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State of Oklahoma

Management Analysis of OKLAHOMA CHILDREN'S CENTER

Prepared by

Office of Personnel Management

James C. Thomas, Administrator

December 1983

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INTRODUCTION:

This is the second in the series of three reports. Some of the information in this report duplicates information presented in the D&E and ITC report. It has been included so that a reader only interested in Oklahoma Children's Center (OCC) need not read the earlier report.

The information contained in this report represents a study of the Oklahoma Children's Center (OCC) located in Taft.

The study was performed at the request of, and by the authority of, Mr. Robert Fulton, Director of the Department of Human Services (DHS). He asked the Office of Personnel Management (OPM) to conduct studies of organizational and personnel issues at D&E and ITC in Sand Springs, at the Oklahoma Children's Center in Taft and at the Central Oklahoma Juvenile Treatment Center in Tecumseh.

This study of OCC was conducted by OPM staff members: Mr. Jim Howard, Assistant Administrator; Mr. Tom Rickner, Senior Personnel Specialist; Mr. Randy Adams, Personnel Specialist; and Ms. Caroleen Carman, Personnel Specialist. The scope of this study included organizational structure, personnel policies and procedures, and employee relations and morale. It was not the intent of this study to assess or evaluate DHS programs and services provided by these facilities, except as they relate to the above named issues.

At the time of this study both the state office of DHS and the facility had undergone recent changes in administrative personnel. Changes in policies, procedures and personnel were continuing during the period of this study.

While many of the findings in this report are critical -- the attitudes and quality of all employees -- were found to be exceptional.

PART I: HISTORICAL PERSPECTIVE

The original state facility located at Taft, Oklahoma, was separated into two functional and geographical areas known as the Taft Training School for Girls, or "South Campus" and Taft State Hospital or "North Campus." The South Campus was legislatively placed under the jurisdiction of the DHS in 1961,¹ and the North Campus was transferred by legislation from the Department of Mental Health to DHS and retitled Oklahoma Children's Center in 1970.² By the Executive Order of April 1980,³ the South Campus became a portion of the Department of Corrections. The present facility encompasses only what was known as the North Campus.

The initial mission of the facility when placed under DHS was the care and supervision of children placed in the custody of the Department who were adjudicated as in-need-of-supervision, deprived or delinquent.⁴

An interim court order⁵ issued in October of 1981, the passage of the McCorkell Bill⁶ and the closing of Boley State School in 1983, dramatically changed the type, tenure and number of residents, and the disciplinary measures -- restraints -- permissible to apply to residents. While the general mission of the facility remains the treatment, care and security of juveniles, the changes in the resident population and restraints allowed have had an impact on the organizational and staffing requirements. The development of a more defined staffing pattern for direct service employees called the "prototype" has been the most noticeable response to these changes.

OCC has five residential cottages, a crisis management cottage, and a reception cottage with a total capacity of 94 residents. At the time of this study, the census at the facility was 60 residents.

There are 195 employees at OCC, composed of a 76-member direct care staff, a 37-member professional staff, a 19-member security staff, a 14-member maintenance staff, a 17-member food service and supply staff and a variety of other clerical and administrative staff members.

PART II: METHODOLOGY

In order to accomplish a study of this magnitude, it is necessary to gather pertinent data and information from a variety of sources. The following methods were agreed on by team members in order to assure uniformity of information collected by each member. Due to the breadth of this study, data collection was divided into five stages to assure that adequate information and documentation was secured.

Stage 1 - Background Information

The on-site portion of the study was begun on Tuesday, September 20, 1983. The first stage of the study consisted of interviewing employees to ascertain working conditions, employee morale and employee perceptions of institutional adherence to established rules, policies and procedures. Employees interviewed fell into two categories, those randomly selected by the study team and those who requested an interview. Staff at all levels and on all three shifts were provided an opportunity to participate in this stage of the study. The interviews were conducted in such a manner as to allow maximum employee input on subjects covered. Subjects included operational procedures and policies, employee classification, DHS

personnel policies, the McCorkell Bill, treatment program for residents, the prototype and employee morale.

