




MEMORANDUM REPORT

January 9, 1998

TO: County Council

FROM:  Joan M. Pedersen, Program Evaluator
Office of Legislative Oversight

SUBJECT: Salary Study of State Criminal and Juvenile Justice Employees Working in
Montgomery County

PURPOSE

The purpose of this report is to:

- apprise the Council of the completion of one of the tasks relating to Phase I of the OLO project to study and report on funding for criminal and juvenile justice and juvenile delinquency prevention services in Montgomery County, and
- forward information to the Council that has been provided to the Criminal Justice Coordinating Commission (CJCC) regarding the competitiveness of State salaries for criminal and juvenile justice employees working in Montgomery County.

On January 28, 1998, the Health and Human Services Committee and Public Safety Committee are jointly scheduled to discuss the status of Phase I of the OLO project, including the attached salary study.

Office of Legislative Oversight

100 Maryland Avenue, Rockville, Maryland 20850, 301/217-7990

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AUTHORITY, SCOPE, METHODOLOGY, AND ACKNOWLEDGMENTS

Authority

Montgomery County Council Resolution No. 13-939, FY 1998 Work Program of the Office of Legislative Oversight, adopted June 24, 1997.

Scope

This Office of Legislative Oversight (OLO) memorandum report presents information collected and disseminated as part of the tasks included in Phase I of the OLO project to study and report on funding for criminal and juvenile justice and juvenile delinquency prevention services in Montgomery County. The data provided in this report should be useful to the Criminal Justice Coordinating Commission (CJCC) and the County Council to help persuade the State Delegation and Office of Intergovernmental Relations that there are salary issues affecting turnover in State criminal and juvenile justice offices operating in Montgomery County.

This study concentrates on salaries paid to employees working in State offices operating in Montgomery County to provide parole and probation, public defender, juvenile justice, and district court commissioner services. The scope of this study did not include any examination of whether there are sufficient positions in these State offices operating in Montgomery County. OLO performed the salary comparison in response to CJCC's concern that high turnover in certain State criminal and juvenile justice occupations negatively affect the services this County receives.

For example, a change in public defenders, probation officers, or juvenile counselors disrupts the continuity of services being provided to County clients involved in court cases, on probation, or receiving juvenile justice counseling or other services. In addition, new hires are generally not immediately 100 percent proficient in their new jobs and existing employees must spend time assisting and training these employees, which can become burdensome when there is a high turnover rate in the office. Also, when positions are vacant, higher workloads are placed on the remaining employees until such time as new employees can be hired and brought up to full productivity in the office. These conditions are likely to create delays in bringing defendants to trial and cases to closure because of the higher caseloads imposed on remaining employees.

This study presents data that show positions, grades, minimum and maximum salaries, and short job descriptions for Maryland State positions working in criminal and juvenile justice offices in Montgomery County. Comparative data are also shown for positions doing identical or similar work for the State of Virginia and selected Virginia cities and counties. In some instances, OLO also included information on similar Montgomery County positions, in terms of duties and responsibilities, or education and experience requirements associated with the positions.

Methodology

This salary study was conducted by Joan M. Pedersen with significant assistance from Robert J. Hiss, public administration intern and research assistant. Research and other project-related activities conducted by OLO included:

- ⇒ obtaining lists of positions approved for FY 98 to work in the State parole and probation, public defender, district court commissioner, and juvenile justice offices located in Montgomery County.
- ⇒ acquiring class titles, position descriptions, grade levels, and salary ranges for the positions approved for FY 98.
- ⇒ contacting Washington D.C. metropolitan area jurisdictions to obtain similar information for their offices. These jurisdictions included: Arlington County, Fairfax County, the City of Alexandria, Loudoun County, Prince William County, and the State of Virginia.
- ⇒ reviewing position descriptions for positions working in State criminal and juvenile justice offices located in Montgomery County and drafting short job summaries for each of the positions.
- ⇒ reviewing position descriptions obtained from other jurisdictions for comparability based on duties performed and/or education and experience requirements and drafting short job summaries for each of the comparable positions.
- ⇒ following-up with personnel in the other jurisdictions to clarify information related to the position descriptions, salary schedules, and grade assignments.
- ⇒ compiling information and preparing comparative salary and position tables.

Acknowledgments

The Office of Legislative Oversight acknowledges the courteous cooperation received from administrators and staff in the personnel units and from individuals working in State of Maryland criminal and juvenile justice departments and local offices. Also, personnel units and individuals working for the Commonwealth of Virginia executive and judicial branches of government, selected Virginia city and county departments, and the Montgomery County, Maryland human resources office.

FINDINGS, OBSERVATIONS AND RECOMMENDATIONS

OLO Findings and Observations

1. For all positions studied, the State of Maryland pays lower maximum salaries than the other jurisdictions pay for comparable positions.

2. The State of Virginia generally pays higher salary ranges to their professional staff than the State of Maryland.
3. The clerical staff may be paid approximately similar starting salaries in the other jurisdictions included in the study, but the maximum salaries are generally higher.
4. The State of Virginia recognizes that the Washington D.C. metropolitan area has a higher cost of living than the rest of the State, and pays a salary supplement to those workers employed in Northern Virginia offices.
5. Fairfax and Arlington counties pay higher minimum and maximum salary ranges to workers providing juvenile justice services than the State of Maryland does.
6. Some of the criminal and juvenile justice offices in Montgomery County rely upon contract employees to supplement the work of their State positions. These contract employees receive no benefits, which may limit the pool of applicants. In addition, after working under contract for a period of time, the contract worker would actually have to take a pay cut to become a State employee.

OLO Recommendations

OLO recommends that the Council and the CJCC pursue the salary issues with the State Delegation and other State officials as appropriate. Based on information presented in this OLO salary study, the Council may wish to concentrate on one or more of the following courses of action.

1. Request the State of Maryland to contract with an independent consultant to perform a nationwide in-depth salary study of parole and probation, district court commissioner, public defender, and juvenile justice positions.
2. Request the State of Maryland to establish rates and pay a salary supplement to their workers who are employed within a 25 mile radius of Washington D.C.
3. Request the State of Maryland to increase salaries for professional and support staff working in Montgomery County to provide parole and probation, district court commissioner, public defender, and juvenile justice services.
4. Request the State of Maryland to examine the possibility of creating some classes of positions that receive partial benefits, so as to broaden the base of workers that may be attracted to work for the State.
5. Request the State of Maryland to devise a method whereby a local criminal or juvenile justice office can hire a contract worker into a merit position and award a starting salary that is at least equivalent to the salary the worker had been receiving under the contract.

ORGANIZATION OF ATTACHED SALARY STUDY

The attached salary study has been transmitted to the CJCC, with courtesy copies distributed to the administrator of the district or area offices included in the project. The salary study is divided into four self-contained modules, so each one can be individually presented, discussed, and used to inform the appropriate State officials. Each module contains a table of contents, an introduction with explanatory notes, and sources of information for the entire module. The attachment is organized as follows:

Maryland Parole and Probation Offices - District 6 (Module 1)

Contains information on Maryland parole and probation office employees working in Montgomery County. Included are the position titles, grade assignments, and minimum and maximum salary ranges paid by the State of Maryland for each position with similar information from other selected jurisdictions for comparable positions. The module also contains a set of short job descriptions for each of the Maryland positions, along with a set for each of the other jurisdictions having comparable positions.

Maryland District Court Commissioners - District 6..... (Module 2)

Contains information on Maryland district court commissioners working in Montgomery County. Included are the position titles, grade assignments, and minimum and maximum salary ranges paid by the State of Maryland for each position with similar information from other selected jurisdictions for comparable positions. The module also contains a set of short job descriptions for each of the Maryland positions, along with a set for each of the other jurisdictions having comparable positions.

Maryland Officer of the Public Defender - District 6 (Module 3)

Contains information on Maryland public defender office employees working in Montgomery County. Included are the position titles, grade assignments, and minimum and maximum salary ranges paid by the State of Maryland for each position with similar information from other selected jurisdictions for comparable positions. The module also contains a set of short job descriptions for each of the Maryland positions, along with a set for each of the other jurisdictions having comparable positions.

Maryland Juvenile Justice Field Services - Area III..... (Module 4)

Contains information on Maryland juvenile justice office employees working in Montgomery County. Included are the position titles, grade assignments, and minimum and maximum salary ranges paid by the State of Maryland for each position with similar information from other selected jurisdictions for comparable positions. The module also contains a set of short job descriptions for each of the Maryland positions, along with a set for each of the other jurisdictions having comparable positions.

MODULE 1

MARYLAND PAROLE AND PROBATION OFFICES - DISTRICT 6

SALARY COMPARISON

PAROLE AND PROBATION OFFICES- DISTRICT 6
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Provides an abbreviated job description for each of the positions shown in P&P Table 2 for comparable secretarial positions in Montgomery County Government. When obtainable, education and experience requirements are included at the end of each job summary.	

INTRODUCTION

This module contains information on Maryland parole and probation office employees working in Montgomery County. Included in P&P Table 1 are the minimum and maximum salaries paid by the State of Maryland for each position and the minimum and maximum salaries paid by the State of Virginia and/or other selected jurisdictions for comparable positions. P&P Table 2 shows the position titles and grades assigned by Maryland and the comparable position titles and grades assigned by the other jurisdictions included in the study.

Following the tables is a set of short descriptions of the duties and responsibilities assigned to each of the Maryland parole and probation positions, along with sets for each of the jurisdictions having comparable positions included in the salary study.

Notes to the accompanying tables:

- The minimum and maximum salary ranges for all jurisdictions shown in P&P Table 1 are for FY 97.
- The parole and probation functions throughout the State of Virginia are handled by the Department of Corrections - Adult Probation and Parole Division.
- The column entitled "Northern Virginia" on P&P Table 1 includes salaries for positions working in the city of Alexandria and the counties of Arlington, Fairfax, Prince William, and Loudoun. These positions receive a salary supplement for working in a high cost of living area.
- The column entitled "Remaining Virginia" on P&P Table 1 includes salaries for State positions working in areas other than those designated as Northern Virginia. These positions do not receive the salary supplement for working in a high cost of living area.
- The top administrator of a probation office in Virginia may be assigned one of three grades (13, 14, or 15). These grade assignments are based on the caseload for the area of responsibility, the programs offered, and the number of positions being supervised. The minimum and maximum salaries shown in the "Northern Virginia" and "Remaining Virginia" columns on P&P Table 1 reflect the lowest grade starting salary and the highest grade maximum salary.
- The column entitled "Montgomery County" on P&P Tables 1 and 2 includes comparable salary ranges and positions for the Montgomery County, Maryland secretarial series only. This is because the administration of parole and probation offices and the functions performed by probation officers in Maryland are performed entirely by State employees, and there are no equivalent positions in Maryland at the county or city level.

