

MEMORANDUM

State of Alaska Department of Administration Division of Personnel

To: Mila Cosgrove, Director

Date: March 11, 2005

Thru: Lee Powelson
Classification Manager

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Subject: Juvenile Justice Classification Study

The Department of Health and Social Services (DHSS) requested revision of job classes responsible for juvenile justice service delivery, supervision and management. The study included positions in the Youth Counselor, Unit Leader, Juvenile Probation Officer, and Youth Center Superintendent job classes.

The department believed the existing specifications were out of date and did not reflect the recent formation of the Division of Juvenile Justice (DJJ), which was completed in July 1999, the current organizational structure and reporting relationships, or the work currently performed in the agency. Specific goals were to: encourage career progression; update minimum qualifications; review the salary range assignment for internal alignment with other job classes; adopt descriptive and consistent job class titles; and consider additional levels to the class series.

New job class specifications were developed and implemented on April 1, 2004. This memo documents the findings of the classification study.

History

The DJJ was established on July 1, 1999. Until then child protection and youth corrections functions were both administered by Division of Family and Youth Services (now the Office of Children's Services). In July of 1999 authority to administer juvenile probation services and facility programming was transferred to the newly established division.

Since July 1, 1999, the McLaughlin Youth Center, Fairbanks Youth Facility, and Nome Youth Facility have been expanded, and new facilities have opened in Ketchikan, the Mat-Su, and the Kenai Peninsula.

The Youth Counselor I-III series was originally established in 1970. The class specifications were reviewed in 1980 and the minimum qualifications were revised in 1983. The Unit Leader specification was also created in 1970 with changes to the title and definition in 1979, 1980, and 1984. The Youth Center Superintendent I-II series

was created in 1968. In 1984 Youth Treatment Program Supervisor and Clinical Services Administrator were combined into the Youth Center Superintendent I, and the Youth Center Assistant Superintendent was merged into Youth Center Superintendent II, with subsequent minimum qualification revisions to both levels in 1997.

Prior to 1990 the general Probation Officer job class series was used for both adult and youth probation positions. That year the Alaska Police Standards Council adopted new regulations regarding certification of adult Probation Officers established in the Department of Corrections (DOC), causing a change to the job requirements for the DOC positions only. As a result youth probation positions were removed from the Probation Officer series, which was revised and retitled Adult Probation Officer for use exclusively by the DOC. The Juvenile Probation Officer I-IV series was created in May 1990. A revision to the minimum qualifications was incorporated into the Juvenile Probation Officer series shortly thereafter, with no subsequent changes.

Creation of the Social Service Program Administrator (SSPA) classification in 1997 established deputy director comparable positions for child protection and youth corrections programs. The two SSPA positions established in the DJJ function in this capacity with responsibility for statewide oversight of all facility and juvenile probation operations, and administration and program services.

Scope

The DJJ is a division of 449 permanent positions; 339 positions are allocated to the job classes under review. DJJ positions allocated to other classes were not reviewed during the study; these include executive level positions such as the SSPA and Division Director, administrative management and support positions, and environmental and food service workers.

The information gathered and reviewed in conducting the study included existing State of Alaska job class specifications, historical position descriptions and class study files, as well as relevant Alaska Statutes, Division of Juvenile Justice Standard Operating Procedures, and American Correctional Association standards pertaining to juvenile programs. Existing position descriptions were updated and submitted by the agency. Benchmark positions were chosen for review and analysis. Selected employees, supervisors and managers were interviewed about their duties.

DJJ staff provided technical expertise, information and advice. Along with Patricia Ware (Division Director), Robert Froehle (Nome Youth Facility Superintendent) acted as study coordinator and liaison for the DJJ. Mr. Froehle, Denis Weston (Unit Leader), and Eric Weatherby (Juvenile Probation Officer IV) acted as occupation information consultants for their respective areas of expertise.

