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MINIMUM PERSONNEL STANDARDS FOR GROUP HOMES  
FINANCED OR AFFILIATED WITH  
DEPARTMENT OF CORRECTIONS - DIVISION OF YOUTH SERVICES

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DEPARTMENT OF CORRECTIONS  
OFFICE OF COMMUNITY RESIDENTIAL CARE  
COMMONWEALTH OF VIRGINIA

EFFECTIVE JULY 1, 1976

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## INTRODUCTION

The Group Home Personnel Standards have been established under the authority of Sections 16.1-199 and 16.1-200, Code of Virginia, and are in accordance with the limitations set by Section 16.1-202.5 of the Code.

The committee responsible for developing these standards was comprised of professionals from the Department of Corrections, as well as citizens and professionals from the private community. The efforts and cooperation of this group has made this document possible. These standards have been reviewed twice by the Division of Youth Services' Regional Office staff and by the Division of Youth Services' Central Office staff, including the Director of the Division of Youth Services. In addition, the Youth Services Sub-Committee of the State Board of Corrections reviewed the Standards in detail prior to the Board's approval of the Standards on January 13, 1976 - effective July 1, 1976.

The purpose for these standards is to guarantee a minimum quality of treatment for all juveniles in the State receiving residential services. These guidelines are not intended to curtail the development of innovative or diverse personnel, but rather to foster them as needs arise.

## DEFINITIONS

"ACCREDITED COLLEGE OR UNIVERSITY"--Accredited college or university is one which is included in a current listing of one of the regional associations under the Federation of Regional Accreditation Commission of Higher Education, such as the Southern Association of Colleges and Schools.

"BOARD"--Board signifies the Board of the Virginia Department of Corrections.

"DIVISION"--Division signifies the Division of Youth Services, one of the four divisions in the Department of Corrections.

"GROUP HOME"--A group home, for purposes of these standards, is a community-based single dwelling owned or rented by a public agency, institution or other organization affiliated with the Department of Corrections, Division of Youth Services. The facility is not adjacent to or part of an institutional campus, or of a number of group homes in a single neighborhood; it is rather an integral part of the neighborhood. It provides residential care for four to fifteen (preferably no more than twelve) children between the ages of eight and twenty-one. Child care and treatment staff are employed as counselors or professional houseparents rather than as foster parents. The goal of a group home is to provide individualized treatment to meet the needs of juvenile offenders and their families and to enhance their abilities to function in an open society with maximum harmony with themselves and others.<sup>1</sup>

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<sup>1</sup>Adapted from Martin Gula, "Group Home - New and Differentiated Tools in Child Welfare, Delinquency, and Mental Health". Group Homes in Perspective (New York: Child Welfare League of America, Inc), 3rd Printing,

GROUP HOMES PERSONNEL STANDARDS

SALARY RANGE

<u>CLASS TITLE</u>	<u>SALARY RANGE</u>
Director	\$10,992 - \$15,000
Counselor III	\$10,032 - \$13,728
Counselor II	\$ 9,168 - \$12,528
Counselor I	\$ 8,400 - \$11,472
Counselor Trainee	\$ 7,032 - \$ 9,600
Clerk Typist	\$ 5,640 - \$ 7,680
Cook-Housekeeper	\$ 4,920 - \$ 6,720
Maintenance Personnel	\$ 7,032 - \$ 9,600

The salary ranges above consist of eight (8) steps, as follows:

Director

10,992 - 11,472 - 12,000 - 12,528 - 13,128 - 13,728 - 14,328 - 15,000

Counselor III

10,032 - 10,512 - 10,992 - 11,472 - 12,000 - 12,528 - 13,128 - 13,728

Counselor II

9,168 - 9,600 - 10,032 - 10,512 - 10,992 - 11,472 - 12,000 - 12,528

Counselor I

8,400 - 8,734 - 9,168 - 9,600 - 10,032 - 10,512 - 10,992 - 11,472

Counselor Trainee

7,032 - 7,344 - 7,680 - 8,040 - 8,400 - 8,784 - 9,168 - 9,600

Clerk Typist

5,640 - 5,880 - 6,144 - 6,432 - 6,720 - 7,032 - 7,344 - 7,680

Cook-Housekeeper\*

4,920 - 5,160 - 5,400 - 5,640 - 5,880 - 6,144 - 6,432 - 6,720

Maintenance Personnel\*\*

7,032 - 7,344 - 7,680 - 8,040 - 8,400 - 8,784 - 9,168 - 9,600

\*The need for the position of Cook-Housekeeper must be reviewed and approved by the Director of the Division of Youth Services or his designee on an individual, case by case basis. Such a position would be justified in a group home for children whose age or condition is such as to prevent them from being able to prepare their own food and/or clean their immediate living area.