- The column entitled "State of Virginia" on P&P Table 2 includes the positions working throughout the State. While these positions perform the same functions in Northern Virginia as in the rest of the State, the Northern Virginia workers receive a salary differential to compensate for the higher cost of living in the Washington D.C. metropolitan area.
- There are two positions in the State of Virginia that are not included in this study because there were no equivalents in the parole and probation offices located in Montgomery County. The excluded Virginia positions are: Surveillance Officer (Grade 7, having a minimum and maximum salary range of \$24,337 to \$37,995), and Office Services Supervisor (Grade 6, having a minimum and maximum salary range of \$22,262 to \$34,756).

Sources of information for tables and job summaries:

- The salaries, position titles, and detail for preparation of the job summaries for the Maryland Parole and Probation employees working in Montgomery County were obtained from the Human Resources Management Office for parole and probation in Baltimore, and from the local area office for District 6.
- The salaries, position titles, and detail for preparation of the job summaries for comparable parole and probation positions working for the State of Virginia were obtained from the Virginia Department of Corrections Adult Parole and Probation office, and from selected Northern Virginia city and county parole and probation offices.
- The salaries, position titles, and detail for preparation of the job summaries for comparable secretarial positions working for Montgomery County, Maryland were obtained from the Montgomery County Office of Human Resources.

P&P Table 1

PAROLE AND PROBATION OFFICES - DISTRICT 6 POSITIONS ASSIGNED IN MONTGOMERY COUNTY

Maryland Grade and Position	State of Maryland Minimum Maximum Salary \$	Northern Virginia Minimum Maximum Salary \$	Remaining Virginia Minimum Maximum Salary \$	Montgomery County Minimum Maximum Salary \$
16 Parole-Probation Field Supervisor II	31,631 41,546	43,426 81,025	34,758 64,847	no equivalent
15 Parole-Probation Field Supervisor I	29,357 38,556			no equivalent
14 Parole-Probation Agent Senior	27,272 35,800	39,726 62,021	31,794 49,637	no equivalent
12 Parole-Probation Agent II	23,624 30,848	36,340 56,734	29,083 45,406	no equivalent
10 Parole-Probation Agent I	20,499 26,631	33,242 51,898	26,604 41,535	no equivalent
8 Office Secretary II	17,886 23,146	20,364 31,794	17,041 26,604	22,754 36,569
7 Office Secretary I	16,835 21,698			21,854 34,916
6 Typist Clerical III	15,851 20,375	18,628 29,083	15,588 24,337	16,657 25,602

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P&P Table 2

POSITION COMPARISON FOR PAROLE AND PROBATION OFFICES - DISTRICT 6

--- State of Maryland ---		--- State of Virginia ---		--- Montgomery County ---	
Grade	Position	Grade	Position Matched	Grade	Position Matched
16 15	Parole-Probation Field Supervisor II Parole-Probation Field Supervisor I	15 14 13	Probation Director Probation Manager Senior Probation Manager	n/a	no equivalent
14	Parole-Probation Agent Senior	12	Probation Supervisor	n/a	no equivalent
12	Parole-Probation Agent II	11	Parole-Probation Officer Senior	n/a	no equivalent
10	Parole-Probation Agent I	10	Parole-Probation Officer	n/a	no equivalent
08 07	Office Secretary II Office Secretary I	05	Secretary Senior	13 12	Principal Administrative Aide Administrative Aide
06	Typist Clerical III	04	Office Services Assistant / Secretary	05	Office Clerk

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STATE OF MARYLAND
PAROLE AND PROBATION OFFICES - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY

Parole-Probation Field Supervisor II

This position has primary responsibility for the direction and coordination of field services within a specific geographical area. Incumbents are primarily engaged in managerial support functions for the activities and performance of two to five first-line supervisors of work units responsible for criminal supervision and investigation programs, intake services, and specialized approaches to facilitate community reintegration of offenders. This position actively participates in regional program development efforts, including budget proposals, management information services, and special project evaluation reports designed to improve field administration of parole and probation services.

- Education: Bachelor's degree, supplemented by either 30 semester hours in social, behavioral, or correctional sciences or 1 year specialized experience counseling, investigating, or supervising persons on parole or probation
- Experience: 5 years supervising persons on parole or probation, or investigating parole and/or probation matters, or administrative experience in parole and probation programs or training agents (at least 1 year of the experience must have been at an administrative or supervisory level of responsibility)

Parole-Probation Field Supervisor I

This position performs at the operations level of field supervisor in a geographical area office. These employees plan, organize, and direct the activities of an assigned work unit consisting of five or more criminal supervision or investigation agents. This position maintains divisional standards for field services within the work unit by reviewing and analyzing service delivery and system reports, meeting with agents, reviewing and approving treatment plans and their administration, and reviewing written reports.

- Education: Bachelor's degree, with either 30 semester hours in social, behavioral, or correctional sciences or 1 year specialized experience counseling, investigating, or supervising persons on parole or probation
- Experience: 4 years supervising persons on parole or probation, or investigating parole and/or probation matters, or administrative experience in parole and probation programs or training agents

STATE OF MARYLAND
PAROLE AND PROBATION OFFICES - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Parole-Probation Agent Senior

This position performs parole and probation work at the advanced level of professional competency. Incumbents interview persons on parole and probation to explain the rules and requirements of a community supervision program; conduct field visitations to clients' homes, employment, and community treatment programs; counsel clients who are on parole or probation; investigate proposed residence and employment plans; and help clients effect environmental changes. These employees also maintain case records and prepare reports and progress summaries; perform confidential investigations; conduct surveillances; search for absconded parolees and probationers; and testify in court and before the parole commission. This position handles the more complicated and difficult cases; conducts training and orientation of new and less experienced agents; may function as backup to a unit supervisor; and may be assigned to special programs and activities and reach an expert level of proficiency in the specialty.

Education: Bachelor's degree, with either 30 semester hours in social, behavioral, or correctional sciences

Experience: 4 years in one or more of the following areas: parole and/or probation, counseling youth, vocational or marital counseling, social work, inmate classification counseling in correctional institutions, or criminal or civil field investigations

Parole-Probation Agent II, I

These positions perform parole and probation work at the trainee (Agent I) and experienced (Agent II) levels. The purpose of the work is to supervise, encourage, and assist convicted offenders in adopting behavior patterns acceptable to the community. Responsibilities include visiting residences and places of employment; conducting interviews under varied circumstances; counseling persons on parole or probation concerning personal problems; investigating proposed residences and employment plans; helping clients find other residence, employment, social contacts and community affiliations; and maintaining case records, to include investigation reports and progress summaries. Agents also make confidential investigations, conduct surveillance, search for absconded parolees and probationers, and make recommendations to the courts.

Education: Bachelor's degree, with 30 credits in the social, behavioral, or correctional sciences

Experience: 1 year in one or more of the following areas: parole and/or probation, counseling youth, vocational or marital counseling, social work, inmate classification counseling in correctional institutions, or criminal or civil field investigations

STATE OF MARYLAND
PAROLE AND PROBATION OFFICES - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Office Secretary II, I

These positions perform a variety of complex secretarial and clerical duties requiring a comprehensive knowledge of the agency's programs and the exercise of independent judgment and actions. Primary emphasis is placed upon relieving the administrative officer of operational details by preparing correspondence, compiling and summarizing data into concise form, preparing technical and confidential reports, and maintaining varied public contacts. These employees may maintain important or confidential records, expense accounts, and office supplies; gather material from a variety of sources for articles, reports, or speeches, interview callers and prospective employees to answer questions, make and cancel appointments, and process confidential matters. This series of positions encompasses three levels of broadly related secretarial work requiring generally similar experiences, knowledge, and skills. The specific classification level is based on several secretarial point factors, such as: education, experience, ingenuity, accuracy, supervision received, supervision and training exercised, and personal contacts.

Education: High school or equivalency certificate

Experience: Secretarial or clerical work involving typing or stenographic duties (2 years for Secretary II; or 1 year for the Secretary I position)

Typist Clerical III

This position performs general typing and clerical work at the full performance level. Employees type letters, schedules, tables, statements, reports, forms, memoranda, and other material from copy, rough draft or dictaphone equipment. Other work includes typing forms and filling in information from clearly indicated sources; maintaining files of correspondence, forms, and reports; compiling elementary summary or statistical information and assembling the data into reports or tables according to instructions; and proofreading payrolls, vouchers, invoices, correspondence statements, requisitions, and reports. Incumbents may also post entries to records or books of accounts (not requiring bookkeeping knowledge); answer inquiries which require some knowledge of procedures peculiar to the unit in which the duties are performed; advise callers on matters connected with the procedures of the office; perform routine arithmetic computations using a calculator; and operate a variety of other simple office equipment.

Education: no requirement stated in classification description

Experience: None stated in classification description. Minimum qualifications required: demonstrated ability to type accurately at a speed of not less than 40 words per minute

STATE OF VIRGINIA
DEPARTMENT OF CORRECTIONS - ADULT PROBATION AND PAROLE
SUMMARY DESCRIPTIONS OF POSITIONS

Probation Director

This class manages the largest districts within the Virginia criminal justice system. Incumbents provide a variety of services and are responsible for directing subordinate supervisory staff in the administration of service delivery, planning, evaluation, and program coordination activities. This position administers assigned client services in accordance with State law and departmental policies and standards. Incumbents oversee preparation, submission, and monitoring of budgets; develop and implement new staff procedures to meet changing needs; maintain liaison and coordinate activities with other local human services, public safety agencies, and court services; and manage the human resources for the district. This position also generally supervises a large staff of professional and clerical personnel, and may supervise a probation manager who coordinates daily operation through subordinate supervisory staff. Considerable latitude is exercised in daily operational decisions and in conducting programs within the area of responsibility.

- Education: Bachelor's degree with coursework in social sciences, business/public administration, law or criminal justice, or a related field
- Experience: Extensive progressively responsible experience in program development, implementation, and evaluation of various social services as related to the clientele in the Virginia judicial system and in administration of a service delivery system; and considerable supervisory and administrative experience

Probation Manager Senior

The Probation Manager Senior is responsible for managing a probation and parole district office in a medium-sized geographical district. This position directs and manages the services of the district office for a number of programs and activities related to monitoring persons involved in the Virginia judicial system. Incumbents oversee or have significant input into the preparation, submission, and monitoring of budgets; develop staff procedures as necessary to carry out the mission of the office; and maintain frequent contact with employees, departmental personnel, and court officials to discuss and evaluate the effectiveness of programs and activities related to probation and parole.

- Education: Bachelor's degree with coursework in social sciences, business/public administration, law or criminal justice, or a related field
- Experience: Considerable progressively responsible experience in program development, implementation of various social services as related to the clientele in the Virginia judicial system, and considerable supervisory experience

STATE OF VIRGINIA
DEPARTMENT OF CORRECTIONS - ADULT PROBATION AND PAROLE
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Probation Manager

Positions in this class may have charge responsibility for a smaller district, or will assist in managing the largest geographical service districts for criminal justice. Charge positions perform duties for their districts which are similar to the probation manager senior position. Incumbents serving as assistants manage daily operations of a district serving a geographical area that provides a larger variety of services and specialized programs. Assistant positions generally administer formal program activities through supervisory staff. Assistant positions also manage the human resource function for subordinate probation supervisors. This class is distinguished from the probation supervisor by its charge responsibility for the overall operation of smaller districts, or its responsibility as an assistant manager in the largest service districts.