Analysis

Establishment of the agency as a division, expansion of existing facilities, opening of new detention facilities, addition of probation and community-based detention programs, and incorporation of a restorative justice approach to increase and improve community and

victim restoration efforts have created a need to revise the facility management and professional probation series. The agency had concerns regarding potential lack of parity with positions requiring similar skills in other divisions. DJJ requested that the class study review the similarities and differences between the two components of DJJ: field probation services and juvenile facilities. Additional needs that prompted the request included the division's desire to encourage promotional opportunities between the juvenile facility and probation components of the agency, to promote a recruiting system that works for both urban and rural recruitment, and determine the appropriateness of levels of positions within the various series.

The positions under study are responsible for administering, managing, supervising, developing, implementing and/or performing juvenile justice program, service and operation planning, development and analysis. Class specifications at all levels were reviewed and revised. Minimum qualifications were updated for all classes. The Youth Counselor series was retitled Juvenile Justice Officer and the Unit Leader was retitled Juvenile Justice Unit Supervisor. The Youth Center Superintendent series was retitled Juvenile Justice Superintendent and a third level added to the series. A review of salary assignment for internal alignment was conducted for all classes under study.

<u>Former Title</u>	<u>SR</u>	<u>New Title</u>	<u>SR</u>
Youth Counselor I	11	Juvenile Justice Officer I	11
Youth Counselor II	13	Juvenile Justice Officer II	13
Youth Counselor III	15	Juvenile Justice Officer III	15
Unit Leader	17	Juvenile Justice Unit Supervisor	18
Youth Center Superintendent I	19	Juvenile Justice Superintendent I	19
Youth Center Superintendent II	21	Juvenile Justice Superintendent II	21
New	—	Juvenile Justice Superintendent III	22
Juvenile Probation Officer I	13	Juvenile Probation Officer I	14
Juvenile Probation Officer II	16	Juvenile Probation Officer II	16
Juvenile Probation Officer III	18	Juvenile Probation Officer III	18
Juvenile Probation Officer IV	19	Juvenile Probation Officer IV	20

The new job class titles are used hereafter.

Positions excluded from the revised job classes.

DHSS requested that an additional, higher level be added to the Juvenile Justice Officer series to reflect the responsibility for supervision of juveniles in a community detention program. Juveniles in the community detention program sleep at home at night and report to the institution in the morning. They attend school and have meals at the facility, then continue detention under the direct supervision of Juvenile Justice Officers stationed off-site at the Boys Club in Anchorage, until picked up by a parent or care provider. Juveniles assigned to community detention are first screened for suitability for the program. Those adjudicated for serious crimes such as assault and rape are not

selected. At the time of the study, the community detention program operated only in Anchorage. A similar program and accompanying services are expected to expand to other communities in the future.

Comparison of the community program with other detention programs, and the community program positions with other youth counselor positions, did not reveal significant differences in function, type or complexity of duties that would warrant creation of a higher level in the series. The duties, responsibilities, and level of authority are essentially the same.

The agency also requested creation of a Juvenile Probation Officer V to recognize the responsibilities of PCN 064509. This Central Office position serves as the statewide field probation and restorative justice policy advisor, is responsible for broad program coordination and development in the area of policy development and budgetary matters, develops policies and practices, and supervises staff development efforts.

PCN 064509 does not directly perform, implement or supervise the provision of juvenile probation services, carry a caseload, or make arrests; therefore allocation to the Juvenile Probation Officer series is not appropriate. PCN 064509 was allocated to the existing class of Social Services Program Officer. Social Services Program Officers coordinate and provide direction to major statewide social or youth services programs, assist the director in developing and determining program direction, and are consultants to executives, managers and other agencies regarding policy, procedure and program evaluation. The duties of this position align closely with the definition of Social Services Program Officer; this class is more suitable for placement than the Juvenile Probation Officer series.

