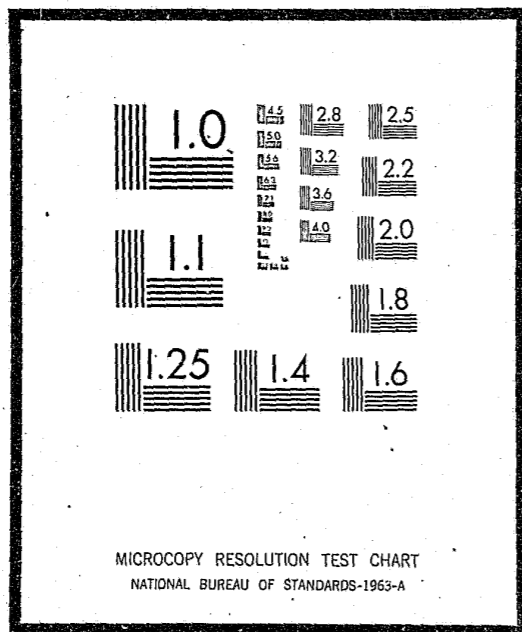


NCJRS

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U.S. Department of Justice.

U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed

2/24/76

60581

FAMILY COURT VOLUNTEER SERVICES

74-070
FA-82-73
FA-6-72

A Report and Analysis

Submitted to the Executive Committee
of the
Delaware Agency to Reduce Crime

Prepared by
Susan M. Blindman
Program Analyst

Assisted by
James J. Fritz
Program Analyst

April 1975

TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
I. Introduction.....	i
A. Budget.....	i
B. Employment History.....	3
C. Volunteer Classifications.....	4
II. The Findings in Relation to the Stated Goals and Objectives.....	4
III. Financial Analysis of the Project.....	10
IV. Organizational Structure of the Family Court.....	13
V. Observations/Comments.....	15
VI. Recommendations.....	16
Appendix A - Staff Job Descriptions.....	17
Appendix B - Volunteer Job Descriptions.....	23
Appendix C - Data Collection Forms.....	40
Appendix D - Persons Interviewed.....	46

I. Introduction

A discretionary grant (DF-71-920), awarded to the Sussex County Family Court in July 1971, provided the Court with the opportunity to plan and implement a Volunteers In Probation (VIP) project within the County. During the period from July 1971 through April 1972, 82 volunteers were recruited and provided service to the Family Court of that County.

The reorganization of the old County Courts into a state-wide Family Court, combined with the success of the Sussex experience, prompted the new court administration to plan for a statewide volunteer program. In July 1972, subgrant FA-6-72 was awarded to the Family Court by the Delaware Agency to Reduce Crime for the implementation of a state-wide (VIP) project.

A. Budget

Exhibit A depicts the operational periods, allocations and expenditures of subgrants FA-6-72, FA-82-73 and 74-070. The largest single category of LEAA funds, \$78,339 was allocated to personnel. Funds allocated in subgrant FA-6-72 were used to employ three staff persons, one from each county, to coordinate volunteer activities within their respective geographic locales.

Subgrant FA-82-73 provided funds to employ three staff persons. The two volunteer coordinator positions in Kent and Sussex counties were combined so that one coordinator was responsible for volunteer activities in both counties. The New Castle County coordinator retained the same responsibilities as previously assumed in FA-6-72; and a clerk-typist was hired to undertake clerical tasks generated by the New Castle portion of the project.

Subgrant 74-070 allocated funds to maintain the New Castle County volunteer coordinator, New Castle County clerk-typist, and the Kent/Sussex volunteer coordinator. Funds were also provided for the employment of an assistant volunteer coordinator to augment and expand the volunteer contributions in the area of counseling and related services.

A total of \$97,833 has been allocated to the project by LEAA and the state of Delaware for the period from July 1, 1972 to September 15, 1975. Total expenditures during the project's operational period, September 16, 1972 to February 28, 1975, were \$66,153.45.

ALLOCATIONS AND EXPENDITURES

SUBGRANTS: FA-6-72
FA-82-73
74-070

Subgrant: Operational Period: Budget Category:	FA-6-72				FA-82-73				74-070				TOTAL			
	Sept. 16, 1972 to Sept. 15, 1973		Sept. 16, 1973 to Oct. 31, 1974		Sept. 16, 1974 to Sept. 15, 1975		Nov. 1, 1974 to Sept. 15, 1975		Sept. 16, 1972 to Sept. 15, 1975		Sept. 16, 1972 to Sept. 15, 1975		Sept. 16, 1972 to Sept. 15, 1975		Sept. 16, 1972 to Sept. 15, 1975	
	Allocations LEAA	State	Expenditures LEAA	State	Allocations LEAA	State	Expenditures LEAA	State	Allocations LEAA	State	Expenditures LEAA	State	Allocations LEAA	State	Expenditures LEAA	State
Personnel & Benefits	\$24,631	\$5,970	\$23,114.40	\$5,970	\$25,347	\$1,600	\$23,959.74	\$932.14	\$28,961	\$3,619	\$9,152.78	-0-	\$78,339	\$11,189	\$56,226.52	\$6,902.14
Travel	-0-	-0-	-0-	-0-	2,010	-0-	1,757.46	-0-	1,830	-0-	48.00	-0-	3,840	-0-	1,805.46	-0-
Operating Expenses	-0-	-0-	-0-	-0-	561	2,122	180.20	976.65	1,782	-0-	62.08	-0-	2,343	2,122	242.28	976.65
TOTALS	\$24,031	\$5,970	\$23,114.40	\$5,970	\$27,918	\$3,722	\$25,897.40	\$1,908.79	\$32,573	\$3,619	\$9,262.86	-0-	\$84,522	\$13,311	\$58,274.66	\$7,878.79

*Expenditures to February 28, 1975

B. Employment History (For job descriptions see Appendix A)

1. New Castle County

- a) Judith Cown - 9/72 to 7/73 - Volunteer Coordinator (Counselor II)
- b. Bobby Benjamin - 9/73 to present, Volunteer Coordinator (Counselor II)
- c) Mark Clemmons - 12/74 to 3/75 - Assistant Volunteer Coordinator* (Counselor I)
- d) Ellsworth Thompson - 3/75 to present - Assistant Volunteer Coordinator (Counselor II, Supervisory Unit)
- e) Demetra Cikas - 8/74 to present - Clerk/Typist II

2. Kent County

Elsie Hayes - 9/72 to 8/73 - Volunteer Coordinator (Counselor II)

3. Sussex County

Sam Wilson - 10/72 to 8/73 - Volunteer Coordinator (Counselor II)

4. Kent/Sussex

- a) Dan Myers - 9/73 to 10/74 - Volunteer Coordinator (Counselor II)
- b) Ann Maloney - 4/75 to present - Volunteer Coordinator (Counselor II)

*While Mark Clemmons did not actually work for the VIP project, he was employed by the Court and paid from DARC funds allocated to the project. Ellsworth Thompson, a State Merit System Counselor II, was actually assigned to work on the federally funded project and was performing those duties originally ascribed to Mr. Clemmons.