Education: Bachelor's degree with coursework in social sciences, business/public administration, law or criminal justice, or a related field

Experience: Some experience in program development, implementation, and evaluation of various social services as related to the clientele in the Virginia judicial system, and some supervisory experience

Probation Supervisor

Positions in this class are located in a probation and parole district office. Incumbents focus primarily upon monitoring casework services and investigative reports, and ensuring proper application of departmental, divisional, and district policies and procedures. This position provides daily supervision to designated staff, assigns cases to counselors, reviews case records, discusses decisions, and monitors work for procedural compliance and quality. Additionally, this position has authority to approve client supervision levels, affirm surveillance and treatment plans, and sanction arrest warrants when requested by probation officers. This position also assists the Probation Manager Senior in matters regarding work development and coordination within the district, budget development, and special projects.

Education: Bachelor's degree with major coursework in social science, criminal justice, or a related field

Experience: Considerable experience in the direct delivery of human services, including related probation and parole experience

STATE OF VIRGINIA
DEPARTMENT OF CORRECTIONS - ADULT PROBATION AND PAROLE
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Parole - Probation Officer Senior

This position manages complex cases and provides services within specialized areas of adult probation and parole. Employees spend a substantial portion of time providing casework services in specialized areas, such as: family counseling, substance abuse, diversion programs, mediation counseling, and intensive supervision. Incumbents advise counselors in assessing client risks and needs and supervise the most serious or difficult offenders. Positions in this class may also be responsible for administrative duties, to include: planning team meetings; placing assignments with probation officer teams; training new staff; and reviewing the work of probation officers for compliance with standards and guidelines.

Education: Bachelor's degree with major coursework in social science, criminal justice, or a related field

Experience: Progressive experience related to counseling, case management services, investigation, research and report writing, or social services

Parole - Probation Officer

This position provides professional counseling, investigation services, and case management for persons on probation. This position interviews and provides counseling services on various subjects, which may include job placement, social, behavioral, and family issues. Incumbents write and testify on pre- and post-sentencing and disposition reports; analyze and monitor client cases; provide intake services and maintain related records; and assist the courts or the parole board in making decisions regarding disposition of clients. Positions in this class also assist clients in adjusting to the community; investigate, analyze, and report alleged misconduct and law violations by clients; initiate arrest procedures; and testify at preliminary and revocation hearings, as required.

Education: Bachelor's degree with major coursework in a social science, criminal justice, or a related field

Experience: Counseling, involvement in court or legal services, or managing caseloads in a human services environment

STATE OF VIRGINIA
DEPARTMENT OF CORRECTIONS - ADULT PROBATION AND PAROLE
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Secretary Senior

This position provides secretarial support for one or more professional, administrative, or managerial employees. This position performs a variety of assignments to relieve professionals of clerical and administrative details. Incumbents are assigned as either the personal secretary to a district manager, program manager, or other professional, or as a general secretary to the staff of a work unit. This position may type correspondence, reports, and related office material from notes or rough drafts; compose routine correspondence requiring some judgment and originality; screen telephone calls, visitors, and incoming mail; answer general inquiries; and make appointments, schedule conferences, arrange for facilities, and maintain calendars for professionals. This position may also gather narrative and statistical data, forms, and other documentation for budgets, manuals, reports, and memoranda; compile data into pertinent categories and arrange into prescribed format; maintain a budget and keep professional staff apprised of balances; and order and maintain office supplies and equipment.

Education: High school

Experience: Secretarial or office services involving the performance of a variety of clerical related duties

Office Services Assistant / Secretary

This position provides program and operational support to all elements of an organizational unit. This position may draft routine correspondence; answer telephones; enter and retrieve information; proofread typed materials; process mail; receive visitors; and reproduce documents. Other work may require preparing and verifying mathematical computations, tabulations, statistical data, reports and records, and reviewing them for accuracy and completeness; interviewing persons and making preliminary eligibility determinations; and explaining basic procedures and agency policy

Education: High school

Experience: Office services work involving the performance of clerical related duties

MONTGOMERY COUNTY, MARYLAND
COMPARABLE SECRETARIAL POSITIONS
SUMMARY DESCRIPTIONS OF POSITIONS

Principal Administrative Aide

This position performs a full range of general office support assignments for the office or program area to which assigned. Employees carry out a variety of office support services, to include: Formatting and typing memoranda, letters, reports, tables, contracts, and other documents using a variety of computer systems and software applications; responding to inquiries from the public and other government employees; compiling, organizing, and reconciling data; scheduling appointments for staff; tabulating and preparing numerical data, tables, and reports from information found in other sources; and performing other office support related duties.

Education: High school or equivalent

Experience: 2 years support work in an office environment

Administrative Aide

This position performs a variety of office support tasks, to include: operating a variety of office automation equipment; receiving visitors; answering telephones and supplying information; receiving, reviewing, and distributing incoming mail and other materials; receiving and managing office supplies; organizing and tallying data for reports; sorting, and maintaining files of documents; and other office support related duties.

Education: High school or equivalent

Experience: 1 year as an office support employee

Office Clerk

This position performs general office support work under close supervision and in accordance with specific instructions. Work assigned to this class requires no previous training and can be readily learned on the job. Examples of tasks that may be assigned include: filing correspondence, forms, receipts, and other materials; performing routine typing; answering telephone inquiries; and operating copy machines, fax machines, and other office equipment.

Education: Ability to read and write

Experience: None necessary

MODULE 2

MARYLAND DISTRICT COURT COMMISSIONERS - DISTRICT 6

SALARY COMPARISON

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Displays the Maryland position titles and grades assigned as shown in DCC Table 1 and the titles and grade assignments for the positions in the selected jurisdictions that are being compared to the Maryland positions.	
Position Summaries	
<u>State of Maryland District Court Commissioners - District 6</u>	
<u>Summary Descriptions of Positions Assigned in Montgomery County</u>	4
Provides an abbreviated job description for each of the positions shown in DCC Table 2 for Maryland State positions working in Montgomery County. When obtainable, education and experience requirements are included at the end of each job summary.	
<u>State of Virginia Magistrate Series</u>	
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Provides an abbreviated job description for each of the positions shown in DCC Table 2 for the State of Virginia. When obtainable, education and experience requirements are included at the end of each job summary.	

INTRODUCTION

This module contains information on Maryland district court commissioners working in Montgomery County. Included in DCC Table 1 are the minimum and maximum salaries paid by the State of Maryland for each position and the minimum and maximum salaries paid by the State of Virginia and/or other selected jurisdictions for comparable positions. DCC Table 2 shows the position titles and grades assigned by Maryland and the comparable position titles and grades assigned by the other jurisdictions included in the study.

Following the tables is a set of short descriptions of the duties and responsibilities assigned to each of the Maryland court commissioner positions, along with sets for each of the jurisdictions having comparable positions included in the salary study.

Notes to the accompanying tables:

- The minimum and maximum salary ranges for all jurisdictions shown in DCC Table 1 are for FY 97.
- Functions equivalent to those carried out by Maryland's district court commissioners are handled throughout the State of Virginia by magistrates employed by the Supreme Court of Virginia.
- The salary ranges for Maryland district court commissions shown on DCC Table 1 are based on full-time positions. In Virginia, all positions in the magistrate series perform approximately the same duties, but the salary ranges are based upon the hours worked. The Magistrate I, II, III, and IV positions are assigned minimum and maximum salaries that compensate them only for part-time work, and are excluded from the salary comparison. The Magistrate V and VI positions are assigned full-time duties and pay, and are included in the comparison.
- The columns entitled "State of Maryland" on DCC Tables 1 and 2 include the salary and position for Commissioner Senior. These are district court commissioners who have five years of experience and have reached the maximum salary of Grade 12 (\$30,848), and are then promoted to the maximum salary of Grade 13 (\$33,229).
- The column entitled "Northern Virginia" on DCC Table 1 includes salaries for positions working in State offices located in the city of Alexandria and the counties of Arlington, Fairfax, Prince William, and Loudoun. These positions receive a salary supplement for working in a high cost of living area.
- The column entitled "Remaining Virginia" on DCC Table 1 includes salaries for State positions working in areas other than those designated as Northern Virginia. These positions do not receive the salary supplement for working in a high cost of living area.

- The column entitled "State of Virginia" on DCC Table 2 includes the positions working throughout the State. While these positions perform the same functions in Northern Virginia as in the rest of the State, the Northern Virginia workers receive a salary differential to compensate for the higher cost of living in the Washington D.C. metropolitan area.
- The positions shown on DCC Table 2 for the State of Virginia do not show grade assignments because no grade levels have been assigned by the State to the chief magistrate or magistrate series of positions.

Sources of Information:

- The salaries, position titles, and detail for preparation of the job summaries for the Maryland district court commissioners working in Montgomery County were obtained from the personnel office for the District Court in Annapolis, and from the local area office for District 6.
- The salaries, position titles, and detail for preparation of the job summaries for comparable positions in Virginia offices were obtained from the Supreme Court of Virginia, Office of the Executive Secretary.

DCC Table 1

DISTRICT COURT COMMISSIONERS - DISTRICT 6 POSITIONS ASSIGNED IN MONTGOMERY COUNTY

Maryland Grade and Position	State of Maryland	Northern Virginia	Remaining Virginia
	Minimum Maximum Salary \$	Minimum Maximum Salary \$	Minimum Maximum Salary \$
15 Managing Commissioner	29,357 38,556	38,184 61,080	25,848 50,112
14 Shift Supervisor	27,272 35,800	32,976 52,656	27,120 43,224
13 Commissioner Senior	33,229	29,904	24,600
12 Commissioner	23,624 30,848	47,688	39,144

DCC TABLE 2

POSITION COMPARISON FOR DISTRICT COURT COMMISSIONERS - DISTRICT 6

--- State of Maryland ---		--- Northern Virginia ---		--- Remaining Virginia ---	
Grade	Position	Grade	Position Matched	Grade	Position Matched
15	Managing Commissioner	n/a	Chief Magistrate II	n/a	Chief Magistrate II Chief Magistrate I
14	Shift Supervisor	n/a	Magistrate VI	n/a	Magistrate VI
13 12	Commissioner Senior Commissioner	n/a	Magistrate V	n/a	Magistrate V

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STATE OF MARYLAND
DISTRICT COURT COMMISSIONERS - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY

District Court Managing Commissioner

This position is the managerial level of district court work having total responsibility for all commissioner activities in a geographical district. This commissioner level plans, organizes, and directs the work of subordinate supervisory staff; briefs staff on changes in laws, court policies, and official directives and memos; develops master staffing schedules; prepares various administrative and technical reports on district activities; investigates any complaints from employees, police officers, attorneys, and judges; and manages work in the district through supervising district court shift supervisors.