\*\*The need for maintenance personnel must be reviewed and approved by the Director of the Division of Youth Services or his designee on an individual, case by case basis. Such personnel would be justified in a Group Home System involving three (3) to six (6) groups. Up to one half time maintenance position may be approved for a system of three (3) group homes; a system of six (6) group homes may have one full-time maintenance position.

Salaries should generally start at the minimum step of the eight (8) step range. The minimum step should be no lower than that which is paid comparable or like positions by the locality, but in no event shall the minimum base salary be higher than that paid to such positions. Comparable positions may be considered those of juvenile court service units and of juvenile detention homes which require similar educational and work experience.

Based on merit, salary increments within each class title may be made at a rate not to exceed two (2) steps per year. New employees may be granted a one (1) step increment after their successful completion of their probationary period.

The probation period for all employees shall conform to the local personnel policies, but for the purpose of State reimbursement, it shall not be less than six (6) months in duration.

Promotion of staff from one class title to a higher class title shall be made at the minimum step, except that the employee promoted may be paid at a rate two (2) steps above his former rate of pay.

New appointments should ordinarily be made at the minimum step of the salary range established for the position. If a new staff member has had experience in a position which involved duties and responsibilities substantially the same as those in the position to which he is being appointed, the rate of pay may be the same as it would have been if his experience had been obtained at the appointing group home.

If an employee of a group home transfer to another group home in the same position, or if a former employee is reinstated to the same position, the rate of pay may be the same as if the prior experiences of the group home employee had been in the group home in which he is now being employed.

The typical staffing pattern of a group home with a twelve (12) to fifteen (15) capacity is as follows:

<u>POSITION</u>	<u>NUMBER</u>
Director	1
Counselor III	1
Counselor II	2
Counselor I	2
Clerk Typist	.1/2

Relief workers shall not exceed 51 days per year per supervisory staff as per the following formula:

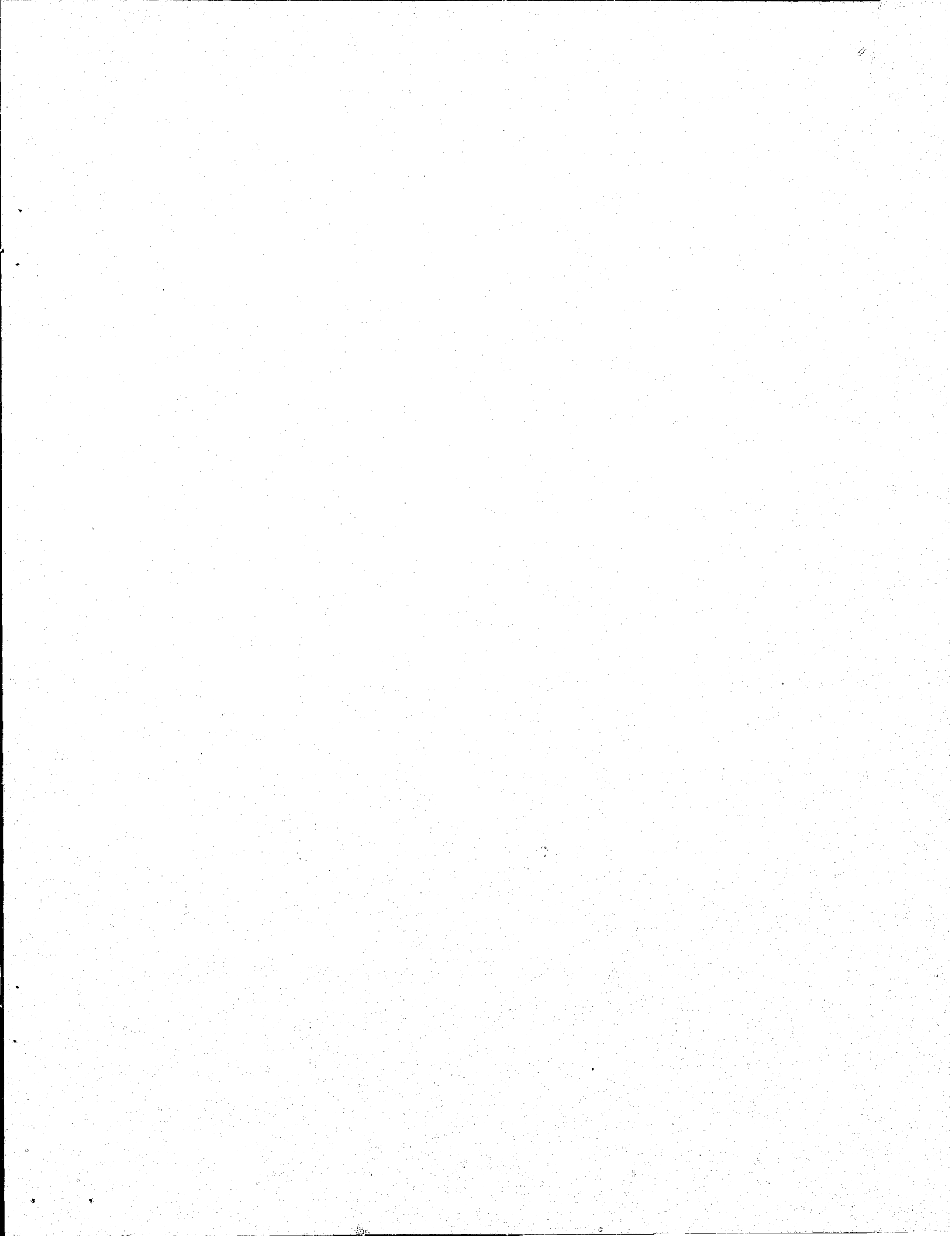
- A. 15 days annual leave
  - B. 12 days legal holidays
  - C. 12 days sick leave
  - D. 12 days training
- 
- 51 days per year per supervisory staff