In mid-March, the Court's administration was informed of this violation of LEAA guidelines by DARC staff. In a budget variance dated March 25, 1975, the Family Court requested that the remaining funds from travel and operating expenses be transferred to the personnel category so that the additional salary required for Mr. Thompson's position could be paid from DARC federal funds. At the time of this writing, the budget variance was in process.

C. Volunteer Classifications

Appendix B contains the job descriptions developed for volunteers. For the purposes of clarity and simplicity the evaluator arranged the volunteer services into four major categories as follows:

1. Clerical - those activities which relieved or assisted clerical Court staff of tasks of a clerical nature.
2. Interviewer - those activities which relieved or assisted Court staff involved in only pre-adjudicatory interviewing functions.
3. Counselor - those tasks which relieved or assisted counseling staff involved in both pre and post adjudicatory stages with emphasis on the latter.
4. Special Projects - tasks performed other than clerical, interviewing or counseling which provided a new service e.g., Children's Room Supervision, painting of court waiting rooms.

II. The Findings In Relation To The Stated Goals and Objectives

Information presented in this section of the report represents only that data tabulated from source documents generated by the VIP project. Repeated attempts to secure source documents from the former Kent/Sussex Volunteer Coordinator were made, but to no avail. Thus, documentation presented for Sussex County volunteer activity considers only the period from February 1973 through July 1973. In addition, records examined were found to be poorly maintained (see Appendix C for data collection instruments utilized).

In contrast to its southern counterparts, the New Castle County Family Court volunteer records were more complete and valid although "tightening up" appeared to be necessary. Many volunteer service hours were not recorded, thus lost. Through negligence on the part of the volunteer in recording hours worked accurate information pertaining to this project was minimal at best and non-existent at worst. The information presented in the foregoing narrative accounts for only the number of volunteer hours recorded. Estimations were not used as to the total extent of volunteer activity. Additional information relating to volunteers, e.g., the type of service provided by the volunteer to the court, was generally not recorded on source documents, but rather supplied through the volunteer coordinator's memory.

- Goals:
1. To develop and implement a statewide Family Court Volunteer program which will enrich existing services by supplementing the court staff and expanding services offered by the Court.
 2. To provide deeply troubled clients with more and better help from professionals who are freed by volunteers of time consuming repetitive tasks of a non-professional nature.

1. To recruit, screen and assign 620 volunteers to court service (as of February 28, 1975)
 - o A total 277 individuals were recruited, screened and assigned to volunteer service. See Table 1.
 - o As Table 1 indicates, the Kent and Sussex Family Courts primarily utilized volunteers in interviewing and counseling capacities. No reports of clerical volunteer activity in either of the two counties were obtained.
 - o The New Castle Family Court utilized volunteers in all four volunteer service categories. Although the emphasis had been placed on providing volunteers in counseling capacities, the greatest amount of volunteer activity had been of a clerical nature. (See Table 3)
 - a) To place and supervise at least 360 volunteers who will be in direct contact with clients thus provide first time offenders with more hours of attention than they formerly received from overworked staff.
 - o Of the 277 volunteers accounted for, 100 persons provided direct client contact. (See Table 1, Counselor and Interviewer Volunteers.)
 - o Data relative to type of clients referred to the VIP project was not available. According to staff associated with the project, clients who received service from volunteers were generally those whose offense or history of offenses were not of a serious nature.
 - b) (FA-6-72) to provide at any given time, at least 120 Family Court clients with direct volunteer services such as tutoring, testing or occupational training to juveniles on probation whose delinquency results from school or family tension or peer subculture influence.

TABLE 1

Number of Volunteers Assigned to Court Service
by
Court and Job Category

Court	Clerical	Interviewers	Counselors	Special Projects	Total
New Castle County Family Court	83	12	58	94	247
Kent County Family Court	-0-	-0-	13	-0-	13
Sussex County Family Court	-0-	8	9	-0-	17
Total	83	20	80	94	277

o FA-6-72 records indicated that a total of 28 Court clients received direct volunteer services in Kent and Sussex Counties. Data relative to client-volunteer assignments in New Castle County during this time frame was not available.

c) (FA-82-73 and 74-070) to assign approximately 24 clients per month (384 in total as of February 28, 1975) to volunteers on a one-to-one basis thus providing a more intensive relationship for the clients.

o Records were not available for the period from September, 1973 through October, 1974.

o A total of 42 clients were assigned to volunteers from November 1, 1974 to February 28, 1975. The breakdown by subgrant and counties was as follows:

- (FA-82-73) documentation of client-volunteer assignments was poorly kept. Accordingly, only two clients were registered as having received such service, both in Kent County.

- (74-070) volunteer activity in Kent and Sussex Counties came to a halt following the resignation of the Kent/Sussex VIP Coordinator in October of 1974.

- (74-070) in New Castle County, 16 clients were assigned to volunteer counselors on a one-to-one basis between January and February, 1975. In addition, a new category of volunteer service, limited caseload counseling, was instituted; 24 clients were assigned to 5 volunteers during this time period.

d) To place and supervise (260 of 620) volunteers who will contribute at least 4,668 hours of office skills (as of February 28, 1975).

o Eighty-three persons provided clerical services to the Court; twenty volunteers were involved in interviewing functions. (See Table 1)

o Records indicated a total number of 6,557.25 hours of contributed clerical skills and an additional 452.5 volunteer interviewer hours in New Castle County (Table 2). Similar information for the eight interviewers assigned in the Sussex Court was not available.

2. To provide initial orientation and training to volunteers in twelve hour sessions once every three months. The sessions are to be provided from one or more sources including the Division of Continuing Education, University

TABLE 2

New Castle County Family Court
 Clerical and Interviewer Hours by Month

Month	Clerical Hours	Interviewer Hours	Total
April, 1973	4.75	-0-	4.75
May	38.0	35.0	73.0
June	42.25	50.5	92.75
July	87.0	35.0	122.0
August	61.75	30.0	91.75
September	93.0	25.75	118.75
October	107.5	37.0	144.5
November	157.25	40.5	197.75
December	199.25	14.5	213.75
January, 1974	266.25	22.25	288.5
February	222.75	37.25	260.0
March	260.25	24.0	284.25
April	230.5	22.75	253.25
May	398.0	17.75	415.75
June	245.25	10.75	256.0
July	229.5	7.0	236.5
August	207.25	10.5	217.75
September	132.75	11.0	143.75
October	414.5	7.0	421.5
November	638.0	14.0	652.0
December	804.0	-0-	804.0
January, 1975	1187.25	-0-	1187.25
February	530.25	-0-	530.25
TOTAL	6557.25	452.5	7009.75

of Delaware, contracted professionals and experienced volunteers.

o Eleven formal orientation and training sessions were conducted by the following sources:

University of Delaware - 4 sessions

Goodwill Skills Training Program - 1 session

Court staff and guest speakers - 6 sessions

o Approximately 100 of the 277 volunteers assigned to Court service attended these orientation and training sessions. Topics of discussion ranged from an understanding of Court operations to interviewing and counseling techniques.

o At the time of this report, orientation and training was performed on a largely informal one-to-one basis by the VIP Coordinator, as the cost of contracted trainers was felt to be too expensive.