Education: Bachelor's degree or combination of 2 or more years of college and up to 2 years job related work experience

Experience: 6 years as a district court commissioner

District Court Shift Supervising Commissioner

This position performs the supervisory level of work involved in issuing charging documents, summonses, and warrants, and in determining conditions for pre-trial release of arrested persons. This commissioner level supervises all commissioners on a designated shift; briefs subordinate staff on changes in laws, court policies, and official directives and memos; provides proper on-the-job training for new commissioners; and maintains weekly reports on commissioner activities. This position also conducts initial appearance hearings in criminal and traffic cases; reviews applications for charging documents, determines if probable cause exists, and issues charging documents; conducts pre-trial release hearings; advises arrested persons of their rights and the charges pending against them; accepts the posting of bail; and conducts Federal hearings when the Federal Magistrate is not available.

Education: Bachelor's degree or combination of 2 or more years of college and up to 2 years job related work experience

Experience: 5 years as a district court commissioner

STATE OF MARYLAND
DISTRICT COURT COMMISSIONERS - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

District Court Commissioner Senior

This position is the full performance level of worker involved in issuing charging documents, summonses, and warrants, and in determining conditions for pre-trial release of arrested persons. This position conducts initial appearance hearings in criminal and traffic cases; reviews applications for charging documents, determines if probable cause exists, and issues charging documents; conducts pre-trial release hearings; advises arrested persons of their rights and the charges pending against them; and accepts the posting of bail. Incumbents may also provide guidance and on-the-job training to lower level commissioners; and conduct Federal hearings when the Federal Magistrate is not available.

Education: Bachelor's degree or combination of 2 or more years of college and up to 2 years job related work experience

Experience: 5 years as a district court commissioner

District Court Commissioner

This position performs the intermediate level of work involved in issuing charging documents, summonses, and warrants, and in determining conditions for pre-trial release of arrested persons. Employees at this level learn district court regulations and procedures through on-the-job training and are closely supervised at times. This position conducts initial appearance hearings in criminal and traffic cases; reviews applications for charging documents, determines if probable cause exists, and issues charging documents; conducts pre-trial release hearings; advises arrested persons of their rights and the charges pending against them; and accepts the posting of bail. This position may also provide guidance and on-the-job training to lower level commissioners and conduct Federal hearings when the Federal Magistrate is not available.

Education: Bachelor's degree or combination of 2 or more years of college and up to 2 years job related work experience

Experience: Some work in one or more of the following areas: paralegal, pretrial services, a criminal justice field, or a court/related entity

STATE OF VIRGINIA
MAGISTRATE SERIES
SUMMARY DESCRIPTIONS OF POSITIONS

Chief Magistrate I, II

These positions oversee the magistrate program within a Virginia judicial district to ensure quality and efficiency of services provided. These positions work under the broad, general direction of the chief judge of the district and independently makes those administrative decisions necessary to manage and direct the delivery of magistrate services within the district. Chief magistrates also have all statutory powers of magistrates and may provide back-up magistrate services when necessary. These positions are assigned Level I or II based on the caseload for the area of responsibility, the programs offered, and the number of positions being supervised. Currently the State is in the process of phasing out the Chief Magistrate I position.

Education: Bachelors Degree or combination of equivalent education and experience
Experience: Progressively responsible experience in areas required for magistrates plus experience in assuring high quality services are provided. Experience in supervising, training, preparing work schedules, conducting performance evaluation, recruiting, resolving workplace problems among employees, preparing budgets, and fostering cooperation and effective relationships among various agencies

Magistrate V, VI

These are the full-time positions that authorize or deny law enforcement the ability to detain individuals suspected of crimes. These positions conduct hearings as the first step in the legal process to determine whether there is probable cause to move forward in one of the following statutory procedures: to issue arrest or search warrants in criminal cases; to issue a temporary detention order in either civil, medical, or criminal cases, or to authorize pre-trial seizures in civil matters. Magistrates issue subpoenas, arrest warrants, search warrants, civil warrants, emergency custody orders, emergency protective orders, and other legal documents. These positions conduct bail hearings; determine conditions of release; accept prepayments for traffic infractions and pre-payable misdemeanors; prepare legal documents by use of typewriters or personal computers; and maintain records. A Level V or VI is assigned to a position based upon how much time the magistrate is in "activity" (in the office) and on "duty" (time on-call). A Magistrate V is in activity 32 hours per week and on call for 8 hours, whereas a Magistrate VI works in activity 40 hours per week.

Education: Bachelors Degree or combination of equivalent education and experience
Experience: Progressively responsible experience in responding to questions from the public; applying laws, general regulations, and policies to specific circumstances; interviewing; dealing with difficult, sensitive, and hostile situations; receiving and accounting for money

MODULE 3

MARYLAND OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6

SALARY COMPARISON

OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6

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Provides an abbreviated job description for each of the positions shown in PD Table 2 for Montgomery County, Maryland. When obtainable, education and experience requirements are included at the end of each job summary.	

INTRODUCTION

This module contains information on Maryland's Office of the Public Defender employees working in Montgomery County. Included in PD Table 1 are the minimum and maximum salaries paid by the State of Maryland for each position and the minimum and maximum salaries paid by the State of Virginia and/or other selected jurisdictions for comparable positions. PD Table 2 shows the position titles and grades assigned by Maryland and the comparable position titles and grades assigned by the other jurisdictions included in the study.

Following the tables is a set of short descriptions of the duties and responsibilities assigned to each of the Maryland public defender positions, along with sets for each of the jurisdictions having comparable positions included in the salary study.

Notes to the accompanying tables:

- The minimum and maximum salary ranges for all jurisdictions shown in PD Table 1 are for FY 97.
- All Public Defender offices throughout the State of Virginia are operated by the Public Defender Commission. However, some jurisdictions, such as Arlington and Prince William counties pay private attorneys to act as the public defenders.
- The column entitled "Northern Virginia" on PD Table 1 includes salaries for State positions working in the offices located in the cities of Leesburg, Alexandria, and Fairfax. These offices serve the cities of Alexandria and Fairfax and the counties of Loudoun, Fairfax, Fauquier, and Rappahannock. Employees in these offices receive a salary supplement for working in a high cost of living area.
- The column entitled "Remaining Virginia" on PD Table 1 includes salaries for State positions working in areas other than those designated as Northern Virginia. These positions do not receive the salary supplement for working in a high cost of living area.
- The salaries for the Public Defender position in the columns entitled "Northern Virginia" and "Remaining Virginia" on PD Table 1 both show a maximum of \$104,014 because, by Virginia law, the Public Defender salaries may not exceed that of circuit court judges throughout the State.
- One position found in the State of Virginia was excluded from the salary comparison because there is no equivalent position in the Public Defender's office for District 6. The excluded position is a Sentencing Specialist, assigned a Virginia Grade 12, with a minimum and maximum salary range of \$30,572 to \$47,730.

- The column entitled "Montgomery County" on PD Table 1 includes salaries for positions working for the County Attorney's Office in Montgomery County, Maryland. A Senior Assistant County Attorney position has been excluded from the salary comparison because Montgomery County recently discontinued the position. This position was designated as a County Grade 33 with a minimum and maximum salary range of \$57,297 to \$93,659.
- The column entitled "State of Virginia" on PD Table 2 includes the positions working throughout the State. While these positions perform the same functions in Northern Virginia as in the rest of the State, the Northern Virginia workers receive a salary differential to compensate for the higher cost of living in the Washington D.C. metropolitan area.
- The column entitled "State of Virginia" on PD Table 2 includes the grade assignments for Northern Virginia and the remaining jurisdictions in the State. The higher grades are assigned to the Northern Virginia positions and the lower grades are assigned to the equivalent positions in the remainder of the State.

Sources of information:

- The salaries, position titles, and detail for preparation of the job summaries for the Maryland public defender professionals and support staff working in Montgomery County, were obtained from the personnel unit for the Office of the Public Defender in Baltimore, and from the local area office for District 6.
- The salaries, position titles, and detail for preparation of the job summaries for comparable public defender and support personnel positions working for the State of Virginia offices were obtained from the Virginia Public Defender Commission and the Public Defender Personnel Office, both located in Richmond.
- The salaries, position titles, and detail for preparation of the job summaries for comparable attorney and staff support positions working for Montgomery County, Maryland were obtained from the Montgomery County Office of Human Resources.

PD Table 1

**OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6
POSITIONS ASSIGNED IN MONTGOMERY COUNTY**

Maryland Grade and Position	State of Maryland Minimum Maximum Salary \$	Northern Virginia Minimum Maximum Salary \$	Remaining Virginia Minimum Maximum Salary \$	Montgomery County Minimum Maximum Salary \$
ES District Public Defender-Metropolitan	65,660 80,754	74,518 104,014	68,166 104,014	59,950 96,364
22 Assistant District Public Defender	49,731 65,321	52,178 81,461	47,730	48,784 81,927
21 Assistant Public Defender Supervisor	46,476 61,045		74,518	
20 Assistant Public Defender III	43,032 56,723		43,661 68,165	
19 Assistant Public Defender II	39,843 52,336	43,661 68,165	39,940 62,355	42,732 71,015
18 Assistant Public Defender I	36,891 48,459	36,535 57,040	33,421 52,178	37,154 61,588
11 Legal Assistant II	22,004 28,642	33,421 52,178	30,572 47,730	28,146 46,422
10 Legal Assistant I/Investigator II	20,499 26,631	27,966 43,681	25,582 39,940	
11 Public Defender Intake Supervisor	22,004 28,642	no equivalent	no equivalent	26,914 44,296
8 Public Defender Intake Specialist II	17,886 23,146	no equivalent	no equivalent	25,744 42,272
7 Public Defender Intake Specialist I	16,835 21,698	no equivalent	no equivalent	24,689 40,343
11 Administrative Specialist II (office manager)	22,004 28,642	25,582 39,940	23,401 35,536	28,146 46,422
10 Administrative Aide	20,499 26,631	23,401 35,536	19,582	24,689 40,133
9 Office Secretary III	19,128 24,801		30,572	
8 Office Secretary II	17,886 23,146	19,582 30,572	17,913	22,754 36,569
7 Office Secretary I / Office Clerk II	16,835 21,698		27,966	21,854 34,916
6 Office Clerk I	15,851 20,375	17,913	16,386	16,657 25,602
5 Office Assistant III	14,898 19,080	27,966	25,582	

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PD Table 2

POSITION COMPARISON FOR THE OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6