Because of the wide variety of group home and program types which are possible, all proposed staffing patterns shall be submitted to the Director of the Division of Youth Services, or his designee, for approval at least sixty (60) days before the planned opening date. All changes in existing staffing patterns shall also be submitted to the Director of the Division of Youth Services, or his designee, for approval at least sixty (60) days prior to the proposed change.

Staffing patterns, and changes in staffing patterns shall be based upon the type of program being offered and the demands placed upon the program by the type of resident being served. In considering the proposed staffing pattern, the Director of the Division of Youth Services, or his designee, will also approve the plan for relief coverage on a case by case basis.

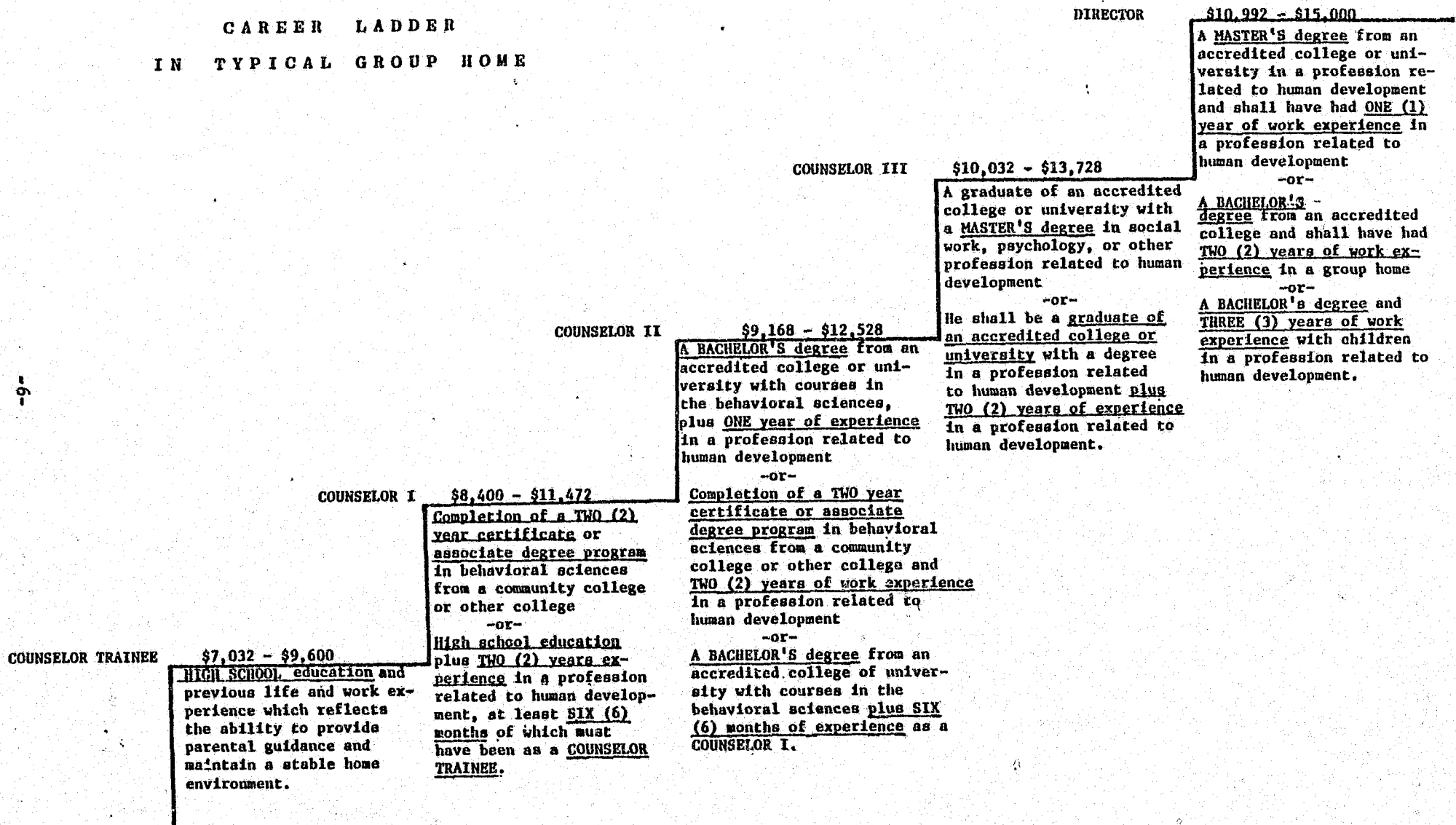
Due to variations in local salary scales, salaries paid group home personnel in excess of the maximum step established in the salary range may be reimbursed from State funds up to a maximum deviation of twenty (20) percent. Reimbursement of salaries above the maximum step of the range shall be considered on an individual basis and shall be subject to the final approval of the Board.





CAREER LADDER  
IN TYPICAL GROUP HOME

-9-



## CLASS TITLES

The following class titles, descriptions and qualifications are provided as minimum requirements. Additional positions may be created as the need develops, with the approval of the Director of the Division of Youth Services, or his designee, acting in accordance with the policies of the Division.

### DIRECTOR

#### Distinguishing Features of the Work

This is an administrative position involved in directing and supervising the operation of a group home.