The primary purpose of this stage was to acquaint the study team members with the issues relevant to this study. A secondary purpose of this stage was to provide the staff at the facility an opportunity to become familiar with the study team.

Stage 2 - Allocation of Positions

The second stage of the study was conducted to assure the proper allocation of positions at the facility. This phase consisted of distributing "Position Description Questionnaires" (OPM-39s) to each employee. (See Appendix A for a copy of the questionnaire). Each employee was charged with completing the questionnaire and returning it to his or her supervisor who reviewed the questionnaire for accuracy and completeness. The supervisor then signed off that the questionnaire was complete and accurate and made any comments that were pertinent; however, supervisors were instructed not to make any changes to the employees' statements. The Position Description Questionnaires were then collected at the business office at the facility and transmitted to the OPM.

A second step in assuring proper allocation of positions was the development of organizational charts for the facility. The organizational charts were developed from information obtained from staff members, existing staffing patterns, and data gathered through Position Description Questionnaires. Each position described was reviewed and allocated to the most appropriate classification, and in some cases, a follow-up interview was conducted to supplement or clarify the data contained on the questionnaires.

The steps described above provide a basis for the proper classification of employees at the facility. This allows for the correction of any classification inequities which might exist, and provides management with a tool which can be used to assess programs and staffing patterns.

Stage 3 - Employee Morale

The third stage of the study consisted of surveying staff members about working conditions. Questionnaires were provided to the administration at the facility and distributed to all employees. (See Appendix B for a copy of the questionnaire.) After employees completed the questionnaires they returned them directly to the administrative office to be transmitted to OPM. The primary purpose of the survey was to assess employee morale and factors that might affect morale. A secondary objective was to allow employees who did not participate in the first stage of the study a chance to provide information.

Stage 4 - Records and Files Review

The fourth stage consisted of two parts. The first consisted of obtaining copies of all relevant documents throughout the study. These documents assisted in evaluating the personnel functions currently existing within the facility as they are affected by the state office. The second part of this stage consisted of reviewing, comparing and tracking employee personnel files at the facility and the state office. In auditing the employees' records it was predetermined that a twenty-five

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percent sample would be used. There are two files maintained by the agency on each employee, a skeleton file at the facility and the master file at the state office. The institutional files were checked first. A follow-up review was conducted on the same individuals' records at the state office to verify consistency of data. These materials were checked for compliance with agency policies and OPM rules. Finally, personnel files and records at OPM were spot checked to complete the comparative analysis of documents.

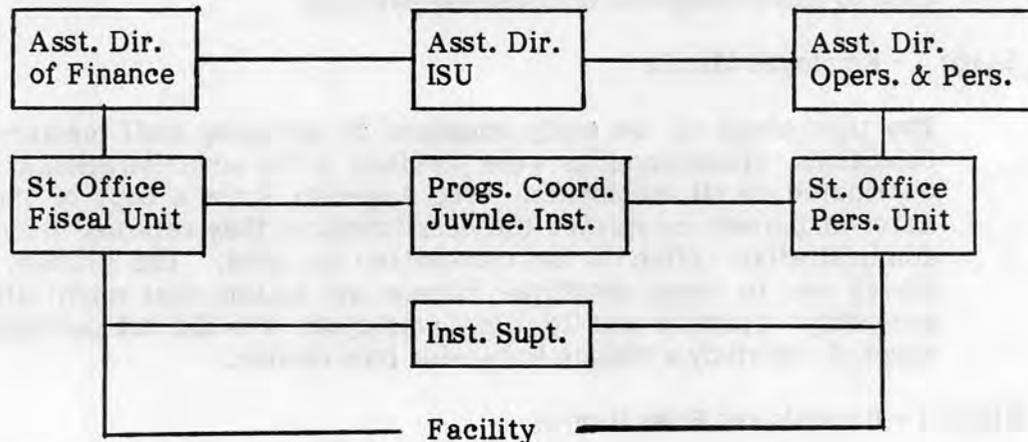
Stage 5 - Personnel/Management Staff Interviews

The final stage was to interview selected personnel to determine procedural flow, responsibilities of departments and personnel, and the interactions between the facility and the state office. The major areas of concern were personnel practices and management policies. Input was solicited from institutional and state office administrators and personnel staff members.