A Unit Leader (PCN 063484) recently received a change in assignment resulting in allocation to a Social Services Specialist. A Juvenile Probation Officer III (PCN 064572) responsible for training and curriculum development was moved to the more appropriate classification of Training Specialist. Two Juvenile Probation Officers III (PCNs 064595 and 063273) responsible for program development and implementation, rather than direct probation services, were allocated to Associate Coordinator. A Juvenile Probation Officer IV (PCN 063357) responsible for developing, coordinating and implementing grant programs and services became a Social Services Program Coordinator. The remaining permanent and nonpermanent positions included in the study were allocated to the new or revised job classes.

Continued flexible staffing of Juvenile Justice Officer I/II and Juvenile Probation Officer I/II positions is maintained. The type and variety of training necessary to perform the work proficiently requires an entry level training period that extends beyond the probationary period. The nature of the work also requires close supervision during the training period. The DJJ updated the flexible staffing training plans for both series to reflect the new specifications and current training requirements.

Whereas no positions were allocated to Youth Corrections Operations Manager, that job

class is abolished.

Minimum Qualifications

The minimum qualifications for all classes were revised. The specifications were updated to reflect current requirements for education, experience and conditions of work (rotating schedules, tuberculosis vaccination, etc.), and distinguish between qualifications required at the time of application from those required at the time of appointment or immediately after. For example, previous requirements called for a valid Alaska driver license at the time of application. The new specifications require eligibility for a license to allow persons not currently holding a valid Alaska license to apply. A criminal records check is required prior to appointment; however, determination of the existence of criminal history occurs after hire due to the time required to process fingerprint records.

High school and college education requirements were revised throughout the class specifications to ensure a consistent career path for advancement. Standard language was included to express the requirements and to reflect continuing professionalization of the work at the supervisory and management levels. Changes had a concurrent narrowing and broadening effect. A bachelor's degree (with no experience substitution) is now required for the Juvenile Justice Superintendent and Juvenile Probation Officer III and IV classes. Public administration was added as a qualifying degree field for the Juvenile Justice Superintendent.

An education substitution for one year of the required experience was added to Juvenile Justice Unit Supervisor, broadening the minimum qualifications of the class.

Revisions to Juvenile Justice Officer I resulted in overall broadening of the experience requirements by allowing appropriate volunteer work to qualify. Childcare was removed as an option because it was too broad to be useful as a predictor of performance. Juvenile Justice Officer II and III qualifications remained essentially the same.

The experience requirements for Juvenile Justice Unit Supervisor were increased from one to two years of appropriate experience. This reflects the need for candidates to have more exposure to the increasingly complex client mental health conditions (e.g. FAS/FAE, dual diagnosis, etc.) and family situations prior to assuming a Juvenile Justice Unit Supervisor position. Progressively increasing years of qualifying experience is more consistent with the work complexity and increasing responsibility as employees proceed up the career ladder.

The experience requirements for Juvenile Justice Superintendent I remained essentially unchanged. The requirements for Juvenile Justice Superintendent II are similar to the previous requirements with some adjustment for consistency with the rest of the series. Juvenile Justice Supervisor III is a new level of the series.

The experience qualifications for Juvenile Probation Officers were updated for consistency with language and references in the new specifications for institutional

positions.

Salary Alignment

The salary range of a job class is determined based on internal consistency within the state's pay plans, in accordance with merit principles, with the goal of providing fair and reasonable compensation for services rendered, and maintaining the principle of "like pay for like work." In evaluating internal consistency the difficulty, responsibility, knowledge, skills, and other characteristics of a job are compared with job classes of a similar nature, kind, and level in the same job group and family or related job families.

In determining proper salary placement for job classes in the study, comparisons were made to classes in the Legal, Judicial and Law Enforcement job group (class codes P7XXX). Job classes used by the Alaska Military Youth Academy series (class codes P312X) were also compared.