The Director is responsible for planning, organizing and directing the community youth home within the policies and procedures of the Division of Youth Services, Department of Corrections and local governing body, if locally operated, and in accordance with the minimum standards established by the Code of Virginia and the Department of Corrections. Work is performed independently. Mature judgement and a high degree of professional skill is required.

#### Example of Work

1. Plans, organizes and directs the group home within the policies of the Division of Youth Services and local governing bodies, if applicable.
2. Supervises staff which includes hiring, dismissal, training and evaluation.
3. Prepares budget estimates of operating expenses and supervise the spending of this budget. Prepares and administers the fiscal affairs of the group home.
4. Coordinates services of community agencies for residents. Develops effective community relationships in order to enhance group home programs and acts as liaison among professional community, including courts, police, welfare, etc.
5. Develops, reviews and evaluates treatment programs of the home with the staff and consultants so that all children receive effective treatment.
6. Responsible for maintaining facility and equipment inventory and seeing that both meet state and local standards.
7. Responsible for maintaining statistical data, preparing monthly, special and annual reports as required; and maintains accurate accounting records.
8. Develops group home goals, objectives and policies, consistent with those of the governing body, and within the guidelines of minimum standards for group homes..

## QUALIFICATION STANDARDS

### Education and Experience

A master's degree from an accredited college or university in a profession related to human development and shall have had one (1) year of work experience in a profession related to human development, or shall have a bachelor's degree from an accredited college and shall have had two (2) years of work experience in a group home or three (3) years of work experience with children in a profession related to human development.