PART III: SUMMARY OF SIGNIFICANT FINDINGS

A. ORGANIZATIONAL STRUCTURE

OCC has a direct line reporting relationship with the Institutional Services Unit (ISU) in the state office of DHS. The Institutional Superintendent reports to the Programs Coordinator for ISU, who in turn reports to the Assistant Director in charge of ISU. These two positions have direct control over all activities within the juvenile institutions. Two other positions in the state office have had a major impact on the activities of this facility. The Assistant Director of Operations and Personnel, and lately, the Assistant Director of Finance have exercised about the same levels of control over this facility as ISU Administrators. This control has been through supervision of fiscal and personnel actions.



Please refer to Appendix C for organizational chart for OCC.

Specific Finding 1: Lines of Authority and Unity of Command

- a. Because of the functional supervision exercised by the state office personnel unit, and to a lesser extent the fiscal unit, the institutional personnel and fiscal unit are controlled, in part, directly by the state office.

The study team recognizes the need for certain centralized staff support/control functions in an agency the size of DHS; but the level of control observed appeared to have gone beyond that of assurance of uniform practices in line units. In the recent past, the personnel unit in Oklahoma City has exercised a level of control over the outcome of personnel activities at the facility equal to the Superintendent or ISU Administrators. For example, the Institutional Superintendent must have administrative approval from ISU to make a personnel transaction. The Business Manager at the facility prepares the paperwork and sends it to Oklahoma City. In the past the personnel unit in Oklahoma City was able to control personnel actions at the institution by either delaying or not processing the paperwork. This process allowed the personnel unit to have more control over the facilities than would normally be expected and actually placed the personnel unit in a line authority role. There are no clear cut guidelines for approval/disapproval of personnel actions from the state office.

The study team also found that in the past the chain of command was by-passed, although not to the extent that it impaired the functioning of the facility. However, encouragement of this practice does undermine the authority of the facility administration.

- b. There are dual lines of authority controlling some clerical positions at OCC. Work is assigned by the unit supervisor; however, this supervisor is not always the person completing the employee's evaluation. Some employees see themselves as having two bosses — one on site and one in the administrative office.
- c. The organizational structure of the facility appears to be appropriate. Operational areas, i.e., maintenance, business office, security and associated support functions are controlled by the Deputy Superintendent's office; programmatic services, i.e., social services, recreational therapy, direct care services and medical services are controlled by the psychologist, who functions as director of these service programs. These two positions directly channel information to the superintendent. This structure provides a continuity of supervision and communication.

Specific Finding 2: Relationship Among Classified, Unclassified, Exempt and Contractual Personnel⁷

a. Unclassified Employees

The Oklahoma Constitution is the authority DHS has cited most often when employing people in the unclassified service.⁸ Some unclassified employees are assigned classified titles such as psychologist, security officer and receptionist. Although there is nothing wrong with using these titles for unclassified employees, it does create confusion as to the status of a given position.

There is no established policy within DHS to determine if a position is to be filled by a classified or unclassified employee. For example, in the 7-member medical unit only one position is classified; within the 19-member security unit there are eleven unclassified and eight classified employees. This lack of continuity in policy creates a potential for misuse of classified and unclassified personnel slots.

In the medical unit, nursing positions are designated by the titles Staff Nurse I, Staff Nurse II and Staff Nurse III. The varying titles should describe different levels of responsibility and accountability. The Position Description Questionnaires (OPM-39s) completed by the nursing staff did not reflect significant degrees of differences in responsibilities or accountability.

There is some indication that a sexual bias may enter into the assignment of salaries. For example, the male Staff Nurse I makes 12% more than a female Staff Nurse II and only 1.8% less than the female Staff Nurse III. These three employees entered on duty within the same six-month period and are performing very similar duties.