3. To provide professional staff with training on the use of volunteers from Volunteers In Probation (VIP) Coordinators and from the Program, Development and Staff Training Office.

o In the New Castle Office, one formal training session was arranged and conducted by the VIP Coordinator for that county's professional staff. Five or six employees involved in court counseling services attended. Other training was performed on an informal one-to-one basis.

o In Kent County, training was provided by the VIP Coordinator and the Probation Department Counselor Supervisor during regularly scheduled case conferences.

o In Sussex County, training was performed on an informal basis by the VIP Coordinator as needed.

4. To provide volunteers with on-going training from members of the court staff, VIP Coordinator and from the Program, Development and Staff Training Office.

o Volunteer on-going training was supplied by the court staff to which the volunteers were assigned largely on an informal, on-the-job basis. This approach to training was characteristic of the VIP project in all three counties.

5. To adapt recruitment procedures to the special needs of low-income and minority group volunteers, including ex-offenders.

o In the fall of 1973, Ms. Joyce Paolini was assigned to the Family Court by the Volunteers in Justice (VIJ) program to revise recruitment procedures. While revisions were made the anticipated results, were largely not achieved.

q o Subgrants FA-82-73 and 74-070 provided a total of \$600 to reimburse low-income volunteers for expenses incurred while providing service to the Court. As of February 28, 1975, only \$56 had been utilized for this purpose.

o At the time of this report, nine ex-offenders were participating in one-to-one counseling relationships with court clients.

6. To increase community interest in and information about court operations, the problems of crime and delinquency and the role(s) they can play in bringing about needed change.

o While this objective could not be measured, volunteers interviewed did state that their experience with the court did expand their knowledge of the Court and its operations. (See Appendix D for persons interviewed)

III. Financial Analysis of the VIP Project in New Castle County Only

Information contained in the foregoing narrative is not intended as a sophisticated financial analysis of the VIP project, but rather as an attempt to fix a dollar amount on the services contributed to the New Castle Court by volunteers. It is presented as an estimated figure, rather than a precise figure which would come from a lengthy audit. Judgment as to whether a volunteer's service was vital or superfluous to court functions was not attempted. This discussion considers only the New Castle portion of the project where volunteer service hours were maintained.

Table 3 depicts the number of volunteer hours contributed to the court, the type of service provided by the volunteers and the hourly rate of pay a corresponding position would command if the court employed a person in

TABLE 3
New Castle County Volunteer Hours by Job Category
Times Hourly Rate of Pay

Job Classification	Total Volunteer Hours	* Rate of Pay	Total Benefit
<u>Clerical - Clerk - Typist I</u>			
4/1/73 - 6/30/74	1860.25	x 2.21	\$4,111.15
1/74 - 2/28/75	3546.0	x 2.61	9,255.06
<u>Receptionist</u>			
4/1/73 - 6/30/74	522.0	x 2.56	\$1,336.32
7/1/74 - 2/28/75	629.0	x 2.96	1,861.84
<u>Interviewers</u>			
4/1/73 - 6/30/74	400.5	x 3.96	\$1,585.98
7/1/74 - 2/28/75	50	x 4.27	213.50
<u>Counselors</u>			
4/1/73 - 6/30/74	1646	x 3.96	\$6,518.16
7/1/74 - 2/28/75	1168	x 4.27	4,987.36
<u>Special Projects</u>			
Children's Room Supervisors			
4/1/73 - 6/30/74	1155	x 2.82	\$3,257.10
7/1/74 - 2/28/75	903	x 3.18	2,871.54
<u>Painters</u>			
7/1/74 - 2/28/75	34.75	x 3.63	\$ 126.14
Total Hours	11,914.5		Total Benefit \$36,124.15

*As determined by the State Merit System pay grade scale.

that capacity. Hourly rates of pay utilized reflect those of the State Merit System's job descriptions and corresponding pay grades. In all cases, the lowest job classification as well as steps within that pay grade were used. For example, a volunteer who provided typing and filing services was classified as a Clerk-Typist I, pay grade 5, step 1 regardless of the expertise he/she may have had.

On the other hand, no attempt was made to ascertain whether in fact a volunteer possessed the minimal qualifications, according to the State Merit System, to perform that job function. In addition, Table 3 reflects the salary increase for State Merit System employees enacted in July 1974.

The total cost of the New Castle effort to date was \$33,644.21. This figure represents the personnel and benefit expenditures (\$32,132.02) for the New Castle County VIP Coordinator the Assistant Coordinator and the clerk-typist in addition to one-half of the total operating and travel expenditures (\$1,512.19)

In an attempt to ascertain the financial benefit of the New Castle effort to date, the following formula was utilized:

$$\frac{\text{Benefit} - \text{Actual Cost}}{\text{Actual Cost}}$$

or

$$\frac{\$36,124.15 - \$33,644.21}{\$33,644.21} = .074$$

The net benefit of the project (Benefit - Actual Cost) was \$2,479.94. The benefit of the project in relation to the cost as portrayed above was .074 or 7.4%. In other words, for every dollar expended in project operation, one dollar and 7.4 cents (\$1.074) was returned in volunteer service.

Perhaps if New Castle volunteer service hours had been more meticulously maintained, the preceding analysis of that portion of the VIP project would have presented even a more positive financial benefit. Unfortunately, similar analysis of the Kent and Sussex VIP projects could not be performed because volunteer service hours were not maintained

by either of these offices. Clearly then, a need exists in all Court offices for better record-keeping procedures.

IV. Organizational Structure of the Family Court

In that the organizational structure of the Family Court has directly affected the growth of the VIP project, a discussion of that structure and its relationship to the VIP project is necessary.