The Alaska Military Youth Academy (AMYA) is a state-run, quasi-military, secondary training and educational institution accredited by the Northwest Association of Schools and Colleges and is one of the National Guard Youth ChalleNge Programs for "at-risk" youth located throughout the United States. The AMYA operates the Youth ChalleNge Program and the STARBASE Program in Alaska, both are National Guard youth programs located throughout the United States. AMYA is a division within the Department of Military and Veterans Affairs.

Juvenile Justice Officers

Positions in this series implement therapeutic programs for juvenile offenders that incorporate the restorative justice approach to community protection, offender accountability, and competency development for residents and their families. Juvenile Justice Officers participate in the development and implementation of short and long-term treatment plans containing components for behavior modification, victim and community restoration, education, life skills, and substance abuse education. They have primary responsibility for a designated number of cases. Incumbents are responsible and accountable for the security of juvenile justice facility buildings, residents, staff and visitors. Juvenile Justice Officers provide treatment and services along a rehabilitative continuum. They may also have charge of juveniles in the community. The series consists of a trainee, journey, and lead level.

The AMYA Team Leader, salary range 13 (SR 13), supervises cadets enrolled in the Academy program. The Team Leader is responsible for the control, supervision, health, welfare, and safety of a group of cadets. This is the full proficiency (journey) level.

The AMYA Platoon Leader (SR 15) is responsible to oversee cadets by leading the work of subordinate Team Leaders including assigning, monitoring and evaluating work, and participating in the selection process. Senior Team Leaders provide training in life skills and performance-based counseling to youth.

Criminal Justice Technicians perform paraprofessional work in support of

commissioned, certified or other law enforcement professional staff in the development, analysis or implementation of institution, division, department or state-wide law enforcement, public safety or criminal justice programs in any of the following: monitoring, control, inspection, enforcement, investigations, public information, case preparation or program administration.

Criminal Justice Technicians I (SR 12) perform systematic, recurring assignments without frequent review based on specific instructions or established statutes, regulations, policies and procedures. Incumbents may recommend and implement process or procedural changes and typically administer less complex programs. Criminal Justice Technicians II (SR 14) perform a variety of advanced paraprofessional work including program specific research, investigation, reporting and procedural drafting. Assignments are carried out independently in accordance with and through interpretation of standard practices, rules and regulations. Incumbents draft and implement policy or regulation changes and typically administer more complex programs.

Social Services Associate positions provide technical level assistance, information and referrals to individuals, families, groups and communities in need of social services. Social Services Associate I (SR 10) is the trainee level of the series. Incumbents receive training to develop the knowledge, skills and abilities necessary to provide technical casework assistance in support of professional social service staff and to provide basic information regarding available social services and referrals to clients and the public. Social Services Associate II (SR 12) is the journey level. They assist professional staff by performing activities in support of a variety of social service programs, such as obtaining services identified by the individual assessments and case plans, routine case monitoring, preparing and filing court documents and obtaining supporting information as directed by the professional staff. The work may include leading the work of Social Service Associate trainees and general clerical staff.

Correctional Officers are responsible for the custody, security and reformation of prisoners in an adult correctional institution. Correctional Officer I, II, and III represent the entry/trainee, journey, and lead levels of the series and are assigned SR 11, 13, and 15, respectively.

Juvenile Justice Officer salary ranges are currently placed one range higher than technical level classes responsible for social service and enforcement support such as Social Service Associate I-II and Criminal Justice Technician I. In each of these class series the journey level is placed at SR 12. Criminal Justice Technician II (SR 14) is an advanced level. The lead level Juvenile Justice Officer III is SR 15. Due to the greater variety, scope of work and training required at the trainee, full proficiency and lead levels, the one-range difference at each level continues to be warranted.

The current salary range assignment of Juvenile Justice Officer I-III and Correctional Officer I-III are parallel at SR 11, 13, and 15. Both series perform the primary duty of supervising offenders in an institutional setting to ensure public safety, a technical level

function. The Juvenile Justice Officer II and III, Correctional Officer II and III, AMYA Team Leader and Platoon Leader represent the full proficiency and lead levels of each series. Incumbents control, monitor and provide training to adults or at-risk youth, provide discipline, prepare reports, and observe and evaluate the mental and physical well-being of persons entrusted to their care..