Based on comparisons of duties and responsibilities, the majority of unclassified personnel are paid more than classified counterparts. The unclassified and classified Security Officers actually perform the same duties but are compensated differently. Unclassified Security Officers enter on duty at a salary of either \$986.00/month or \$1,065.00/month; classified Security Officers enter on duty at \$920.00/month. The descriptions of these positions within OPM-39's do not indicate substantial differences in duties between classified and unclassified security positions.

The following table shows the classified job titles that would be assigned to the unclassified jobs listed.

OCC UNCLASSIFIED/EXEMPT POSITIONS*

<u>Unclassified Title</u>	<u>Actual Salary</u>	<u>**OPM Title if Classified</u>	<u>Minimum Salary</u>
Chief of Security	\$2,612/Mo.	Supervisor, Institutional Safety, Security and Transportation	\$1,913/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Clinical Nurse Supervisor	\$2,261/Mo.	Registered Nurse III	\$2,326/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Staff Nurse II	\$1,707/Mo.	Registered Nurse I	\$1,499/Mo.
Staff Nurse I	\$1,923/Mo.	Registered Nurse I	\$1,499/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Receptionist	\$808/Mo.	Receptionist	\$1,015/Mo.
Family Nurse Practitioner	\$2,688/Mo.	Registered Nurse II	\$1,613/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
***Psychologist (Dir. of Programs)	\$2,442/Mo.	Institutional Deputy Superintendent	\$2,161/Mo.
Security Officer	\$986/Mo.	Security Officer	\$920/Mo.
Security Officer Supervisor	\$1,204/Mo.	Security Officer Supervisor	\$1,040/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Security Officer II	\$1,065/Mo.	Security Officer	\$920/Mo.
Staff Nurse III	\$1958/Mo.	Registered Nurse I	\$1,499/Mo.
Medical Program Education Coordinator	\$2,688/Mo.	Registered Nurse II	\$1,613/Mo.

* This chart includes all unclassified/exempt positions at OCC with the exception of the educational staff.

** The titles are based on information contained on Position Description Questionnaires and indicate the job classification to which the position would be allocated if the position were classified.

*** Psychologist is official reported title; Director of Programs is assumed working title.

The relationship between numbers of classified and unclassified employees and associated payroll costs are presented in the table below.

Number of employees at time of study	195
Number and percent of unclassified employees	20 (10.3%)
Annual payroll for facility	\$3,047,190
Annual payroll and percent of payroll for unclassified	\$360,504 (12%)

b. Contractual Personnel

DHS contracts with individuals for classroom teachers, librarians, administrators, psychometrists and other staff to provide educational services at OCC. These contractual personnel receive compensation and benefits based on the State Department of Education's teacher salary and benefit schedule. This type of contract appears to work very well at OCC.

Specific Finding 3: Allocation of Classified Positions

Some classified employees at the facility are improperly classified; however, there were no gross misclassifications. In fact, this facility's classified positions are appropriate with only a few minor exceptions. A complete list of the allocations of occupied positions at OCC is in Appendix D.

These allocations are a reflection of duties and responsibilities described by incumbents and the comments of their supervisors contained in Position Description Questionnaires. The allocations represent the actual assignments as described. They are not recommendations for correct staffing patterns or position control.

Available personnel management rules are not being effectively utilized. Failure to take advantage of applicable personnel management rules sometimes allows individuals to work out of proper class. The following situation has occurred at OCC. When a situation exists that an employee is absent for an extended period of time and the duties assigned to that employee are critical, and if another employee is assigned those duties, that employee may be detailed to special duty. This insures that the employee performing these duties is properly classified and compensated. The Social Service Supervisor was absent due to an extended illness and the duties associated with this position were assigned to a Social Worker II with no adjustment in classification or compensation. The Social Worker II should have been detailed to the Social Service Supervisor position — with or without pay.

In general, several other factors contribute to improper position allocation/-incumbent classification. There are no uniform procedures to assure the correct allocation of positions and classification of employees in the Department of Human Services. Individual positions have not been described in writing on a routine basis. Duties and responsibilities have not been routinely examined to determine proper allocation -- by the facilities, the state office or OPM.