--- State of Maryland ---		--- State of Virginia ---		--- Montgomery County ---	
Grade	Position	Grade	Position Matched	Grade	Position Matched
ES	District Public Defender-Metropolitan	21/22	Public Defender	34	Division Chief
22	Assistant District Public Defender Assistant Public Defender Supervisor	17/18	Deputy Assistant Public Defender	30	Assistant County Attorney III
21					
20	Assistant Public Defender III	16/17	Senior Assistant Public Defender		
19	Assistant Public Defender II	15/16	Assistant Public Defender II	27	Assistant County Attorney II
18	Assistant Public Defender I	13/14	Assistant Public Defender I	24	Assistant County Attorney I
11	Legal Assistant II	12/13	Investigator II	18	Legal Assistant
10	Legal Assistant I / Investigator II	10/11	Investigator I		
11	Public Defender Intake Supervisor	n/a	done by probation counselors	18	Legal Office Manager
08	Public Defender Intake Specialist II	n/a	done by probation counselors	16	Legal Secretary II
07	Public Defender Intake Specialist I	n/a	done by probation counselors	15	Legal Secretary I
11	Administrative Specialist II (office manager)	09/10	Administrative Assistant	17	Executive Administrative Aide
10	Administrative Aide	07/09	Secretary II	15	Office Services Coordinator
09	Office Secretary III				
08	Office Secretary II	06/07	Secretary I	13 12	Principal Administrative Aide Administrative Aide
07	Office Secretary I / Office Clerk II				
06	Office Clerk I	05/06	Receptionist	05	Office Clerk
05	Office Assistant III				

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STATE OF MARYLAND
OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY

District Public Defender Metropolitan

This class directs and coordinates all legal and non-legal functions in a geographical district on behalf of the Office of the Public Defender. These employees manage all personnel within the assigned district; coordinate, supervise, and evaluate the work of managing supervisors; oversee development and implementation of district procedures and controls; and supervise the district budget and use of expenditures for legal services.

Education: Law school graduate
Experience: Experience as a practicing attorney
License: Member of the Maryland State Bar

Assistant District Public Defender

The assistant position directs district-wide case operations in the district, circuit, and juvenile courts. Incumbents function as the deputy to a district public defender and manage a team of assistant public defender supervisors.

Education: Law school graduate
Experience: Experience as a practicing attorney
License: Member of the Maryland State Bar

Assistant Public Defender Supervisor

This class supervises assistant public defenders engaged in providing eligible persons with legal counsel and services for criminal, juvenile, voluntary commitment, and Children in Need of Assistance proceedings. Incumbents train and direct assistant public defenders in preparing cases and managing clients.

Education: Law school graduate
Experience: Experience as a practicing attorney
License: Member of the Maryland State Bar

STATE OF MARYLAND
OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Assistant Public Defender III, II, I

These positions perform trial attorney work and provide eligible persons with legal counsel and services for criminal, juvenile, involuntary commitment, and Children in Need of Assistance before the courts. These employees review case files to determine the nature of the charges and the factual and legal issues involved, and plan defense strategies. Incumbents advise clients regarding theories of possible defense, trial factors and procedures, rights, alternatives to incarceration, appeal rights and procedures, rehabilitation services, and other matters of law. These positions also engage in plea negotiations and attend conferences with the court in an attempt to resolve issues before trial. Assistant public defender employees are assigned Level I, II, or III based on experience and the degree of supervisory control exercised over their work.

Education: Law school graduate

Experience: Experience as a practicing attorney for Assistant Public Defenders II and III, or no experience requirement for the Assistant Public Defender I position

License: Member of the Maryland State Bar

Legal Assistant II, I

These positions conduct or assist in conducting investigations and processes and examine and file legal documents with the courts on behalf of the office. Incumbents may also assist in performing legal research; help draft legislation; maintain technical legal files on individual pending cases; prepare legal forms used in lawsuits and condemnation proceedings; assist in conducting administrative hearings; arrange restitution schedules in matters of fraudulent claims or overpayments; and assist agency attorneys with all administrative detail generated by legal activity.

Education: Law school graduate

Experience: 1 year in legal or quasi-legal work for the Assistant II position, or no experience for the Assistant I position

OR

Education: Graduation from an accredited college

Experience: 3 years in legal or quasi-legal work for the Assistant II position, or 2 years for the Assistant I position

OR

Education: High school graduate

Experience: 7 years legal or quasi-legal work for the Assistant II position, or 6 years for the Assistant I position

License: None

STATE OF MARYLAND
OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Investigator II, I

These positions perform investigations to develop, gather, or verify information for the defense of arrested and/or accused persons. Employees interview the accused, investigate allegations, follow through on leads, and utilize all available means to develop evidence for the defense.

Education: High school or equivalency certificate

Experience: Investigator II positions require 4 years in general investigatory work, including 2 years of investigative experience in law enforcement, court services, parole and probation and/or public defender work; Investigator I positions require 3 years in general investigatory work, including 1 year of investigative experience in law enforcement, court services, parole and probation and/or public defender work

License: None

Public Defender Intake Supervisor

This position supervises, schedules, and reviews the work of a staff of public defender investigators, public defender aides, and interns assigned to a penal institution or to a public defender central office in a large district. Incumbents train new investigators, interns, and aides in procedures and techniques for conducting eligibility interviews and field investigations.

Education: High school or equivalency certificate

Experience: 4 years in general investigatory work, including 2 years investigative experience in law enforcement, court services, parole and probation or public defender work

Public Defender Intake Specialist II, I

These positions interview persons to obtain personal and financial information necessary to determine eligibility; explain and respond to inquiries from clients regarding eligibility requirements; and interview eligible clients to obtain statements and gather information useful for the client's defense. Employees operate at a full performance level of work determining client eligibility for representation by the public defenders. The full range of duties are performed by an Intake Specialist II under general supervision, while an Intake Specialist I operates at an intermediate level and is more closely supervised.

Education: High school or equivalency certificate

Experience: 1 year interviewing clients to determine eligibility for legal representation

STATE OF MARYLAND
OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Administrative Specialist II

This position initiates, develops, and conducts complex studies and analyses of the agency organization, programs, procedures, or systems, and makes recommendations for improvements. Incumbents are also responsible for assisting in the preparation of required final reports and for the soundness of any recommendations contained therein. Employees operate at a proficient level of work and may supervise functioning units.

Education: Bachelor's degree

Experience: 2 years in any combination of the following areas of work: public budget or public personnel administration; management analysis; program planning; or administrative staff work

Administrative Aide

This position provides secretarial support to one or more administrative officials. Incumbents type manuscripts, correspondence, statements, tables, and other documents; maintain important or confidential records; maintain office records of employee work schedules, expense accounts, and office supplies; interview callers and prospective employees; and arrange appointments for superiors.

Education: High school or equivalency certificate

Experience: 4 years secretarial work

Office Secretary III, II, and I

This class performs a variety of complex secretarial, and clerical duties requiring a comprehensive knowledge of the agency's programs and the exercise of independent judgment and actions. Primary emphasis is placed upon relieving the administrative officer of operational details by preparing correspondence, compiling and summarizing data into concise form, preparing technical and confidential reports, and maintaining varied public contacts. This series of positions encompasses three levels of broadly related secretarial work requiring generally similar experiences, knowledge, and skills. The specific classification level is based on several secretarial point factors, such as: education, experience, ingenuity, accuracy, supervision received, supervision and training exercised, and personal contacts.

Education: High school or equivalency certificate

Experience: Secretarial or clerical work involving typing or stenographic duties (3 years for the Secretary III; 2 years for Secretary II; or 1 year for the Secretary I position)

STATE OF MARYLAND
OFFICE OF THE PUBLIC DEFENDER - DISTRICT 6
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Office Clerk II, I

This class performs clerical work involving the exercise of independent judgment. Advanced positions may plan, assign, and review the work of a group of clerical persons engaged in a variety of clerical tasks; assemble a variety of information; and supervise checking and processing of data into reports for administrative officials. This class performs advanced clerical work involving responsibility for the independent performance of general (Clerk I) or specialized (Clerk II) office duties with very little supervision.

Education: High school or equivalency certificate

Experience: Experience in clerical work (3 years for the Clerk II position or 2 years for the Clerk I)

Office Assistant III

This is an entry-level position that performs office support work under close supervision. Assigned responsibilities may include phone duties; mailing duties; scheduling appointments for attorneys; monitoring visitor and client flow through the office; maintaining files; setting up new client files, and copying, faxing, and filing documents. This position may operate a variety of simple office equipment not requiring previous training (such as calculators, faxing, and copying machines), and may either perform some typing that does not require using the touch system or at a speed of not less than twenty words per minute.

Education: Completion of the eighth grade

Experience: 1 year of clerical work

STATE OF VIRGINIA
OFFICE OF THE PUBLIC DEFENDER
SUMMARY DESCRIPTIONS OF POSITIONS

Public Defender

The head of each Public Defender Office, who is responsible for all handling of cases by attorneys and office personnel. Responsibilities include hiring and supervising personnel, budget management, and overseeing all other matters within an office. This position is also responsible for handling such cases as possible within the confines of administrative responsibilities.

Education: Law school graduate

Experience: Licensed attorney, left to individual jurisdictions to decide

License: Member of the Virginia State Bar

Deputy Assistant Public Defender

This is a senior-level Assistant Public Defender, who will have training and supervisory responsibilities over other attorneys within an office and will handle most serious felonies and capital cases within the office. This position will also assist the Public Defender with most of the office administrative responsibilities and participate in hiring of staff personnel and attorneys.

Education: Law school graduate

Experience: Licensed attorney, left to individual jurisdictions to decide

License: Member of the Virginia State Bar

Senior Assistant Public Defender

This is the advanced attorney position, which, depending on experience, will handle felony trials and appeals of cases, generally in circuit court. This position may have small supervisory duties over other less experienced attorneys.

Education: Law school graduate

Experience: Licensed attorney, left to individual jurisdictions to decide

License: Member of the Virginia State Bar

Assistant Public Defender II

Responsibilities of this position include handling of more serious misdemeanor and juvenile cases. Depending on experience and abilities, incumbents may handle some felonies with responsibility for all appeals and motion practice of assigned cases, and may act as "mentor" for entry-level public defenders. Knowledge of criminal law is required.

Education: Law school graduate

Experience: Licensed attorney, left to individual jurisdictions to decide

License: Member of the Virginia State Bar

STATE OF VIRGINIA
OFFICE OF THE PUBLIC DEFENDER
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Assistant Public Defender I

Responsibilities of this position will include handling of misdemeanor, traffic and juvenile cases, usually under a "mentor" assistant public defender for a short training period. This position will handle all aspects of cases assigned within abilities. Knowledge of criminal law is required.

Education: Law school graduate

Experience: Licensed attorney, left to individual jurisdictions to decide

License: Member of the Virginia State Bar

Investigator II, I

The advanced-level investigator position is supervisory, has training responsibilities for other investigator positions in the office, and may coordinate investigatory functions within a larger office setting. Duties may also include interviewing victims, witnesses, and co-defendants, and investigating crime scenes and cases. The entry-level investigator position is responsible for all attorney requests for investigation of crime scenes, interviewing of witnesses, victims and co-defendants, preparation of file investigation work, and maintaining contact with defendants (if needed).