Juvenile Justice Officers do not supervise an organizational unit nor have full supervisory authority (employing, disciplining or adjudicating grievances of subordinates) over other Juvenile Justice Officers as do Juvenile Justice Unit Supervisors. They do not have the authority and responsibility level of adult or juvenile probation officers, thus salaries are assigned to lower ranges. Salary range assignment for the Juvenile Justice Officer I, II, and III will continue at SR 11, 13 and 15.

Juvenile Justice Unit Supervisor

Incumbents of this job class manage, supervise, and implement juvenile justice detention and long-term programs. They are responsible for the security, administration and efficient operation of detention or treatment units comprised of a day, evening and graveyard shift where safety, order and security, in addition to rehabilitation and treatment implementation is a daily focus for all facility residents. Positions are responsible for developing and implementing treatment plans containing components for behavior modification, victim and community restoration, education, life skills, and substance abuse prevention. Incumbents manage 24-hour operations through direct supervision of Juvenile Justice Officers III functioning as shift leaders. The Juvenile Justice Unit Supervisor is currently assigned to SR 17.

The primary role of AMYA Supervisor I and II positions is supervising, through subordinate staff, the activities of the Military Youth Academy. The Academy provides secondary training and education for youth at risk, rather than therapeutic programs for juveniles adjudicated of a crime. AMYA Supervisors I (SR 17) supervise and manage an operational section or serve as an assistant manager of the Cadre Section of the ChalleNGe program. They ensure effective program administration and staff supervision. The AMYA Supervisor II (SR 19) serves as the overall supervisor of the Cadre Section of the ChalleNGe program, or the sole supervisor of a complex program administered by the AMYA, such as the Starbase program. AMYA Supervisors I and II have substantial responsibility for the exercise of independent judgement in employing, disciplining, or adjudicating grievances of subordinates.

Correctional Officers IV (SR 18) supervise and direct correctional security employees engaged to secure adult offenders in an adult correctional institution or during transport. Positions are responsible for the operation of the facility, or for designated parts of the facility. However, overall management of facility operations and administrative functions is the responsibility of the Correctional Superintendent or Assistant Correctional Superintendent. Positions exercise full supervisory authority over subordinate Correctional Officers.

The duties, authority and responsibilities of Juvenile Justice Unit Supervisor and

Correctional Officer IV are very similar. The duties of the AMYA Supervisor at either level are less so, and they deal with non-adjudicated youth. Both the Correctional Officer IV and Juvenile Justice Unit Supervisor supervise an organizational unit in a correctional facility and exercise full supervisory authority over subordinate technical level employees implementing correctional programs. The emphasis on treatment and rehabilitation adds scope and variety to the work of Juvenile Justice Unit Supervisors. Alignment with Correctional Officer IV is appropriate. Juvenile Justice Unit Supervisor is assigned to SR 18.

Juvenile Justice Superintendents

Incumbents of this series direct the management and implementation of juvenile justice detention and/or treatment programs in a 24-hour juvenile justice facility. They ensure programs, services and training provided by the facility incorporate the restorative justice approach to community protection, offender accountability, and competency development for residents and their families. Positions are responsible for planning, administration, budget, operations, maintenance, logistics, treatment, training and coordination of community activities related to facility functions. Juvenile Justice Superintendents manage programs and facility operations through direct supervision of professional, administrative, program, and detention juvenile justice unit supervisors. Levels of the series are distinguished by size of physical plant, number of staff, number of residents, scope of responsibility, administrative responsibility for multiple facilities, and operating budgets.