### Knowledge and Skills

Knowledge of administrative and management principles in relation to program development, implementation and evaluation. Knowledge of counseling techniques with particular reference to the problems of socially and emotionally maladjusted children and families. Ability to maintain harmonious working relationships with staff, related social service agencies, public officials, and the general public.

COUNSELOR III  
(Outreach Counselor)

Distinquishing Features of the Work

Assists in developing a treatment plan with staff, supervises child when placed on outreach. Primary facilitator for all services to child on outreach, such as schools, courts, medical, welfare, etc. Spends majority of time assisting child in adjusting to his community.

Examples of Work

1. Counsels with client and family in carrying out the treatment program and facilitates appropriate decision making.
2. Prepares progress and status reports to appropriate agencies.
3. Visits schools, work sites, and families to assist child in outreach adjustment.
4. Recommends child for final release from group home program.
5. Assists in developing program evaluation indicating strengths and weaknesses with possible need for change and compile follow up data.

QUALIFICATIONS STANDARDS

- a. A graduate of an accredited college or university with a master's degree in social work, psychology, or other profession related to human development, or
- b. He shall be a graduate of an accredited college or university with a degree in a profession related to human development plus two (2) years of experience in a profession related to human development.

Knowledge and Skills

Knowledge and skill in counseling principles and awareness of needs of emotionally and socially maladjusted children. Able to make independent decisions and establish effective and harmonious working relationships between the child, family and community. Ability to utilize community resources.

## COUNSELOR II

### Distinguishing Features of the Work

This position entails the counseling, care and direct supervision of residents in a community based residential group setting. A person in this position will be responsible for the group home program operation during scheduled shift work and maintain counseling responsibilities with residents in that program.

### Example of Work

1. Supervises and directs house routine, therapeutic program and maintains behavioral norms for residents during assigned shift work.
2. Assists in developing treatment plan, objectives, and methods for residents.
3. Counsels residents and families, individually and in groups, on a regularly scheduled basis.
4. Prepares progress evaluation reports and maintains frequent verbal and written communication with resident's caseworker, school, employer, family and significant others.
5. Promotes good community relationships, and utilizes needed community services.
6. Coordinates and implements assigned areas of group home programming such as recreation, volunteers, education/employment, etc.
7. Responsible for health care and physical well being of residents including disbursement of medication under proper medical supervision.
8. Coordinates and assists in food procurement and preparation, housekeeping, and other related work as assigned.
9. Supervises relief staff.

### QUALIFICATION STANDARDS

Bachelor's degree and one year's experience in a field related to human development or completion of a two (2) year certificate or associate degree program in behavioral sciences from a community college or other college and two (2) years of experience of which must have been with delinquent youth, preferably in an institutional or group home setting in a profession related to human development.

### Knowledge and Skills

Knowledge of and experience in counseling procedures and techniques with socially and emotionally maladjusted children; ability to work effectively under stress in a group home environment. Creatively organize and implement a variety of supplemental programs for group home residents.

## COUNSELOR I

### Distinguishing Features of the Work

This position entails the counseling, care and direct supervision of residents in a community based residential group setting. A person in this position will be responsible for the group home program operation during scheduled shift work and maintain counseling responsibilities with residents in that program.

### Example of Work

1. Supervises and directs house routine, therapeutic program and maintains behavioral norms for residents during assigned shift work.
2. Assists in developing treatment plans, objectives, and methods for residents.
3. Assists in counseling residents and families, individually and in groups, on a regularly scheduled basis.
4. Assist in preparing progress evaluation reports and maintains frequent verbal and written communication with resident's caseworker, school, employer, family and significant others.
5. Promotes good community relationships, and utilizes needed community services.
6. Coordinates and implements assigned areas of group home programming such as recreation, volunteers, education/employment, etc.
7. Responsible for health care and physical well being of residents including disbursement of medication under proper medical supervision.
8. Coordinates and assists in food procurement and preparation, housekeeping, and other related work as assigned.
9. Supervises relief staff.

### QUALIFICATION STANDARDS

Completion of a two (2) year certificate or associate degree program in behavioral sciences from a community college or other college or high school education plus two (2) years experience in a profession related to human development, at least six (6) months of which must have been as a Counselor Trainee.