Education: High school or equivalency certificate

Experience: Experience in criminal justice, preferably law enforcement or investigation.

Administrative Assistant II, I

These positions are advanced secretarial levels with supervisory responsibilities over other secretary positions within an office. The administrative assistants delegate responsibilities between other secretaries, handle advanced computer functions, (Case Management Software and advanced word processing), and oversee ordering and management of office supplies. This position also has responsibility for all brief preparation and smooth functioning of office. The administrative assistant works closely with the Public Defender on delegation of duties and would be assigned at a Level II in a larger office or in a Northern Virginia office location.

Education: High school or equivalency certificate

Experience: Two years previous secretarial experience, prefer legal secretary experience

STATE OF VIRGINIA
OFFICE OF THE PUBLIC DEFENDER
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Secretary II, I

Responsibilities of the Secretary II include advanced word processing skills (preparation of all appellate work, appendices, correspondence, etc.), advanced computer skills (responsibilities may include data input into Case Management Software and maintenance of same), statistics preparation (if not prepared by Administrative Assistant or if office does not have Administrative Assistant). Duties may also include some training of other secretarial positions and some supervisory responsibilities and ordering of office supplies. The Secretary I position performs an entry-level work and has responsibilities that include basic word processing for attorneys (correspondence, motions), phone relief as needed, filing, and preparation of court calendar (if needed). Duties may also include some training of receptionists in computer word processing and storage of documents. Data entry into Case Management Software system may also be required.

Education: High school or equivalency certificate

Experience: 1 year secretarial work for the Secretary II, or completion of a secretarial training program for the Secretary I position

Receptionist

This is an entry-level position with responsibilities that include: phone duties, scheduling appointments for attorneys, monitoring visitor and client flow through office, setting up new client files, office filing, and mailing duties.

Education: High school or equivalency certificate

Experience: None required

MONTGOMERY COUNTY , MARYLAND
OFFICE OF THE COUNTY ATTORNEY
SUMMARY DESCRIPTIONS OF POSITIONS

Chief, Division of the County Attorney's Office

This position supervises the leaders of the teams of attorneys and support staff involved in carrying out the work program of the assigned division. Incumbents provide professional legal leadership through the development of division policies, procedures, and practices; legal program direction and oversight; and supervision to a staff of attorney team leaders. This position also develops, coordinates, and monitors quality assurance procedures; prepares and monitors a division budget; performs as lead attorney for the most sensitive, complex trials, appeals, or settlement negotiations; and advises top County officials on legal issues.

Education: Law school graduate

Experience: 7 years, including 2 years as a supervisory team leader

License: Member of the Maryland State Bar

Assistant County Attorney III

This position provides legal representation, policy and legal guidance, public liaison, and resolution of unique issues involving specialized areas of law. Incumbents plan and carry out assignments, resolve many of the conflicts which arise, coordinate work with others, and interpret laws and precedents. This position also conducts legal research and complex analysis of legal issues, prepares briefs, and argues cases in court. These employees perform proficient legal counsel work for a variety of responsibilities.

Education: Law school graduate

Experience: 4 years, including 1 year specialized involving local government law

License: Member of the Maryland State Bar

Assistant County Attorney II

This class prepares and tries court cases of varied complexity, to include researching and preparing pleadings, trial memoranda, motions, and discovery, and examining and cross-examining witnesses. This position has full responsibility for work assigned, to include independently planning and carrying out all necessary steps to complete normal assignments. This position performs intermediate professional legal counsel work.

Education: Law school graduate

Experience: 2 years as an attorney, including trial experience

License: Member of the Maryland State Bar

MONTGOMERY COUNTY, MARYLAND
OFFICE OF THE COUNTY ATTORNEY
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Assistant County Attorney I

This position prepares and renders legal opinions and advice, performs legal research, prepares and files legal briefs, and represents the County in a variety of legal matters. Work is reviewed by a higher level attorney for soundness, adequacy, and compliance with established policies and procedures. Incumbents perform entry level legal counsel work.

Education: Law school graduate

Experience: 1 year post-degree experience as a law clerk or in a similar capacity

License: Member of the Maryland State Bar

Legal Assistant

Responsibilities for this position include a variety of support tasks for attorneys, to include recording deeds and drafting basic to moderately difficult legal memoranda, pleadings, and motions, etc. This position also interviews witnesses/defendants, serves subpoenas, researches case law, composes correspondence, and prepares exhibits.

Education: AA degree in paralegal studies or certificate of completion from an acceptable paralegal program

Experience: 1 year as a legal assistant

License: None

Legal Office Manager

This position performs administration and operation of the office automation system and delegates assignments to a group of lower-level secretaries. Incumbents assign and review work; ensure that office procedures are observed; assist with unusual situations or problems; and provide recommendations on selection, orientation, training, promotion, and other staffing issues for subordinates. This position performs highly responsible and specialized legal secretarial and office automation management support work.

Education: High school or equivalent

Experience: 5 years legal secretarial work, including 1 year at the Legal Secretary II level and 1 year managing advanced office automation functions

MONTGOMERY COUNTY , MARYLAND
OFFICE OF THE COUNTY ATTORNEY
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Legal Secretary II, I

These positions perform a variety of duties in support of a team of attorneys to facilitate completion of work assigned to the attorneys. Incumbents plan, organize, and carry out recurring assignments, such as: preparing pleadings, correspondence, and other legal documents for signature; searching files and records for legal precedents and referenced case law; reviewing various legal documents to assure that all relevant materials are complete and conform to pertinent laws, rules, regulations, and office requirements; submitting legal documents to the court in a timely manner and assuring that appropriate filing procedures have been followed; scheduling appointments, meetings, conferences, and dispositions; and maintaining attorneys' calendars. The Legal Secretary II position is assigned the full-performance level of legal secretary work, while the Legal Secretary I position is assigned tasks for entry level.

Education: High school or equivalent

Experience: Legal secretarial work (3 years for the Legal Secretary II or 2 years for the Legal Secretary I position)

Executive Administrative Aide

This position performs advanced administrative aide work serving either as a personal administrative aide to a department/agency head or other high level official, or serving as an office support supervisor overseeing a complete system of office support services and processes for a medium to large organizational unit. Positions that serve as a personal administrative aide utilize a variety of office automation equipment and computer applications to prepare, generate, and manage correspondence, reports, databases, and other documents; perform data entry and retrieval; schedule and coordinate meetings and appointments to maintain the executive's calendar; and screen calls and answer inquiries. Employees who supervise a staff of office support employees plan, assign and review work, enforce work standards, and regularly participate in and recommend actions on a variety of personnel matters. Supervisors are required to address a variety of conventional problems affecting the administration of the office.

Education: High school or equivalent

Experience: 5 years or more of administrative aide work or equivalent

MODULE 4

MARYLAND JUVENILE JUSTICE FIELD SERVICES - AREA III

SALARY COMPARISON

JUVENILE JUSTICE FIELD SERVICES - AREA III

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INTRODUCTION

This module contains information on Maryland juvenile justice employees working in Montgomery County. Included in DJJ Table 1 are the minimum and maximum salaries paid by the State of Maryland for each position and the minimum and maximum salaries paid by the State of Virginia and/or other selected jurisdictions for comparable positions. DJJ Table 2 shows the position titles and grades assigned by Maryland and the comparable position titles and grades assigned by the other jurisdictions included in the study.

Following the tables is a set of short descriptions of the duties and responsibilities assigned to each of the Maryland juvenile justice positions, along with sets for each of the jurisdictions having comparable positions included in the salary study.

Notes to the accompanying tables:

- The minimum and maximum salary ranges for all jurisdictions shown in DJJ Table 1 are for FY 97.
- The juvenile justice functions throughout the State of Virginia are handled by the Juvenile and Domestic Relations District Court - Court Services Units. Most of these units are operated and funded by the State, but some of the local jurisdictions have exercised an option to assume the responsibility. These jurisdictions established their own position guidelines and salaries.
- The column entitled "Northern Virginia" on DJJ Table 1 includes salaries for State positions working in the city of Alexandria and the counties of Prince William and Loudoun. These positions receive a salary supplement for working in a high cost of living area.
- The column entitled "Remaining Virginia" on DJJ Table 1 includes salaries for State positions working in areas other than those designated as Northern Virginia. These positions do not receive the salary supplement for working in a high cost of living area.
- The top administrator of a State probation office in Virginia may be assigned one of three grades (13, 14, or 15). These grade assignments are based on the caseload for the area of responsibility, the programs offered, and the number of positions being supervised. The minimum and maximum salaries in DJJ Table 1 reflect the lowest grade starting salary and the highest grade maximum salary.
- The column entitled "Fairfax County" on DJJ Table 1 includes salaries for Fairfax County, Virginia juvenile justice positions.
- The column entitled "Arlington County" on DJJ Table 1 includes salaries for Arlington County, Virginia juvenile justice positions. A Court Services Director position in Arlington County is not included in the salary comparison because a detailed position description was not made available for examination. The salary range for the excluded Arlington County position is \$54,422 minimum to \$79,142 maximum.

- The column entitled "Montgomery County" on DJJ Table 1 includes comparable salary ranges for the Montgomery County, Maryland secretarial series only. This is because the administration of juvenile justice offices and the functions performed by juvenile counselors in Maryland are performed entirely by State employees, and there are no equivalent positions in Maryland at the county or city level.
- The column entitled "State of Virginia" on DJJ Table 2 includes the positions working throughout the State. While these positions perform the same functions in Northern Virginia as in the rest of the State, the Northern Virginia workers receive a salary differential to compensate for the higher cost of living in the Washington D.C. metropolitan area.
- The columns entitled "Fairfax County" and "Arlington County" on DJJ Table 2 include the positions particular to these two Virginia counties. These are county positions that have slightly different titles, salaries, and job responsibilities from the Virginia State employees.

Sources of Information:

- The salaries, position titles, and detail for preparation of the job summaries for the Maryland Juvenile Justice employees working in Montgomery County were obtained from the personnel office for juvenile justice in Baltimore, and from the local area office for Area III.
- The salaries, position titles, and detail for preparation of the job summaries for comparable juvenile justice positions working for the State of Virginia were obtained from the Virginia Department of Juvenile Justice.
- The salaries, position titles, and detail for preparation of the job summaries for comparable juvenile justice positions working for Fairfax County were obtained from the Fairfax County Juvenile Justice and Domestic Relations Court - Court Service Unit. (These are not State of Virginia positions.)
- The salaries, position titles, and detail for preparation of the job summaries for comparable juvenile justice positions working for Arlington County, Virginia were obtained from the Arlington County Juvenile Justice and Domestic Relations Court - Court Service Unit. (These are not State of Virginia positions.)
- The salaries, position titles, and detail for preparation of the job summaries for comparable secretarial positions in Montgomery County, Maryland were obtained from the Montgomery County Office of Human Resources.

