises patients in preparing urine, vaginal or throat smears/samples.

Prepares smears and samples from patients and forwards to State laboratory.

Administers O.T. tuberculosis skin test periodically.

Arranges transportation for injured patients.

Records results of State laboratory on Medical Admission Form.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated positionn.

#### OCCASIONAL DUTIES

Recommends treatment to staff members for on the job injuries.

Administers pre-physical exam for staff.

Designs diet programs for staff, on request.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Group Worker II  
DEPARTMENT Detention  
ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

### PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.



POSITION DESCRIPTION

JOB TITLE Group Worker II  
DEPARTMENT Detention  
ANALYSIS DATE August 31, 1971

SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

### PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.



Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

### PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Group Worker II  
DEPARTMENT Detention  
ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

### PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.



Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

### PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visitng on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.



## POSITION DESCRIPTION

JOB TITLE Group Worker II  
DEPARTMENT Detention  
ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

### PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

## POSITION DESCRIPTION

JOB TITLE Group Worker II  
DEPARTMENT Detention  
ANALYSIS DATE August 31, 1971

### SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

### PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc. as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hour List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.



Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Group Worker II

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Supervises and controls all actions and activities of juveniles within the detention unit. Disciplines juveniles under his supervision when necessary according to "unit" regulations and rules. Prepares all equipment and supplies lists. Maintains a running personal file on each juvenile within the unit. Issues all equipment and supplies to juveniles. Maintains a clean and orderly appearance of unit. Makes security checks. Assumes any extra relief duties for Shift Supervisor.

PRIMARY DUTIES

Reports to and obtains from Shift Supervisor, unit's keys, at beginning of shift; returning same at shift's end.

Consults with Groupworker for previous shift re. operations, conditions, problems, etc., as well as brief subsequent shift Groupworker.

Consults with and advises other persons/agencies re juveniles in supervised unit, as required. (i.e. other Groupworkers, Medical Staff, Shift Supervisor, etc.)

Prepares and maintains Observation Sheet for each juvenile, for each Shift worked, filing same in juvenile's folder.

Prepares and maintains Tally Sheet entering periodic 'head count'.

Prepares Incident Report Sheet, forwarding copies to appropriate persons, as required.

Prepares daily Sick Call List, forwarding same to 'clinic', as required.

Prepares and forwards to Shift Supervisor, Supply Requisition Slip, as required.

Prepares P.O. appointment list, forwarding same to Shift Supervisor, as required.

Directs unit's activities according to policies, administering discipline, as required.

Organizes, directs and occasionally participates in recreational activities for detained juveniles, as required.

Maintains security and safety, as well as physical conditions, of unit, assigning such duties to detained juveniles, i.e. cleaning, scrubbing, etc., as required.

Issues and/or administers medication to juveniles, as required.

Regulates visits to juveniles, checking for contraband, maintains safety and security, distributing gifts to juveniles, as required.

Operates surveillance inter-com, as required.

Accompanies unit's juveniles to dining area, assigning tables and collecting and counting utensils, as required.

Reviews and posts Court Hearing List one week prior to effective date so as to prepare unit's juveniles for hearings, as required.

Reviews School Hours List for juvenile's school schedules, as required.

Admits juveniles to unit, filing personal notes, maintaining unit log, consulting and advising on rules and regulations as well as rights, etc., issues detention clothing and supplies, collecting and filing or storing personal clothing and belongings, as required.

Prepares Personal Property List and Admission Face Sheet for each admitted juvenile filing same in personal folder, as required.

Releases juveniles from unit, returning personal belongings, returning clothing, directs juvenile to other offices for further administrative procedures, as required.

Directs and regulates distribution of materials and supplies to unit's juveniles, as required.

Prepares unit clothing inv. list every Tuesday, Thursday and Friday mornings, forwarding same to Shift Supervisor.

Maintains Unit Log, as required.

Prepares personal Time Slip, as required.

Attends in-service training, as required.

Reviews Handbook, as required.

Prepares/submits such other forms/documents/charts/reports/etc. that are necessary for the proper administration of the indicated position.

#### OCCASIONAL DUTIES

Regulates visiting on Sunday and Wednesday nights.

Instructs visitors to sign name in log at the chapel door.

Collects any personal items brought by parents and checks for contraband.

Calls each individual unit for juvenile upon arrival of parents.

Maintains position at door when visitors leave as a precaution that no juvenile walks out by mistake.

Locks and unlocks chapel door on courtside.

Issues to juvenile the treats brought by visitors once the juveniles are back in the unit.

Attends in service training sessions as scheduled.

Assumes extra relief duties as Swing Man.

Reports to the Shift Supervisor at the beginning of the shift and picks up a master set of keys.

Receives duties for the shift from the Shift Supervisor to cover both units and help whenever necessary.

Assumes duties of unit worker when he goes on break and for the Shift Supervisor when needed.

Makes necessary "odd-job" repairs for maintenance upkeep and runs errands.

Reports on work accomplished during shift and general behavior of both units to the Shift Supervisor.

Returns the master set of keys, at the end of the shift.

Assumes such other duties that are assigned, as required.

POSITION DESCRIPTION

JOB TITLE Clerk Typist I

DEPARTMENT Detention

ANALYSIS DATE August 31, 1971

SUMMARY

Performs various typical receptionist/secretarial/stenographic duties for detention personnel. Operates solenoid door station for detention main entrance. Screens incoming calls/visitors. Operates various typical office equipment/machines. Files. Maintains daily count of detention admissions/releases.