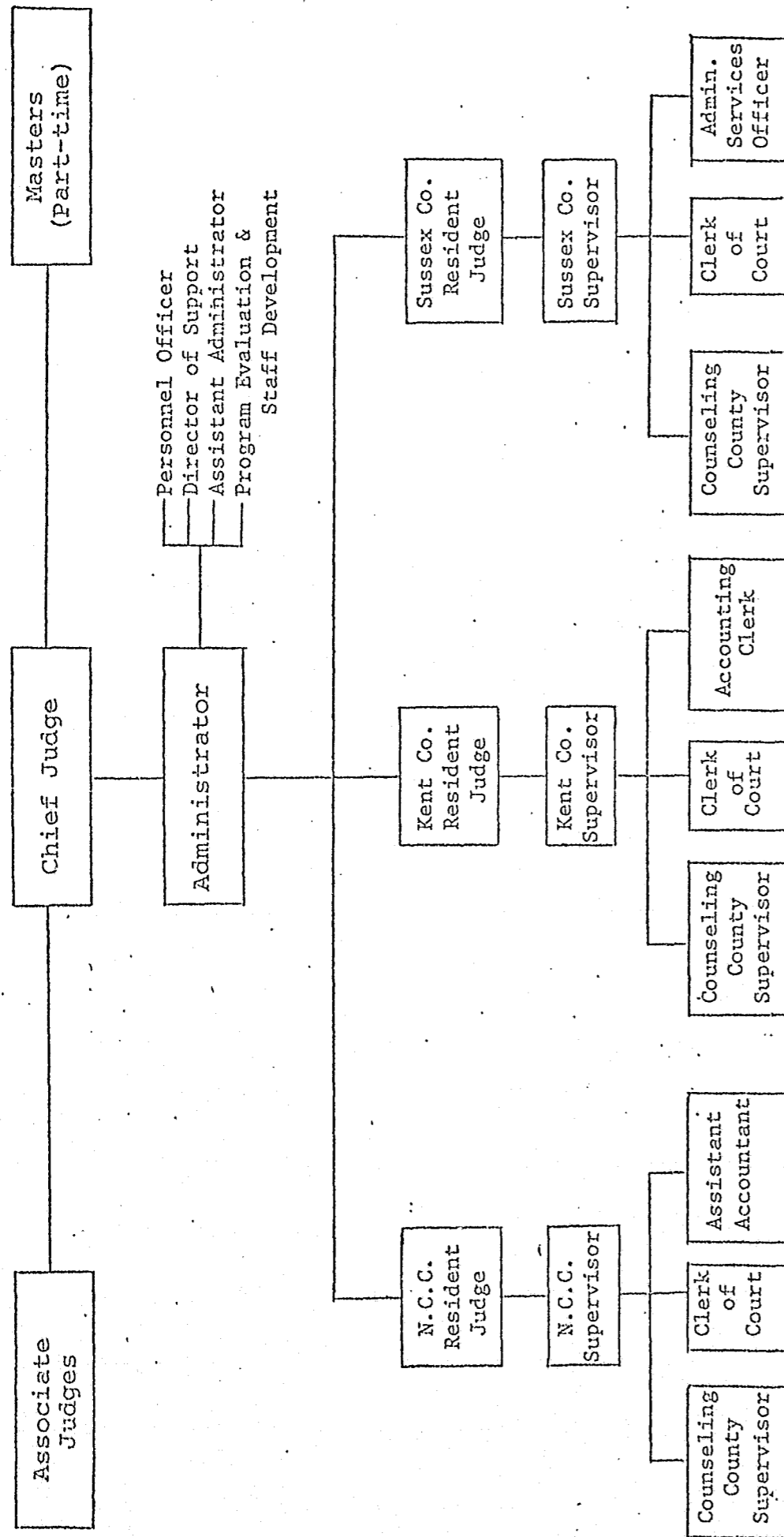
Figure 1 represents the structure of the Family Court as it existed throughout the operational periods of subgrants FA-6-72, FA-82-73 and, in part, 74-070. In reality "... the system was in fact a highly decentralized one with autonomous operations in each county."¹ In essence, the impact of this decentralized system produced three separate VIP projects, one for each court. As a result, the following problems became evident during the course of this investigation:

- o The inadvertance of the statewide administration and/or the County supervisors to pursue a more active role in the training of court staff on the utilization of volunteers, left resistance towards their use. The VIP Coordinators interviewed did not believe they had the authority needed to arrange or conduct staff training sessions.
- o Inadequate project monitoring by Court personnel resulted in a lack of uniform record-keeping procedures. Thus, information supplied to this evaluator was inconsistent from county to county.
- o In that operations within each of the three courts was largely autonomous, the attempt to share a VIP Coordinator between Kent and Sussex Offices was found to be difficult to operationalize. The former Kent/Sussex VIP Coordinators were hired by the Sussex Court rather than the State administration. Therefore, the Kent Office had little input into the selection. As a result, the Coordinator's loyalty in reality laid with the Sussex Office and as other tasks were assigned in that office, the Kent Volunteer Project slowly came to a halt.

In an attempt to centralize control of the Court, a reorganization of the Court's administrative structure was directed by Judge Thompson January, 1975. At this date, it is too early to ascertain the impact the reorganization has made upon the VIP project.

¹The Honorable Robert D. Thompson, "The Family Court Newsletter", "Message from the Chief Judge, Reorganization of Courts" Administrative Structure", February, 1975.

Organization Chart
 The Family Court For the State of Delaware
 (Effective September, 1971 through December, 1974)



V. Observations/Comments

- o Records indicated a total 100 of the 277 volunteers supplied direct contact with Court clients. Eighty of the 100 volunteers provided direct counseling (74) or related counseling services (6).
- o Documentation relating to the impact of the VIP project upon professional staff was not available. During interviews with Probation Counselor Supervisors in each of the three county Courts, the belief that the VIP project assisted the ability of professionals to concentrate their energies on more severely troubled clients was expressed. Mr. Ferriera assigned to the New Castle Office stated that in February 1975, forty clients had been the recipients of volunteer counseling. At the same time, his staff counseled approximately 45 clients per month per staff member. He believed an estimated manageable caseload size, whereby quality counseling could be provided, was forty. If the VIP project did not provide counseling assistance Mr. Ferriera's seven counselors would be responsible for an additional 5-6 cases each. The total caseload size would then grow to approximately 50-51, a total well over the "manageable" limit. While this point is well taken, it must be stressed that the major intent of the VIP project was aimed at the use of volunteers to reduce workloads and/or augment services provided by the professional staff. However, the majority of volunteer activity was of a clerical nature, thereby supplementing clerical staff, not professional staff.
- o Assistance in recruitment and assignment of volunteers was solicited and provided by volunteer organizations and educational/training institutions. Organizations supplying volunteers included Volunteers for Self-Help, Retired Senior Volunteer Program (RSVP), Delaware State College, United Council for Jewish Women, and Delaware Technical and Community College.
- o The lack of physical space in which to place volunteers providing service to the Court had hindered full development of the project since its inception.
- o According to some members of the Court staff, the small number of client referrals to VIP counseling services was purported to be the result of staff resistance toward the use of volunteers.