DJJ Table 1

**JUVENILE JUSTICE FIELD SERVICES OFFICES - AREA III
POSITIONS ASSIGNED IN MONTGOMERY COUNTY**

Maryland Grade and Position	State of Maryland Minimum Maximum Salary \$	Northern Virginia Minimum Maximum Salary \$	Remaining Virginia Minimum Maximum Salary \$	Fairfax County Minimum Maximum Salary \$	Arlington County Minimum Maximum Salary \$	Montgomery County Minimum Maximum Salary \$
19 DJJ Area Director (Program Manager)	39,843 52,336	43,428 81,025	34,756 64,847	45,745 67,585	45,494 68,684	no equivalent
16 DJJ Assistant Area Director	31,631 41,546			39,727 58,694		no equivalent
15 Juvenile Counselor Supervisor II	29,357 38,556	39,726 62,021	31,794 49,637	36,092 53,324	40,377 60,952	no equivalent
14 Juvenile Counselor Supervisor I	27,272 35,800					no equivalent
13 Juvenile Counselor Senior	25,382 33,229	36,340 56,734	29,083 45,406	34,485 50,949	35,150 53,065	no equivalent
12 Juvenile Counselor III	23,624 30,848					no equivalent
11 Juvenile Counselor II	22,004 28,642	33,242 51,898	26,604 41,535	29,954 44,256	32,639 49,277	no equivalent
09 Juvenile Counselor I	19,128 24,801					no equivalent
09 Office Secretary III	19,128 24,801	20,364 31,794	17,041 26,604	21,731 32,106	22,395 33,810	24,689 40,133
07 Office Secretary I / Fiscal Clerk	16,835 21,698					21,854 34,916

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DJJ Table 2

POSITION COMPARISON FOR JUVENILE JUSTICE FIELD SERVICES OFFICES - AREA III

--- State of Maryland ---		--- State of Virginia ---		--- Fairfax County ---		--- Arlington County ---	
Grade	Position	Grade	Position Matched	Grade	Position Matched	Grade	Position Matched
19 16	Area Director (Program Mgr.) DJJ Assistant Area Director	15 14 13	Probation Director Probation Manager Senior Probation Manager	27 24	Probation Supervisor II Probation Supervisor I	13	Court Services Manager (Assistant Director)
15 14	Juvenile Counselor Supervisor II Juvenile Counselor Supervisor I	12	Probation Supervisor	22	Probation Counselor III	11	Probation Counselor Supervisor
13 12	Juvenile Counselor Senior Juvenile Counselor III	11	Probation Officer Senior	21	Probation Counselor II	09	Probation Counselor II
11 09	Juvenile Counselor II Juvenile Counselor I	10	Probation Officer	18	Probation Counselor I	08	Probation Counselor I (A or B)
09 07	Office Secretary III Office Secretary I / Fiscal Clerk	05	Secretary Senior	11	Secretary I	04	Administrative Assistant IV

--- State of Maryland ---		--- Montgomery County ---	
Grade	Position	Grade	Position Matched
19 16	Area Director (Program Mgr.) DJJ Assistant Area Director	n/a	no equivalent
15 14	Juvenile Counselor Supervisor II Juvenile Counselor Supervisor I	n/a	no equivalent
13 12	Juvenile Counselor Senior Juvenile Counselor III	n/a	no equivalent
11 09	Juvenile Counselor II Juvenile Counselor I	n/a	no equivalent
09 07	Office Secretary III Office Secretary I / Fiscal Clerk	15 12	Office Services Coordinator Administrative Aide

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STATE OF MARYLAND
JUVENILE JUSTICE - FIELD SERVICES AREA III
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY

Area Director (Program Manager)

This position is responsible for all field services programs in a designated geographical area or region, which may include several counties and other smaller jurisdictions. Incumbents direct and coordinate all activities to provide intake, probation, and aftercare services for juvenile offenders within the geographical area of responsibility, and manage activities in the region through subordinate managers and supervisors. This position establishes the overall policies and procedures for programs; oversees implementation and approves revisions; establishes goals, standards, and controls to meet program objectives; develops short and long-range plans for program operations and resources; determines organizational structure and staffing needs of the programs; and oversees development and training of program staff. This position also represents the department in a liaison capacity with managers and officials of other agencies.

Education: Bachelor's degree

Experience: Specific requirements are determined by the agency operating the program and are based on the essential job functions - incumbents are generally appointed by Department of Juvenile Justice management

Juvenile Services Assistant Area Director, Field Services

This position manages a large field services office or two or more small to medium field services offices located in a designated geographical area. Incumbents manage lower level staff through first line supervisors. Duties for this position may include: scheduling, planning, and conducting staff meetings to disseminate and interpret policies and procedures; conducting regular case conferences with juvenile counselor supervisors; providing guidance to staff in handling difficult cases; and reviewing all correspondence pertaining to intake, court reports, and regional and interstate transfer reports. This position also recommends staffing and operational requirements to the area director; participates in selecting new employees; conducts in-service training; assesses employee performance; and prepares annual efficiency reports.

Education: Bachelor's degree

Experience: 3 years in the supervision of a major program providing direct services to delinquent, socially maladjusted, emotionally disturbed or exceptional children

STATE OF MARYLAND
JUVENILE JUSTICE - FIELD SERVICES AREA III
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Juvenile Counselor Supervisor II, I

These positions have primary responsibility for supervising, scheduling, assigning, and evaluating, the work of juvenile counselors and other staff. Incumbents supervise a resource unit within a juvenile service administration region; supervise casework action with the child and family; review and approve juvenile counselor referrals of youth pending placement in private residential facilities; conduct staff meetings to disseminate and interpret information regarding policies and procedures; make recommendations for changes, adjustments, and improvements in staffing allocations; review and approve reports prepared by staff; and supervise preparation and presentation of case materials in juvenile court. These positions also interact with community and public agencies to promote public interest in juvenile services and develop resources from the private sector.

Education: Bachelor's degree

Experience: 7 years providing direct services to delinquent, emotionally disturbed, socially maladjusted, or exceptional children, including 2 years of administrative or supervisory responsibility (Supervisor II); 6 years providing direct services to delinquent, emotionally disturbed, socially maladjusted, or exceptional children (Supervisor I)

Juvenile Counselor Senior

This position performs the highest level of work providing direct counseling services to clients in the juvenile system. Incumbents provide services in the most complex and difficult cases. This position consults with parents, police, and private and community agencies regarding the child; gathers information on the juvenile and the family for court use; analyzes material, conducts investigations, and makes recommendations to the courts. Employees may also be required to testify in court; handle cases informally; authorize detention and shelter care; handle releases; provide advice, counsel and assistance to juveniles concerning possible employment, living conditions, and other issues; and provide professional guidance to less experienced counselors.

Education: Bachelor's degree

Experience: 5 years providing direct services to delinquent, emotionally disturbed, socially maladjusted, victimized, or exceptional children

STATE OF MARYLAND
JUVENILE JUSTICE - FIELD SERVICES AREA III
SUMMARY DESCRIPTIONS OF POSITIONS ASSIGNED IN MONTGOMERY COUNTY
(continued)

Juvenile Counselor III, II, I

These positions perform juvenile counseling work at the entry level (Counselor I), experienced (Counselor II), and proficient (Counselor III) levels. The purpose of the work is to supervise, encourage, and assist juveniles in adopting behavior patterns acceptable to the community. Incumbents provide professional counseling and case management for persons on probation or in aftercare. These positions interview and provide counseling services on various subjects, which may include job placement, social, behavioral, and family issues. Incumbents assess client behavior; develop treatment plans; provide counseling; assist with reintegration into the community; make referrals for appropriate client services; and document client progress. These positions also prepare and manage case files, prepare treatment plans and progress reports, and make recommendations to the courts.

Education: Bachelor's degree

Experience: 4 years providing direct services to delinquent, emotionally disturbed, socially maladjusted, victimized, or exceptional children (Counselor III); 2 years for the Counselor II; or no experience for the Counselor I position

Office Secretary II, I

These positions perform a variety of complex secretarial and clerical duties requiring a comprehensive knowledge of the agency's programs and the exercise of independent judgment and actions. Duties may include maintaining important or confidential records; gathering materials from a variety of sources for articles, reports, or speeches; interviewing callers and prospective employees and providing information; making and canceling appointments for superiors; and opening and sorting incoming correspondence. Incumbents may also prepare statistical or other needed records and reports; type statements, tables and forms; examine and verify complex reports and correspondence for the supervisor's signature; and compose routine correspondence. This series of positions encompasses three levels of broadly related secretarial work requiring generally similar experiences, knowledge, and skills. The specific classification level is based on several secretarial point factors, such as: education, experience, ingenuity, accuracy, supervision received, supervision and training exercised, and personal contacts.

Education: High school or equivalency certificate

Experience: Secretarial or clerical work involving typing or stenographic duties (2 years for Secretary II; or 1 year for the Secretary I position)

STATE OF VIRGINIA
JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS

Probation Director

This class manages the largest districts or court services units within the Virginia juvenile justice system. Incumbents provide a variety of services and are responsible for directing subordinate supervisory staff in the administration of service delivery, planning, evaluation, and program coordination activities. This position administers assigned client services in accordance with State law and departmental policies and standards. Incumbents oversee preparation, submission, and monitoring of budgets; develop and implement new staff procedures to meet changing needs; maintain liaison and coordinate activities with other local human services, public safety agencies, and court services; and manage the human resources for the unit. This position generally supervises a large staff of professional and clerical personnel, and may supervise a probation manager who coordinates daily operation through subordinate supervisory staff. Considerable latitude is exercised in daily operational decisions and in conducting programs within the area of responsibility.

- Education: Bachelor's degree with coursework in social sciences, business/public administration, law or criminal justice, or a related field
- Experience: Extensive progressively responsible experience in program development, implementation, and evaluation of various social services as related to the clientele in the Virginia judicial system and in administration of a service delivery system; and considerable supervisory and administrative experience

Probation Manager Senior

This position is responsible for managing a court services unit for the juvenile justice system in a medium-sized court services unit to provide a variety of services, including: probation, family domestic counseling, diversion, and intensive supervision. Incumbents spend a preponderance of time on administrative functions, planning, and evaluation activities. This class is distinguished from the Probation Manager class by its responsibility for managing units providing more diverse services, having a greater volume of cases, and/or having a greater number of special programs.

- Education: Bachelor's degree with coursework in social sciences, business/public administration, law or criminal justice, or a related field
- Experience: Considerable progressively responsible experience in program development, implementation of various social services as related to the clientele in the Virginia judicial system, and considerable supervisory experience

STATE OF VIRGINIA
JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Probation Manager

Positions in this class may have charge responsibility for a smaller probation and parole district office or a court unit for juvenile services, or will assist in managing the largest districts or court services units for juvenile justice. Charge positions perform duties for their region which are similar to the probation manager senior position. Incumbents serving as assistants manage daily operations of a unit that provides a larger variety of services and specialized programs. Assistant positions generally administer formal program activities through supervisory staff. Assistant positions also manage the human resource function for subordinate probation supervisors. This class is distinguished from the probation supervisor by its charge responsibility for the overall operation of smaller court services units, or its responsibility as an assistant manager in the largest units.