PRIMARY DUTIES

Performs typical receptionist and secretarial duties for detention personnel.

Operates solenoid door station for main entrance to detention facility, as required.

Operates various typical office equipment/machines, as required.

Transcribes from various dictating/recording devices, as required.

Types stencils, as required.

Duplicates/copies various forms/documents/reports/charts/etc., as required.

Performs appropriate routine preventative maintenance, as required.

Verifies and secures file of juveniles with previous admission status, as required.

Enters new admissions in admissions book, assigning indicated number, as required.

Prepares yellow card for each new admission from admission sheet, as required.

Punches and files, alphabetically, yellow cards, as required.

Prepares and files admission and release cards, as required.

Records release date, disposition and length of detention period on release sheet and daily chart, as required.

Locates/verifies requested information, as required.

Secures admission folder of each released juvenile, as required.

Files, as required.

Files juvenile report cards, as required.

Files weekend passes, as required.

Types copies and distributes unit logs to appropriate personnel, as required.

Distributes administrative supplies to appropriate detention personnel, as required.

Types purchase requisitions, secures confirmation and purchase order number, as required.

Distributes list of court hearings to appropriate detention personnel, as required.

Sorts incoming mail into court and detention destinations and distributes same accordingly, as required.

Receives, sorts, and files bills for detention superintendent, as required.

Maintains file of monthly billings, as required.

Maintains monthly report, as required.

Prepares/submits such other forms/documents/reports/etc. that are necessary for proper administration of position.

#### OCCASIONAL DUTIES

Receives and holds weapons for police officers visiting detention facilities.

Performs such other duties that are assigned, as required.

## RECOMMENDATIONS

A review and analysis was made of all the Jobs, Job Procedures, Procedure Flow Charts, Master Flow Charts, and forms/format letters presently used in the operations of the Juvenile Court System. As a result of this analysis, it is recommended the following actions be taken:

### A. Administration

1. A greater degree of delegation of authority and duties by the Court Administrator to his Assistant should be implemented. At the same time, authority and duties should be delegated downward in the organization chain so that authority and duties are in the job where the decision should be made.
2. Numerous decision-making duties presently assigned to one job should be reassigned to another job and the duplication of duties eliminated and/or minimized.
3. Numerous clerical duties should be reassigned to available clerical personnel.
4. The mixture of administrative duties and clerical duties in a Management job should be reduced and/or eliminated through reassignment and/or elimination of such clerical duties.
5. There are sufficient time savings to allow alteration of one Clerk-Typist job into a Lead Clerk-Typist reporting to Stenographer II.
6. The duty of a Mail Clerk should be added to a Clerk-Typist position along with "in" and "out" baskets on every appropriate desk in the Court.

7. All Court filing should be under the control and the specific duty of one job.
8. Telephones should be changed to Centrex system.
9. Administrative positions should be relieved of as many secondary and non-related duties as possible.
10. After reassignment of duties, paperwork, etcetera new specific job descriptions, procedures, and procedure flow charts should be written and published.

B. Probation

1. Probation Officers should be relieved of a significant amount of paperwork presently being handled.
2. The duties of recruiting foster home and/or institutions; and full or part-time jobs should be assigned to one Probation Officer.
3. Every Probation Officer should perform both intake and field duties rather than as presently separated.
4. A performance appraisal system to measure progress of juveniles rehabilitation should be developed and instituted.
5. The redistribution and reassignment of a number of duties of Probation Officers should be implemented.
6. Duplication of duties, data compilation, forms completion, etcetera by the Probation Officers should be eliminated and/or minimized.
7. Supervisory personnel are enmeshed in time-consuming tasks which delimit their managerial effectiveness. These tasks should be reassigned.
8. Uneven work loads should be minimized.



9. One or more positions should be eliminated and personnel reassigned; and one or more positions should be developed and implemented.

#### C. Detention

1. Personnel should be relieved of a significant amount of paper-work presently being handled.
2. The redistribution and reassignment of a number of duties of Group Workers, etcetera should be implemented.
3. Duplication of duties, data compilation, forms completion, etcetera by Group Workers, etcetera should be eliminated and/or minimized.
4. Supervisory personnel and others are enmeshed in time-consuming tasks which delimit their managerial effectiveness. These tasks should be reassigned.
5. Uneven work loads should be minimized.
6. Overlap of duties should be eliminated and/or minimized.
7. One or more positions should be eliminated and personnel minimized; and one or more positions should be developed and implemented.

#### D. Forms

1. Forms/format should be reviewed by Court personnel to determine if the volume used justifies existence. If the number of form letters used does not warrant their reproduction, a systematic format or procedure for writing such forms/letters should be developed through adapting these existing forms/letters.

2. Forms should be eliminated because the same information is presented elsewhere, or forms could be consolidated, and/or the form is ineffective in relation to its purpose.
3. New forms should be developed consolidating similar and/or duplicate data on several forms; or new forms should be developed in view of its functional use.
4. A forms control system should be developed and instituted with a logical coding (numbering) system. Such a control system would assign a number to all forms, provide a master log for all forms used, and establish a mechanism for analysis, review, and approval.
5. Forms should be available to every employee at his or her work station.
6. The proliferation of individually designed forms in all areas of the Court should be stopped and/or eliminated. Personnel are duplicating available data thus maximizing time on data and minimizing time on juveniles.