Salary range placement for Juvenile Justice Superintendent I and II is currently SR 19 and 21. The closest comparison classes are the adult Assistant Correctional Superintendent (SR 19) and Correctional Superintendent (SR 21). Assistant Correctional Superintendents assist Correctional Superintendents in administering a correctional institution by managing assigned functions within the facility. Correctional Superintendents have full responsibility and authority for management and administration of all elements of a single adult correctional facility, directly or through subordinate supervisors. Both classes are fully supervisory.

Juvenile Justice Superintendents I have full responsibility for management of a single juvenile residential institution or an organizational unit of comparable size, for instance multiple units at the McLaughlin Youth Center in Anchorage. The Juvenile Justice Superintendent II is assigned responsibility for a geographic region and oversees individual institutions through subordinate Juvenile Justice Superintendents I, in addition to directly managing the Fairbanks Youth Facility. Juvenile Justice Superintendent III represents an additional, higher level of the series. The incumbent directly manages McLaughlin Youth Center, the largest juvenile residential facility in Alaska.

The duties, responsibilities, authority and span of control of the Juvenile Justice Superintendent I and II are comparable to the Assistant Correctional Superintendent and Correctional Superintendent. While adult correctional facilities tend to be larger than juvenile facilities, the greater emphasis on rehabilitation and treatment lends additional scope to the work of Juvenile Justice Superintendents, as does oversight of

multiple institutions in a designated region at the Juvenile Justice Officer II level. Salary assignment for Juvenile Justice Superintendent I and II will continue at salary ranges 19 and 21, respectively.

The AMYA Manager, SR 23, is a single position job class responsible for the day-to-day statewide management and administration of Academy facilities and programs, the division budget, and execution of special projects. This position is designated as the primary assistant to the AMYA Division Director for operational and administrative functions with overall management and supervisory responsibility for the entire AMYA, and assists the Division Director in implementing administrative policies and oversight of administrative processes. In the DJJ, a much larger division, two Social Services Program Administrators responsible for juvenile justice programs and field operations perform this function. The Social Services Program Administrator class, also SR 23, has comparable management and budget responsibilities to the AMYA Manager, exercises similar control over operations and directly assists the DJJ Division Director. This is a higher level position than the Juvenile Justice Superintendent III.

The new job class of Juvenile Justice Superintendent III is warranted by the greater number of programs, detention units and residents, the extensive operations, greater budget and financial management responsibilities, administrative and supervisory span of control, and complexity of work managing McLaughlin Youth Center. In addition the position is a regional supervisor with responsibility for oversight of other facilities through lower level superintendents. Salary placement at SR 21 would not recognize the responsibility level of the position, or the traditional differential for a higher supervisory level in the same series. Therefore, Juvenile Justice Superintendent III is assigned to SR 22.

Juvenile Probation Officers

Juvenile Probation Officers determine if an offender should be detained in a juvenile justice institution or diverted to a community probation program, determine conditions of probation, evaluate the risk the juvenile represents to the community, develop an individualized treatment plan for the offender. Treatment plans identify the continuum of care that will be received by the juvenile and contain components for behavior modification, victim and community restoration, education, life skills, and substance abuse intervention. They participate in treatment team meetings and decisions, perform individual and family intervention and skill development, and make home visits.

Adult Probation Officers are employed in the Department of Corrections. Adult Probation Officers I-VI are assigned SR 14, 16, 18, 20, 21 and 22. The series includes a broad range of adult probation work. Adult Probation Officers perform, supervise, or administer probation/parole services to an adult offender population in an institutional or community setting for the Department of Corrections. Adult Probation Officers apply professional knowledge of probation and parole principles and practices in the performance of assignments such as caseload management involving office and/or field work, pre-sentence investigation and report writing, intake, and the supervision and guidance of parolees/probationers, including monitoring and evaluating behaviors and

rehabilitation efforts to assess suitability for obtaining or remaining on probation/parole. Incumbents may conduct research on probation problems, train new probation employees and interns, provide consultation and advice to members of related professions and community organizations, or plan, conduct, coordinate and evaluate probation/parole services and programs. In addition to the normal duties and responsibilities associated with probation/parole, this series also includes a range of other work situations and specialty emphasis within the field of probation, such as testifying in superior court and at hearings, conducting revocation, incarceration, rehabilitation and treatment programs.