Education: Bachelor's degree with coursework in social sciences, business/public administration, law or criminal justice, or a related field

Experience: Some experience in program development, implementation, and evaluation of various social services as related to the clientele in the Virginia judicial system, and some supervisory experience

Probation Supervisor

Positions in this class are located in a probation and parole district office or court services unit for juvenile services. Incumbents focus primarily upon monitoring casework services and investigative reports, ensuring proper application of departmental, divisional, and district policies and procedures. This position provides daily supervision to designated staff, assigns cases to counselors, reviews case records, discusses decisions, and monitors work for procedural compliance and quality. Additionally, this position has authority to approve client supervision levels, affirm surveillance and treatment plans, and sanction arrest warrants when requested by probation officers. This position may also assist the probation manager senior in matters regarding work development and coordination within the unit, and assist with budget development and special projects.

Education: Bachelor's degree with major coursework in social science, criminal justice, or a related field

Experience: Considerable experience in the direct delivery of human services, including related probation and parole experience

**STATE OF VIRGINIA
JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)**

Probation Officer Senior

This class manages complex cases and provides services within specialized areas of youth services. Positions spend a substantial portion of time providing casework services in specialized areas, such as family counseling, substance abuse, diversion programs, mediation counseling, and intensive supervision. Incumbents advise counselors in assessing client risks and needs, and supervise the most serious or difficult offenders. Positions in this class may also be responsible for administrative duties, such as planning team meetings; placing assignments with probation officer teams; training new staff; and reviewing the work of probation officers for compliance with standards and guidelines.

Education: Bachelor's degree with major coursework in social science, criminal justice, or a related field

Experience: Progressive experience related to counseling, case management services, investigation, research and report writing, or social services

Probation Officer

This class provides professional counseling, investigation services, and case management for persons on probation or in aftercare. Incumbents interview and provide counseling services on various subjects, which may include job placement, social, behavioral, and family issues. Employees provide intake services; assess client behavior; develop treatment plans; provide counseling; assist with reintegration into the community; make referrals for appropriate client services; and document client progress. This position also investigates, analyzes, and reports on alleged misconduct and law violations by clients, and makes recommendations to the courts.

Education: Bachelor's degree with major coursework in a social science, criminal justice, or a related field

Experience: Counseling, involvement in court or legal services, or managing caseloads in a human services environment

STATE OF VIRGINIA
JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Secretary Senior

This position provides secretarial support for one or more professional, administrative, or managerial employees. Incumbents perform a variety of assignments to relieve the administrative and professional staff of clerical and administrative details. Employees are assigned as either the personal secretary to a unit manager, program manager, or other professional, or as a general secretary to the staff of a work unit. This position may type correspondence, reports, and related office material from notes or rough drafts; compose routine correspondence requiring some judgment and originality; screen telephone calls, visitors, and incoming mail; answer general inquiries; and make appointments, schedule conferences, arrange for facilities, and maintain calendars for professionals. This position may also gather narrative and statistical data, forms, and other documentation for budgets, manuals, reports, and memoranda; compile data into pertinent categories and arrange into prescribed formats; monitor a budget and keep professional staff apprised of balances; and order and maintain office supplies and equipment;

Education: High school

Experience: Secretarial or office services involving the performance of a variety of clerical related duties

FAIRFAX COUNTY, VIRGINIA
JUVENILE AND DOMESTIC COURT – COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS

Probation Supervisor II

This position has responsibility for directing a regional office to provide intake, investigatory, and supervisory services. Incumbents may manage several residential facilities and special programs; direct central intake, legal, clerical, and support services provided in the region; instruct probation counselors in casework methods and techniques; evaluate the effectiveness of policies and procedures and recommend any needed changes; and review client case records. This position also establishes and maintains liaison with community resources, manages budgets, and provides administrative reports.

Education: Master's degree with a major in sociology, psychology, counseling, or related field

Experience: 4 years professional experience in probation work

Probation Supervisor I

This position plans, assigns, and reviews the work of a group of professional probation counselors. Incumbents plan case loads; instruct counselors in casework methods and techniques; hold group conferences to discuss general policies and interpret rules and regulations; hold individual conferences to discuss specific case problems; and evaluate the effectiveness of policies and procedures. This position may also establish and maintain a liaison with community resources; carry a small number of specialized or difficult cases; keep records and prepare reports; and present cases in court.

Education: Master's degree with a major in sociology, psychology, counseling, or related field

Experience: 3 years professional experience in probation work

FAIRFAX COUNTY, VIRGINIA
JUVENILE AND DOMESTIC COURT – COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Probation Counselor III, II, I

This class reviews and investigates cases involving juvenile delinquents and assists in the rehabilitation of individuals through supervision, counseling, or referral to public and private social service agencies. Incumbents examine and evaluate the individual circumstances of each case referral and make an intake disposition, including decisions such as informal handling, rejection of a case on a jurisdictional basis, referral to other agencies, or setting the case on the docket for a court hearing. These positions are also responsible for conducting field investigations, preparing and presenting written or oral recommendations, aiding clients in obtaining employment, planning treatment, and supervising aftercare, probationary clients, and continued cases. These positions are differentiated by educational and experience requirements and the level of supervision exercised over their work.

- Education: Master's degree with a major in sociology, psychology, counseling, or related field (Counselor III); Bachelor's degree with a major in sociology, psychology, counseling, or related field, and 1 year graduate study in social/behavioral sciences (Counselor II); Bachelor's degree with a major in sociology, psychology, counseling, or related field, preferably supplemented by graduate courses in social/behavioral sciences (Counselor I)
- Experience: 2 years professional experience in probation work (Counselor III); 1 year professional experience in probation work (Counselor II); no experience required (Counselor I)

Secretary I

This position may serve as personal secretary to a division chief or branch chief, may work in a secretarial pool, or serve as a back up to a higher level secretary. Incumbents compose routine correspondence for supervisor's signature; type special reports; maintain control records on incoming and outgoing correspondence; compile and type a variety of records and reports; establish and maintain filing systems; screen telephone calls and incoming mail; requisition and manage supplies; and process attendance records. This position also operates office equipment and may operate a personal computer with various software to produce reports, charts, and other materials.

- Education: High school or equivalent certificate
- Experience: 1 year secretarial or clerical work

ARLINGTON COUNTY, VIRGINIA
JUVENILE AND DOMESTIC COURT – COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS

Court Services Manager

This position provides day-to-day operations oversight of all administrative functions within the court services unit; manages the community based, probation, and therapeutic programs; and performs management/liaison backup duties for the court services director. Additional responsibilities include: preparing, managing, and monitoring the unit budget; monitoring grants and contracts; performing personnel administrative services; providing backup to the probation counselor supervisors; preparing and/or editing statistical and narrative quarterly reports; developing long-range plans, policies, and procedures for a residential program for delinquent boys and a girl's outreach day program; providing administrative oversight of the probation services unit; preparing program evaluations and reports; and assisting in the development and planning of court services programs.

Education: Bachelor's degree with a major in social work, corrections, psychology, education, sociology, or related field

Experience: 3 years in the management and/or administration of juvenile and/or adult probation programs, including experience in preparing and monitoring budgets and preparing spreadsheets

Probation Counselor Supervisor

This position is responsible for the supervision of a major program area or for a major subdivision within the court services unit. Incumbents review and evaluate the work of professional and administrative support employees; organize, prioritize, and balance workloads; and provide policy and state code interpretations. This position also has responsibility for ensuring quality control; reviewing case management services; preparing and reviewing program statistics; advising and making recommendations to the court; reviewing caseloads; and assigning cases to staff.

Education: Bachelor's degree with a major in social work, corrections, psychology, education, sociology, or related field

Experience: 3 years in juvenile or adult casework

ARLINGTON COUNTY, VIRGINIA
JUVENILE AND DOMESTIC COURT – COURT SERVICES UNIT
SUMMARY DESCRIPTIONS OF POSITIONS
(continued)

Probation Counselor II, I

Employees in this class conduct pre-sentence investigations of youths or families in the court system; interviews clients and make home visits with youth, families, and other involved individuals; prepare written reports based on investigations; and make recommendations to the court regarding disposition of cases. These positions also assess needs and develops treatment plans for adjudicated youth; evaluate and coordinate services in accordance with the treatment plan; divert cases from the court system to appropriate programs when possible; provide case management and supervision; monitor client behavior and provide supportive counseling and guidance; document client progress; recommend changes in conditions of probation; and determine when violations have occurred and report infractions to the court.

Education: Bachelor's degree with a major in social work, corrections, psychology, education, sociology, or related field for the Counselor II; or Bachelor's degree with a major in psychology, sociology, criminal justice, or related field for the Counselor I position

Experience: 2 years in probation, social work, crisis intervention, or family counseling; to include at least 1 year working within a legal/court/ probation environment for the Counselor II position; or 1 year in probation, general social casework, or related field for the Counselor I position

Administrative Assistant IV

This position performs journey level administrative support duties, such as typing, filing, answering telephones, and distributing mail. Work includes use of a typewriter, CRT, PC, or word processor to prepare documents in final. Incumbents may open, sort, and distribute incoming mail; proofread and edit materials; monitor and maintain office supplies, input weekly time sheets; develop, monitor and/or maintain a filing system; provide receptionist duties as needed; assist program applicants in the completion of eligibility materials or applications; and assist in the compilation of data from a variety of sources for use in reports, correspondence, or memorandums.

Education: High school, vocational school, GED, or equivalent

Experience: 18 months of progressively responsible administrative support work

MONTGOMERY COUNTY, MARYLAND
COMPARABLE SECRETARIAL POSITIONS
SUMMARY DESCRIPTIONS OF POSITIONS

Office Services Coordinator

This position performs office support work providing a complete system of administrative services and procedures for a major program or specialized function. Employees carry out varied and extensive office support services, to include: compiling data and maintaining statistical information for inclusion in reports, budget documents, and office records; preparing official documents, such as legislation, regulations, executive orders, contracts, invoices, legal documents, and memoranda; scheduling appointments and coordinating calendars for professional staff; responding to inquiries from the public; and maintaining office automation systems and serving as backup to an automated systems administrator.

Education: High school or equivalent

Experience: 4 years administrative aide/office support work or equivalent

Administrative Aide

This position performs a variety of office support tasks, to include: operating a variety of office automation equipment; receiving visitors; answering telephones and supplying information; receiving, reviewing, and distributing incoming mail and other materials; receiving and managing office supplies; organizing and tallies data for reports; sorting, and maintaining files of documents; and other office support related duties.

Education: High school or equivalent

Experience: 1 year as an office support employee

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