Specific Finding 4: Staffing Patterns

Changes in resident population and programs at the juvenile facility have created staffing pattern misalignments. DHS has attempted to correct staffing deficiencies through development and implementation of the "prototype." The prototype is a standard staffing system for juvenile institutions. It is based on various ratios to establish the numbers of positions authorized in specific classes at each juvenile institution. The study team found no evidence that the prototype includes descriptions of duties and responsibilities to be assigned to the positions authorized. However, most of the classified positions were properly allocated. The prototype for OCC is in Appendix E.

Functional areas such as security, direct care and support function should receive additional review before the prototype is fully implemented. The YGS class specifications are no longer descriptive of the work actually performed and the class specifications should be revised. There should be no final allocations made in the YGS series until the roles within each class are properly defined.

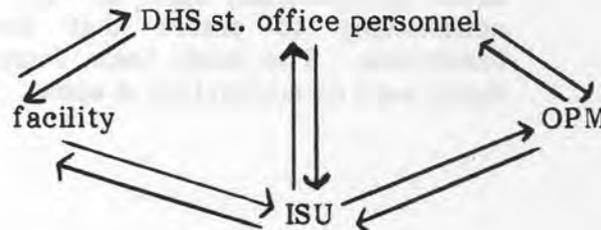
B. PERSONNEL POLICIES AND PROCEDURES

Specific Finding 1: Filling Classified Positions

There are four basic ways to fill classified positions:

- o promotion,
- o intra-agency transfer,
- o demotion, and
- o appointment from the outside.

Regardless of which way a position is filled there is a long complicated procedure involved. There are at least four processing centers involved with sometimes vague roles in the process.



For OCC only promotions and appointments from the outside need to be addressed. Administrative comments indicate that it is the policy at OCC to promote from within, if possible, before filling vacancies from the outside.

a. Promotions

DHS has a written promotional plan. This plan was adopted by the agency and filed with OPM as a result of the enactment of the Oklahoma Personnel Act. However, there is little indication that either managers or employees at the facility fully understood the promotional plan. There did appear to be an effort to post vacancies. Certification of who was promoted and how the position was filled is not posted.

In posting vacancies a copy of the appropriate job specification and other employment conditions are required. While the study team was on site, an announcement was received from the state office for a vacant position at OCC containing a special qualification which was not a part of the specification. It is not an agency's prerogative to require special qualifications without "written request by the appointing authority and approval by the OPM... No selective qualification... shall reduce, modify or add to the minimum qualifications established for that class as a whole."⁹

Employees are frequently shifted and assigned divergent duties due to lack of staff. Although new duties are assigned to employees that could possibly change their classification, individual employees are not always reclassified or detailed to special duty. This policy is not in concert with Merit Rules For Employment.

b. Appointment from the Outside

Appointments to classified positions that are not filled by the promotion, transfer or demotion of a classified employee of DHS are filled from the outside. Although there are several types of appointments used, such as reinstatements and interagency transfers, the most common type is appointments through certification from OPM registers to fill positions in competitive and noncompetitive classes.

Neither the DHS state office personnel unit nor the facility conduct an active, targeted recruitment program on a regular basis. An administrator at the facility indicated that positions in the educational unit and occasionally positions in the direct care staff are advertised in local publications, as the budget allows. Individual employees seem to do independent recruiting -- as there are many employees related to one another at OCC. While this is common in institutions located in small communities, such as Taft, this practice should be reviewed occasionally to ensure that there are no problems concerning favoritism. The study team found no indications of favoritism and there were no complaints of such.

Specific Finding 2: Equal Employment Opportunity/Affirmative Action

Comments from DHS staff indicate that tension between staff members is lessened and residents are more easily controlled when there is an appropriate mixture of gender and race among the staff, proportionate to the residential mixture. Approximately 50% of the residents at OCC are minorities and most non-white residents are black; this composition remains relatively constant. It does appear that there is an adequate racial mixture throughout all levels of staff at OCC.