Juvenile Probation Officers I - IV are currently assigned to SR 13, 16, 18 and 19. Juvenile Probation Officers perform, implement, develop and/or manage juvenile justice probation programs and services for juvenile delinquents legally designated as minors (typically 18 years of age or less) who have been adjudicated of a crime. Juvenile Probation Officers are officers of the court with authority to revoke probation and make arrests. They ensure probation programs, rehabilitative services and treatment planning incorporate the restorative justice approach to community protection, offender accountability, and competency development for juvenile offenders and their families.

Juvenile Probation Officer I is the trainee level in which incumbents are trained in case management including secure and non-secure levels of probation supervision, probation rehabilitation and detention of juvenile offenders, restoration of victims and communities, case documentation, treatment planning and implementation, court processes and procedures, and the duties of an officer of the court.

Juvenile Probation Officer II is the full proficiency level of the series in which positions independently perform the full array of juvenile probation services. All positions routinely carry a full caseload of varying difficulty, develop and implement individualized probation rehabilitation services, are charged with custody of offenders, and execute their duties as officers of the court.

Juvenile Probation Officer III is the first full supervisory level of the series. Positions are assigned to hire, train, motivate, supervise and discipline professional Juvenile Probation Officers I and II performing probation services in a geographical district or organizational unit of comparable size and activity level.

Juvenile Probation Officers IV manage the development, implementation and supervision of juvenile justice probation programs and activities in a geographic region. They are responsible for oversight, review and management of fiscal resources. Positions are assigned full supervisory responsibility for subordinate professional staff.

Positions in the Adult Probation Officer series perform, supervise, or administer probation/parole services to an adult offender population in an institutional or community setting. The series covers a broad range of probation work. Duties include caseload management involving office and/or field work; pre-sentence investigation and report writing; intake; and the supervision and guidance of parolees/probationers, including

monitoring and evaluating behaviors and rehabilitation efforts to assess suitability for obtaining or remaining on probation/parole. Incumbents may conduct research on probation problems, train new probation employees and interns, provide consultation and advice to members of related professions and community organizations, or plan, conduct, coordinate and evaluate probation/parole services and programs.

Adult Probation Officer I (SR 14) is the entry trainee level. Incumbents receive training in the adult probation process, theories and practices on-the-job and through completion of a department sponsored training academy. Positions do not perform the complete range of duties generally encountered at the full performance level.

Adult Probation Officer II (SR 16) is the full performance level of the series: positions are assigned a comprehensive, diverse caseload requiring a working knowledge of adult probation programs, policies and procedures. The duties and responsibilities of Juvenile Probation Officers I and II, while specializing in the rehabilitation of juveniles rather than adults, are essentially the same as are the knowledge, skills and abilities to do the work.

Adult Probation Officer III (SR 18) is the first level supervisor over a probation unit or district office. Adult Probation Officer IV (SR 20) is the first managerial level responsible for directly managing the offender classification unit or a large and complex adult probation office through subordinate supervisory Adult Probation Officers III. Adult Probation Officer V (SR 21) is the second managerial level responsible for the management and administration of all elements of community-based probation program services in a region. Adult Probation Officer VI (SR 22) is the third managerial level. The position serves as an assistant to the Director and performs specialized research, program development, implementation and administrative duties in support of statewide programs.

The Adult Probation Officer series contains several supervisory levels necessary to manage large probation offices providing services to a large client population. The Juvenile Probation Officer series, with smaller facilities and a smaller client population, has two supervisory levels. Both Adult Probation Officers III and Juvenile Probation Officers III function as first level supervisors over a probation unit or district office. The scope of work, span of control and supervisory authority are very comparable.