VI. Recommendations

1. It is recommended that VIP quarterly reports submitted to DARC contain the documented number of volunteer hours rather than estimates as to the extent of volunteer activity as previously presented.
2. Documentation of clients served e.g., number and type of clients, and length of time receiving volunteer service, should be maintained. Volunteers contributing clerical skills to the Court should maintain exact number of working hours served. Court staff to which these volunteers are assigned, could be accountable for such documentation.
3. In that the goal of the VIP project was to implement a statewide volunteer program, it is suggested that the Family Court's statewide administrative office pursue a more substantial role in achieving this end. Included in these activities should be the monitoring of uniform record-keeping procedures as well as arranging for much needed court staff training on the utilization of volunteers.
4. It is recommended that greater emphasis be placed on the recruitment and assignment of volunteers, in the area of counseling and related services. Documentation of professional staff activities; e.g., caseload size, number of client/counselor contacts, should be maintained so that future evaluation may measure the impact of the VIP project upon the role and function of professional staff.
5. Job descriptions for limited caseload volunteer counselors and Children's Room Supervisors should be developed.

Appendix A

Welfare and Human Relations Group
Probation and Parole Series

CLASS TITLE: Counselor II

CHARACTERISTICS OF THE CLASS:

Under general supervision, is responsible for the investigation of offenders and providing guidance, case work and counselling services for probationers, parolees, juveniles in aftercare programs, inmates of adult correctional institutions, residents of juvenile correctional facilities, residents of other Departmental facilities; and performs related work as required.

EXAMPLES OF DUTIES:

Provides counselling on an individual and group basis for probationers, parolees, juveniles on aftercare programs, inmates of adult correctional facilities or residents of juvenile correctional facilities or; to help them to achieve an adequate personal and community adjustment; conducts pre-sentence, pre-parole and other investigations to obtain information about clients and their problems; formulates and implements programs designed to influence offenders to observe the conditions of probation, parole and the laws of the community; arranges placements for those on aftercare, including own home, foster home, group home, etc.; makes visits to homes, places of employment and others to verify and obtain information about a supervisee's adjustment, problems and needs; plans and cooperates with community agencies for the treatment of client problems; cooperates with supervisory and administrative staff in the development, implementation and evaluation of division programs, policies and procedures; performs public relations work; provides liaison with courts and the Board of Parole; attends staff meetings; assists in training programs as required; keeps detailed records on all matters relevant to clients; writes reports; assists in the implementation of institution related programs and in the administration of Field Services facilities or aftercare facilities; does related work as required.

MINIMUM QUALIFICATIONS:

Training and Experience: Possession of a master's degree in Social Work from an accredited School of Social Work; or possession of a master's degree in Sociology, Psychology, Guidance, Criminology or Corrections and one year experience as a counsellor, case worker, probation or parole officer in an agency or institution adhering to acceptable case work standards; or graduation from an accredited college or university with a bachelor's degree, preferably in one of the behavioral sciences and two years of experience of the type specified above.

Knowledge, Abilities and Skills: Thorough knowledge of the principles, practices and techniques of corrections, particularly probation, parole, or aftercare for juveniles, and their application; a sound philosophy of corrections considerable knowledge and understanding of human behavior and the factors that influence such behavior, techniques of counselling and guidance; and understanding of and ability to perform a supervisory role; ability to organize, analyze information and effectively communicate verbally and in writing. Candidates must demonstrate definite capabilities for supervisory work.

Pay Grade 21

1/71

Three volunteer coordinators will be hired with experience in working with troubled youths, a knowledge of the Family Court or a knowledge of community resources. The coordinators must be able to relate to persons of all ages, backgrounds, skills, and abilities. They must have an understanding of human needs, behavior, motivation, and the ability to develop others' capabilities. They must also be skilled in communication, management and planning.

The educational requirement is a baccalaureate degree, preferably with a Master's degree in sociology, psychology or management. Other courses useful in preparing for this job are personnel administration, community organization, public relations, business procedures, writing and public speaking. Experience as a volunteer in community organizations will be recognized.

Each coordinator will be responsible for planning program establishment or development in his or her respective county. This includes recruitment, screening, training, placing and insuring the supervision of volunteers. Especially the latter duty will involve working in conjunction with department heads and staff, but the volunteer coordinators will be functionally responsible to the person directing special projects for the Family Court.

Applicants for the position will be recruited from the state civil service system, advertisements in local newspapers and contacts with existing volunteer organizations and volunteer coordinators. Selections will be made by the local Court administrators.

The coordinators will be trained by reading available literature and consulting with active volunteer coordinators from other agencies. When appropriate, the three coordinators will attend training conferences and work shops.

It may be necessary to recruit, screen and train only two coordinators if the present Sussex county coordinator does not go to graduate law school.

CLASS TITLE: Counselor I

CHARACTERISTICS OF THE CLASS:

Under supervision, is responsible for increasingly responsible probation and parole aftercare or institutional case work at a professional level.

EXAMPLES OF DUTIES:

Under supervision assumes increasing professional responsibility in quantity and quality for interviewing defendants, clients, probationers, parolees, their families and others including public and private agencies for the assembly, analysis, and evaluation of information about offenders for the purpose of assessing their personality, problems and needs, and community risk, makes recommendations to courts, regarding the dispositions of cases; makes appropriate placements for those on aftercare, including own home, foster home, group home, etc.; counsels and directs supervisees about the conditions of probation and parole including the requirements of reporting, payments of fines, costs, restitutions and problems of community adjustment; develops relationships with appropriate community resources such as schools, employers, courts, police, and other agencies and groups; visits homes, places of employment and others to verify and obtain information about a supervisee's adjustment, problems and needs; cooperates with and makes referrals to community agencies; cooperates with volunteers as directed; investigates violations, keeps detailed case histories and other records as required; after training may conduct group counseling sessions; attends classes, conferences, training programs for staff development, performs readings or other projects as required to increase knowledge and understanding of the administration of criminal justice, particularly probation, parole, and aftercare.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from an accredited college or university with a bachelor's degree, preferably in one of the behavioral sciences.

Knowledge, Abilities and Skills: Rudimentary knowledge of the sociological and psychological aspects of behavior; aptitude for the development of inter-personal relationships, interest in providing guidance for offenders; ability to communicate verbally and in writing; elementary grasp of interviewing techniques; ability to organize and report information; ability to maintain an acceptable appearance, cooperate with others and accept supervision.

General Clerical and Administrative Group
Typing, Stenographic and Secretarial Series

CLASS TITLE: Clerk Typist II

CHARACTERISTICS OF THE CLASS:

Under general supervision, is responsible for performing typing and clerical work of moderate difficulty; the work frequently requires public contact and may involve limited supervision over others; and performs related work as required.

EXAMPLES OF DUTIES:

Types statistical, medical, legal, scientific and other moderately difficult material from draft or transcribing machine; types letters, memorandas, reports and other narrative material; composes routine material; answers telephone; greets visitors; makes appointments; explains rules and regulations to the public; accepts cash and checks, issuing licenses, registrations and other documents; maintains less complex bookkeeping, financial, cost, time; and attendance and other records not requiring detailed knowledge; checks computations for accuracy and makes moderately complex and varied calculations, adjustments and tabulations; operates a variety of office machines and equipment.