### Knowledge and Skills

Knowledge of and experience in counseling procedures and techniques with socially and emotionally maladjusted children; ability to work effectively under stress in a group home environment. Creatively organize and implement a variety of supplemental programs for group home residents.

## COUNSELOR TRAINEE

### Distinguishing Features of the Work

This position entails the counseling, care and direct supervision of residents in a community based residential group setting. A person in this position will be responsible for the group home program operation during scheduled shift work and maintain counseling responsibilities with residents in that program. More intensive skills training and direct supervision are required in this position.

### Example of Work

1. Supervises and directs house routine, therapeutic program and maintains behavioral norms for residents during assigned shift work.
2. Assists in developing treatment plans, objectives, and methods for residents.
3. Assists in counseling residents and families, individually and in groups, on a regularly scheduled basis.
4. Assists in preparing progress evaluation reports and maintains frequent verbal and written communication with resident's case-worker, school, employer, family and significant others.
5. Promotes good community relationships, and utilize needed community services.
6. Coordinates and implements assigned areas of group home programming such as recreation, volunteers, education/employment, etc.
7. Responsible for health care and physical well being of residents including disbursement of medication under proper medical supervision.
8. Coordinates and assists in food procurement and preparation, housekeeping, and other related work as assigned.

### QUALIFICATION STANDARDS

High school education and previous life and work experience which reflects the ability to provide parental guidance and maintain a stable home environment.

### Knowledge and Skills

Ability to communicate and relate to socially and emotionally maladjusted children in a residential setting.



## CLERK-TYPIST (SECRETARY)

### Distinguishing Features of the Work

This position involves the office management operations of a group home. It is clerical in nature with emphasis on typing and the procedural format as outlined by either state or local policy.

### Examples of Duties

1. Initiates and submits all administrative forms such as personnel records, monthly population and payroll record.
2. Performs bookkeeping services such as preparing invoices for billing, receiving and verifying invoices, and reconciling ledgers.
3. Compose routine correspondence and types from rough draft program reports which are disseminated to appropriate agencies.
4. Establish and maintain filing system.
5. Orders all necessary supplies and maintains inventory.
6. Acts as receptionist for the home and handles incoming and outgoing business telephone calls.

### QUALIFICATION STANDARDS

Completion of high school or equivalent and at least two years of clerical or typing experience. Education may be substituted for experience or experience involving clerical and/or typing duties may be substituted for education on an equivalent basis.

Mental alertness, clerical aptitude; general knowledge of business English and mathematics, or office management principles, and of office equipment and its use; general knowledge of standard business forms, filing systems and principles; ability to type accurately with satisfactory speed from plain, corrected or rough draft.

COOK  
HOUSEKEEPER

Distinguishing Features of the Work

Responsible for the preparation and cooking of meals; basic menu preparation; teaches and supervises cooking.

Example of Work

1. Prepares balanced meals for residents according to planned menus.
2. Maintains kitchen equipment in compliance with health regulations.
3. Keeps inventory of food items.
4. Complies with health regulations in storage and preparation of food.

QUALIFICATION STANDARDS

Education and Experience

Elementary school education and two (2) years experience in the preparation and cooking of food. Shall meet all requirements for food handlers as prescribed by State and/or Local health department.

Knowledge and Skills

Knowledge of food preparation and cooking methods. Knowledge of the operation and cleaning of modern kitchen equipment. Ability to follow recipes and some knowledge of the basic nutritional value of food.

## MAINTENANCE

### Distinguishing Features of the Work

Performs various custodial and maintenance chores in the House and on outside grounds. Maintenance responsibility consists of checking, cleaning, and servicing the larger appliances and equipment; performing repairs on building and furnishings and checking plumbing, heating, and electrical functions and attempting to correct before seeking outside assistance.

### Examples of Work

1. Maintains and services equipment and building if possible.
2. Make general repairs in the house as needed.
3. Maintain plumbing and electrical service.
4. Perform various landscaping chores on the group home grounds.

## QUALIFICATION STANDARDS

### Education and Experience

Elementary school education and two (2) years of custodial and maintenance experience. Licensed to operate a motor vehicle in the State of Virginia.

### Knowledge and Skills

Possess mechanical aptitude, and some knowledge of cleaning and servicing buildings and equipment.



**END**