Adult Probation Officers IV manage large and complex probation offices through subordinate full supervisors. This is comparable to the Juvenile Probation Officer IV. While the Juvenile Probation Officer IV and Adult Probation Officer V are both identified as regional managers, Adult Probation Officers V manage regions of greater size and scope. There is no counterpart in the Juvenile Probation Officer series to the Adult Probation Officer VI.

The minimum qualifications for both the Adult Probation Officer and Juvenile Probation Officer series are similar. As a condition of continued employment Adult Probation Officers are required to obtain a basic probation officer certificate issued by the Alaska

Police Standards Council (APSC) within 14 months of hire, while Juvenile Probation Officers are not subject to APSC standards and do not require certification. However the minimum qualifications for both series require college education or allowable work experience as a substitution for education at each level. The full-performance, supervisory, and management levels require progressively responsible work experience as the series moves upward. Both require possession of an Alaska driver license.

The Social Worker I-III, SR 14, 16, and 18, Social Worker I-III (Children's Services), SR 15, 17 and 19, and Children's Services Specialist SR 15, 16 and 17, class series were considered; however, these classes are not useful for comparison. Social Workers focus on either protection of vulnerable adults or abused and neglected children, social case work services for residents of the Pioneers Home, or work with public assistance clients having significant barriers to self-sufficiency. There are statutory requirements for State licensure as a social worker and the requirement for a bachelor's degree specifically in social work. The law does not permit a related degree (such as sociology, psychology or criminal justice), or work experience to substitute for the specific degree. The minimum qualifications of the Social Worker series reflect the requirements in law.

The Children's Services Specialist series is the non-licensed counterpart to the licensed Social Worker (Children's Services) series. Children's Services Specialist was created for use solely by the Division of Family and Youth Services (now the Office of Children's Services) to address the high level of turnover and recruitment difficulties.

For purposes of internal alignment, Juvenile Probation Officers are most similar to Adult Probation Officers. Both series are responsible to correct and rehabilitate offenders, ensure public safety, and serve as officers of the court. Juvenile Probation Officers I - IV are assigned SR 14, 16, 18 and 20, respectively.

Overtime Eligibility

The positions included in this study were reviewed for compliance with the overtime provisions of the Fair Labor Standards Act (FLSA) in effect on April 1, 2004. Juvenile Justice Officer I-III positions are paraprofessionals who focus on the safety and security of residents, staff and visitors, and implement juvenile justice policies, procedures and plans developed and approved by higher level staff. Juvenile Justice Officer III positions, in addition, lead lower level Juvenile Justice Officers by assigning, monitoring and evaluating their work; however, that duty does not rise to the level of full supervisory responsibility to employ, discipline and resolve grievances. That authority rests with the Juvenile Justice Unit Supervisor. Juvenile Justice Officers I-III remain overtime eligible.

Juvenile Justice Unit Supervisor, Juvenile Justice Superintendent I-III, and Juvenile Probation Officer III positions all have responsibility for supervision and management of an organizational unit, the unit being of progressively greater size and scope (unit, institution, region) at each higher class level. They have substantial authority to employ, discipline, and resolve the grievances of employees. In addition Juvenile Justice

Superintendents II-III and Juvenile Probation Officers IV have significant responsibility for major policy and procedure development and implementation. The work of Juvenile Justice Unit Supervisors, Juvenile Justice Superintendents I and Juvenile Probation Officers III falls under the executive definition for exemption under the FLSA. Juvenile Justice Superintendents II-III and Juvenile Justice Probation Officers IV fall under both the executive and administrative definitions. These positions are not overtime eligible.

The rules defining white-collar exemptions contained in the FLSA were later revised by the United States Department of Labor. These positions continue to meet the criteria for exemption under the revised regulations.

Final Class Specifications and Allocations

The new and revised class specifications are available on Workplace Alaska. The allocations spreadsheet was previously distributed to the department.

cc: Patricia A. Ware, Director
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