MINIMUM QUALIFICATIONS:

Training and Experience: Graduation from high school or GED certificate, including coursework in typing, and two years of varied typing and clerical experience; additional experience of the type specified above may be substituted on a year for year basis for up to two years of the required high school education; successfully completed post high school training in clerical or business studies, including coursework in typing, may be substituted on a year for year basis for the required experience.

Knowledge, Abilities and Skills: Good knowledge of business English, spelling and commercial arithmetic; good knowledge of office practices and procedures; some knowledge of simple bookkeeping and records keeping.

Ability to plan and produce well-balanced and attractively arranged type written matter; ability to learn rapidly; ability to maintain moderately complex clerical records and to prepare detailed reports from such records; ability to meet with and deal effectively with the public.

Sufficient skill in typing to enable an applicant to complete 40 net words per minute.

APPENDIX B

JOB DESCRIPTION

CLERICAL VOLUNTEER

JOB: The Clerical worker augments the regular staff by performing new and/or non-routine procedures such as establishing filing systems, receiving telephone calls, keeping records up-to-date, typing special reports, etc. Emphasis is placed on completion of projects under limited supervision, some knowledge of standard office procedure and understanding and adherence to the need for confidentiality.

- DUTIES: 1. Carry out instructions from staff.
2. Work regularly 2-3 hours per week.
Commitment for indefinite period.

QUALIFICATIONS: Someone who has adequate typing ability and in detail of work, when such skill is required. Ability to keep confidentiality of records.

Pleasant person who is willing to help in areas of current need.

Interviewers

Case Processor: Preliminary Hearing Interviewer

Applications Counselor

Case Processor: Pre-Sentence Investigation

JOB DESCRIPTION: CASE PROCESSOR: PRELIMINARY HEARING INTERVIEWER

JOB: This position would involve reviewing the records (if available) of juvenile or adult defendants in custody prior to the hearing. These persons have been detained overnight - juveniles at Bridge House and adults at the police station. The volunteer would see the defendant while in custody, would determine the nature and extent of the offense and, if possible, learn the details of the offense from the complainant.

The defendant must be made aware of his rights and if he/she pleads not guilty to the charge, the volunteer writes a brief report to this effect. This exchange between volunteer and defendant must take place in the presence of witnesses.

The volunteer would learn whether or not the defendant needed or wanted an attorney or the public defender. Using judgment, the volunteer would also determine if the defendant could be released on his own recognizance or whether he should be taken into Court for the setting of bail by one of the Judges pending a hearing. If necessary, the volunteer would also find what witnesses were needed and would arrange to have them subpoenaed.

The case processors would be responsible (at times) for giving verbal and/or written reports to the Judge of his findings (from school, etc.) and recommendations. Volunteer is assigned to the Intake Department.

TIME COMMITMENT: Usually requires morning hours, one or perhaps two half days/week from 9:00 A.M. - 12:00 P.M. or one day 9:00 A.M. - 3:00 P.M.

QUALIFICATIONS: The case processing job requires a person with tact, the ability to develop judgment, and a cooperative relationship with the immediate supervisor in discussing cases and making decisions. Above all, the case processor must be sensitive to and identify with the needs of juveniles.

JOB DESCRIPTION

Applications Counselor

JOB: An applications counselor will supplement existing services offered by New Castle County Family Court. Following an established procedure, he or she will interview people coming to Family Court to make a complaint or discuss a family problem. Emphasis will be on listening and gathering information about the nature of the problem in order to decide whether there should be Court involvement or whether some other action is needed.

A regularly scheduled time and place for interviews will be established. The applications counselor will be trained for the position, will continually work closely with a casework supervisor, and will have access to designated Court files. He or she will not be involved in the Counseling or disposition of cases accepted by the Court.

DUTIES: 1. Be available for interviewing prospective Court clients at least three to four hours one day each week for a period of nine months to one year, One day or ½ day/week.

2. Conduct interviews to collect information, explore alternate courses of action, and reach a decision on whether or not Court involvement is indicated.

3. At the end of each interview, fill in appropriate blanks on the front of the fact sheet and write a brief narrative on the back.

4. When Court involvement is decided upon, set up appointments as needed and deliver records and application face sheets to the proper department.

5. Consistently record the time whenever fact sheets and accompanying records are picked up and returned to the secretary's desk.

6. Consult frequently with the casework supervisor. He or she is available for advice at any point during an interview.

7. Attend in-service training meetings as requested by the supervisor.

Job Description: Case Processor - Pre-Sentence Investigation

Job: To find and develop whatever relevant information is available on the client prior to sentencing and convey it to the Court Counselor and/or Judge. Reports should be written unless time does not permit and should include information regarding interviews with families and client himself/herself, school, employer, police checks, other agencies, and results of any tests (i.e. psychologicals, etc.) which have been requested by the Court.

In all cases a written report should be submitted. Only in rare cases, where time does not permit, will an oral report be used. When it is necessary to give an oral report, it should be followed up with a memo for the Court records including information about what was said, and placed in the clients folder.

Qualifications: Good interviewing techniques and an ability to develop, assemble, and summarize facts and interpretations in a coherent, concise, and meaningful form. Willingness to keep all information acquired confidential.

Counselors

Case Processor: Summary/Referral Organizer
School Liaison
Volunteer Tutor
Financial Counselor
Colunteer Counselor: Big Brother/Big Sister
Family Counselor
Case Processor: Case Report Organizer

JOB DESCRIPTION

CASE PROCESSOR: SUMMARY/REFERRAL ORGANIZER

JOB: Summaries include information about a client which is shared with other social agencies (either commital institutions, i.e. Ferris, Woodshaven-Kruse) or referral agencies (i.e. Mental Hygiene Clinic, Governor Bacon, etc.).

The compilation of some summaries requires information be "pooled" from the client's file of a social history nature - family background, behavior patterns and attitudes, mental and physical health. This type summary may require contact with the client.

Other summaries would also include relevant background information such as Court reports, psychological and school reports which have been pooled from the client's folder.

TIME:

QUALIFICATIONS: An ability to develop, assemble, and summarize facts in a coherent, concise, and meaningful form. Willingness to keep all information acquired confidential.

JOB DESCRIPTION: SCHOOL LIAISON

JOB: The School Liaison volunteer's job will be to assist Intake/Field Staff Counselor in obtaining relevant school information on a juvenile. The volunteer will secure necessary information regarding the juvenile's grades, assignments, aptitude, general school performance, and attendance and any other relevant information which will facilitate the counselor in working most effectively with the benefit of the juvenile in mind at all times.

As School Liaison, a volunteer will need to make contact with any of several school officials - guidance counselors, teachers, assistant principals, etc., either at the school or via telephone when the information is less immediately required. At the discretion of the Court counselor, the volunteer may meet with the juvenile in the school setting.

The information obtained by the School Liaison is to be shared with the Court counselor verbally and/or in a written report.

TIME: May vary weekly.

QUALIFICATIONS: Reliability, tact and persistence in dealing with the school system and an ability to establish a positive relationship with them; and respect for confidentiality. Interviewing experience is helpful but most important, a willingness to learn.

Job Description: Volunteer Tutor

Job: Provide academic instruction in a one-to-one or group basis to juveniles who are having or have had difficulty in their schooling. The juveniles may be referred from the Intake Staff (working with juveniles prior to their being adjudicated) and/or Field Staff (working with juveniles who are on probation or continuance).

Tutoring may be in a specific area or may be of a general remedial nature and should be structured in such a way that will increase the individual's learning capabilities and assist him/her in realizing positive results in academic achievement.

The volunteer tutor may need to contact the juvenile's regular school teacher to insure that the tutor is meeting the school needs of the juvenile as identified by the school personnel.

Time: Minimum of 2 hours/week depending upon the location of the tutoring session (child's home, school, community, youth group or the Court).

Qualifications: Knowledge and/or experience in tutoring programs; tact and persistence in dealing with the school system; patience and understanding in dealing with slow learners; and the ability to establish a friendly and helping relationship with the juvenile(s) being tutored.

Job Description: Financial Counselor

Job: Regardless of the nature of the legal/social problems that come through the Family Court, many may be due to or complicated by the financial situation of the client. Often, the adult client is unable to adequately manage his/her finances so as to provide minimum maintenance or support of the family unit.

The Financial Counselor will be referred to those persons who sincerely need and want the services of financial counseling. This counseling would include assisting the client and/or family in compiling a financial cost of living information data sheet (see attachment) so that the client may be made aware of where his/her income is going and how it may be budgeted more realistically.

The depth of the counseling relationship may be left to the discretion of the volunteer counselor. The relationship may be short-term with the client coming to the Court only once or twice, or long-term where the volunteer may conduct his counseling in the Court or home environment. The counseling situation may also indicate that the counselor contact creditors, loan companies, etc. and any other persons and/or agencies to which the client is financially obligated to act in a mediating capacity.

The Financial Counselor may also be assigned to work with the Support Department in arrearage cases which would necessitate a one-time contact only for the purpose of compiling a financial data sheet for the Judge at the Support hearing.

Time: Minimum would be an initial meeting with client to determine needs and if help is desired. Should be available to the Court a minimum of one hour per week.

Qualifications: Requires a knowledge of financial and budgeting needs and an ability to be sensitive to others needs in that area. Also, requires an understanding and patient listener and one who is able to deal with a variety of persons in the public.

Job Description: Volunteer Counselor (VIP Big Brother/Big Sister)

Job: Being a Volunteer Counselor requires the sharing of some free time with a juvenile in need, and helping him/her in every way possible to achieve a positive self-image, self-reliance, and capable of forming value judgements. The Volunteer Counselor, through concern and understanding, serves as a positive adult model for the youngster and his family.

The relationship of the Volunteer Counselor with his/her juvenile should reflect concern, understanding, and friendship. This concern may be shown in any various areas - being available for rap sessions, taking him/her on outings (possibly involving in family activities), taking the juvenile or participating in sports events, and assisting in finding job opportunities.

This job requires that there be an open communication channel between the Volunteer Counselor and the juvenile, and between the volunteer and the Court Counselor to whom the youngster is assigned. Both persons are concerned with meeting the needs of the juvenile, perhaps, through a developed case plan. In this effort, it is advisable that the Volunteer Counselor submit a monthly report to the Court Counselor and at the termination of the assignment, a written summary and recommendation regarding the juvenile.

If any questions/problems arise concerning Court matters (i.e. probation term, requirements, restrictions, violations, etc.) should be referred to the Court Counselor. Should be three to six months and/or the duration of the juveniles probation or continuance with the Court.

Time: Minimum 1-2 hours per week contact with the juvenile. Additional time may be needed for meeting/talking with the Court Counselor, reports, etc.

Qualifications: A mature, concerned citizen willing to hold to the necessary and consistent time commitment. Volunteer must show good judgement and possess an understanding and concern for youngsters in trouble and possess the ability to communicate this. The Volunteer counselor needs sound judgement and an ability to accept people from a variety of backgrounds.

JOB DESCRIPTION

FAMILY COUNSELOR

JOB: Volunteers in the Division of Alcohol Problems Unit will make one-to-one contacts with the spouses of those persons currently on probation in that Unit. The Division handles more male probationers than female, so contact will most often be with the wife.

Volunteers will be given names of persons to contact after the Court Counselor has had an initial counseling session with the husband and, hopefully, the wife (together).

The volunteer's first contact should be via telephone. At this stage, the volunteer should encourage the person (client) to participate in a group discussion (one night/week) at the Court which will be conducted simultaneously (but apart from) the group meeting held by the Alcohol Unit Counselors with their probationers.

These discussions will be designed so as to encourage the spouse to become involved in the Al-Anon Organization the purpose of which is to help the families of alcoholics understand and live with the problem of alcoholism and work toward a solution.

Volunteer contact with the client will terminate when the client becomes involved with Al-Anon and/or the spouse's probation expires.

TIME COMMITMENT: May vary depending upon the caseload of Alcohol Unit Counselors, possibly 4 - 6 hours/week.

QUALIFICATIONS: Ability to communicate, understand, empathetic. Volunteer must have a thorough knowledge of alcoholism as an illness and be able to convey an openness and friendliness toward client. Volunteer must keep information confidential other than sharing pertinent information with Court Counselors. Preferable to have active member of Al-Anon as volunteer.

JOB DESCRIPTION: Case Processor: Case Report Organizer

PURPOSE: To make a "working" file (from court file) for court counselor on each new case assigned to him/her.

- PROCEDURE:
1. Staple current disposition to left side of folder.
 2. Xerox and arrange in chronological order (Most recent, first) all pertinent information regarding the client, specifically:
 - (a) Social Background Material
 1. Prior Court reports
 2. School reports
 3. Psychological reports from the last year; notation can be made of any previous reports
 4. Evaluations from Shelter & Diagnostic Treatment unit and any other state agency involvement
 5. Medical information
 6. Correspondence regarding the client, specifically, i.e., schools, referrals made by counselor, letters of acceptance/rejection for services from another agency (this can be noted on a copy of the counselor's referral)
 - (b) Dispositions
Xerox all post dispositions regarding the client specifically
 - (c) Docket Sheet
Xerox docket sheet and note on it the disposition of each charge.
 3. Notation rather than xeroxing may be made regarding certain information:
 - (a) Note any discrepancies, i.e., "facts" that don't coincide with one another
 - (b) Note any family or personal patterns, tragic events, etc.
 - (c) Note any referral to Mental Hygiene
 - (d) Note any past charges which may not have not have been disposed of
 - (e) Note if any follow-up information is necessary i.e., if referral to another agency has not been acknowledged
 4. Request scheduled hearing dates

Special Projects

Transportation Volunteer

Volunteer Librarian

Job Description: Transportation Volunteer

Job: Provide transportation for Court clients (and/or family members) to other agencies, institutions, etc. for the sole purpose of Court-related business. This service need is to be determined by the Court Counselor based on his/her knowledge that the client has inadequate transportation on his own.

Transportation services are needed in several areas: (1) to convey client to-from various appointments which the Court has suggested or arranged - doctors, dentists, Mental Hygiene Clinic, Counseling/psychological appointments, etc.; (2) to provide parents a means of visiting children detained in Bridge House and other institutions; (3) to transport clients (especially juveniles) to preplacement visits which have been arranged by the Court. The latter provides a juvenile the opportunity to see where he is going and what community services are available.

Time: Preferably one day per week so that transportation schedule may be pre-arranged. If possible, to be "on-call" when emergency transportation is needed.

Qualifications: A driver's license, safe driving record, and adequate automobile insurance. (The volunteer is also covered by the Court's insurance when transportation service is being provided for the Court on Court time.) Volunteer should be reliable and on time

for appointments. The volunteer should also be aware that he is in a position to facilitate the "helping process" by demonstrating to the client a concern and friendliness. The volunteer needs a basic knowledge of Court procedures for dealing with juveniles in order to handle possible situations which may arise in transit.

JOB DESCRIPTION

VOLUNTEER LIBRARIAN

JOB: The LIBRARIAN will be responsible for the initial organization and setting-up of the Court library. This will require an assessment of material currently available in the library, deciding what materials should be in the library (based on staff input), and determining what tools (i.e., equipment, files, cards, cataloguing data) are needed to operate the library.

TIME: To be left to the discretion of the librarian. He/she will be the best judge of the amount of time necessary.

QUALIFICATIONS: Should be trained in the area of library science and, perhaps, have some knowledge of legal, social, and psychological literature necessary for a Court library.

APPENDIX C

NEW CASTLE

SUSSEX

KENT

Mr. Volunteer In Probation Application Form

Miss

NAME Mrs. _____ BIRTHDATE _____

ADDRESS _____

MARITAL
STATUS _____

CHILDREN-NAMES and AGES _____

TELEPHONE HOME _____ BUSINESS _____

OCCUPATION _____

EMPLOYED BY _____

ADDRESS _____

EDUCATION _____

Elementary or High School Grade Completed

College and/or Graduate School Degree

VOLUNTEER EXPERIENCE _____

PRESENT MEMBERSHIP COMMUNITY CLUBS/ORGANIZATIONS _____

HOBBIES/SPECIAL INTERESTS _____

REFERENCES-COMPLETE NAME, ADDRESS, AND PHONE NUMBER

a. _____

b. _____

c. _____

Signature

Date

TIME SHEET FOR: _____

LENGTH OF COMMITMENT: _____

VIP MONTHLY REPORT
(Statistical)

MONTH	MAY							Time In	Time Out	Initial
	S	M	T	W	Th	F	S			
1st Week										
2nd Week										
3rd Week										
4th Week										
5th Week										

MONTH	JUNE							Time In	Time Out	Initial
	S	M	T	W	Th	F	S			
1st Week										
2nd Week										
3rd Week										
4th Week										
5th Week										

MONTH	JULY							Time In	Time Out	Initial
	S	M	T	W	Th	F	S			
1st Week										
2nd Week										
3rd Week										
4th Week										
5th Week										

MONTH	AUGUST							Time In	Time Out	Initial
	S	M	T	W	Th	F	S			
1st Week										
2nd Week										
3rd Week										
4th Week										
5th Week										

- I. Total number of volunteers available. _____
- Number of VIP requests received from staff. _____
- Volunteers assigned to cases. _____
- Number of VIP terminations. _____
- Total number of registered volunteer groups. _____
- Total number of group volunteers. _____

- II. VIP applications received. _____
- Applicants interviewed. _____
- Applicants approved for training. _____
- Applicants in training. _____
- Volunteers approved for assignments. _____
- Number of hours of VIP service. _____

- III. Clients assigned to VIP's. _____
- Client/VIP relationships terminated. _____
- Number released from probation. _____
- Number requested by VIP. _____
- Number requested by staff. _____
- Number violations of probation. _____

IV. Areas of VIP activity:

One-to-One	_____	Intake	_____
Support	_____	Tutoring	_____
Clerical	_____		

MONTHLY REPORT

Volunteer's Name _____ Month _____

Cases Carried From Previous Month	Juv.	Adult	Total
Cases Assigned This Month	"	"	"
Cases Closed This Month	"	"	"
Cases Carried Forward	"	"	"

Interviews

Office		Field	
1. Client	_____	1. Client	_____
2. Collateral	_____	2. Collateral	_____
Total	_____	Total	_____

Court Reports Written _____
 Summaries or Reports to Others _____

Names of Cases Closed (designate Juv. or Adult)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Names of Cases Open (designate Juv. or Adult)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

THE FAMILY COURT OF THE STATE OF DELAWARE

Referral for VIP Services

To: Co-ordinator, VIP Services
 From:
 Re: Request for VIP Services

The undersigned person requests that VIP services be provided for the following:

 STAFF MEMBER

From: Co-ordinator, VIP Services
 To:
 Re: Request for VIP Services

Request for VIP services received and volunteer assigned.

Volunteer Assigned _____
 Date of Assignment _____

 VIP CO-ORDINATOR

APPENDIX D

Persons Interviewed

1. Michelle Hannahs, Program Monitor, Delaware Agency to Reduce Crime
2. Ralph Turner, Assistant Administrator, Family Court for the State of Delaware
3. Beverly Barnett, Program Evaluation and Staff Development Officer, Family Court for the State of Delaware
4. Bobby Benjamin, Volunteer Coordinator, New Castle County Family Court
5. Ellsworth Thompson, Assistant Volunteer Coordinator, New Castle Family Court
6. Daniel Meyers, Probation Counselor Supervisor, Sussex Family Court
7. James Truitt, Probation Counselor Supervisor, Kent Family Court
8. Jack Hearn, County Supervisor, Sussex Family Court
9. Pedro Ferrieira, Supervisory Unit Counselor Supervisor, New Castle Family Court
10. Sister Anita Kinz, Program Director, Volunteers for Self-Help
11. Cindy Morrow, Assistant Program Director, Volunteers for Self-Help
12. Jean Bussian, Project Director, Retired Senior Volunteer Program
13. William McDonough, County Supervisor, New Castle Family Court
14. Ronnie Harrison, Family Court Volunteer
15. Rosemarie Nichols, Family Court Volunteer
16. Natalie Crawford, Family Court Volunteer

END