Of the 72 direct care positions only 29% are filled by males. Both men and women said that there should be more male YGS staff assigned. This may be desirable but the study team found no evidence that the female YGS staff was less capable than the male YGS staff. However, the study team did determine that the female security guards performed less demanding tasks than did their male counterparts. Several of the male Security Officers complained about this. The male Security Officers felt that all Security Officers should perform the normal duties associated with the job. This assignment of limited duties to females could inhibit their chances for advancement.

Specific Finding 3: Performance Appraisal

The appraisal system now used by DHS is predominately trait based and does not clearly assure "...an objective evaluation of the employee, by the immediate supervisor, of the performance of the employee within the assigned duties of the job."¹⁰ However, DHS is developing an entirely new appraisal system.

Employee performance appraisals seem to be given regularly at the facility and the rater is usually the actual direct supervisor of the employee. In most instances, the appraisal is discussed with the employee and given to the person to sign and make any appropriate comments.

Specific Finding 4: Training

Training is closely related to performance appraisal, in that training may be one way to overcome deficiencies in meeting job standards and to improve work performance.

Even though OCC did not have a training specialist assigned to the facility, training was organized and ongoing for staff at all levels.

All OCC employees have attended up to 8 hours of David Mandt training for the control of aggressive and nonaggressive behavior. Other training has been offered in first aide, CPR, team building, and motivation. Cottage Life Supervisors and Cottage Managers have had an opportunity to attend management training.

This training can be attributed in part to the attempt to meet ACA Standard and, in part, to a sincere effort to provide quality services to residents by well trained employees. The study team observed training continued even in the absence of a training professional.

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Specific Finding 5: Employee Grievances

In December 1982 OPM approved an employee grievance procedure adopted by DHS in compliance with Oklahoma law.¹¹ However, the central personnel office did not distribute the grievance procedure to the facilities until last April or May. The procedure has not been explained to each employee as required by statute.

Records indicate there were only two formal grievances during the period of January 1983 through September 1983. Both dealt with classification issues. One was filed by an individual who was not selected for a position they desired. The other was filed by an employee who was not selected for a position for which she did not meet the minimum qualifications. The state office resolved both grievances in favor of the facility administration.

Specific Finding 6: Discipline

Most of the disciplinary actions taken against employees are for alleged child abuse, failing to protect the residents or allowing them to escape. The residents have read the Interim Court Order and are very familiar with their rights. Residents know that employees will be disciplined if employees use too much force restraining residents or if employees violate rules relating to residents. Residents are free to file charges against employees under established procedures and do so often.¹²

For the period of January 1983 through September 1983, residents filed a total of 34 grievances against the staff, 25 of which concerned child abuse with the remaining 9 concerning disciplinary actions taken against the residents such as cottage restriction, denial of passes and breach of confidentiality. Only two of the grievances filed for child abuse were substantiated. Disciplinary actions taken by administration for any resident grievance filed may fall into three categories — counseling, suspension and discharge.

Counseling is done by the immediate supervisor or by a higher level manager at the facility. The state office does not review this action.

Depending on the severity of the allegation, the employee may or may not be suspended pending an investigation by the Grievance Abuse and Review Committee. Suspensions are initiated at the facility and are subject to approval by the state office. A suspension may not go into force before state office approval is granted. If the employee is suspended and later cleared of the charges, the suspension is rescinded and the employee receives back pay. If the child abuse allegation is substantiated, further disciplinary suspension may be forthcoming. The two substantiated abuse charges at OCC resulted in three-day suspension in one instance and 30 day suspension in the second.

Terminations are initially approved by the Institutional Superintendent and the employee is removed. The recommendation to terminate along with a statement of the facts are sent to the state office. The Assistant Director of Programs signs off on the statement of facts. A review is then made by the Assistant Director of Personnel, the Personnel Manager II and the Secretary to the Director. The discharge letter should the recommendation be approved, is signed by the Assistant Director of Programs. There have been no terminations for child abuse at OCC in 1983.

Specific Finding 7: Personnel Transactions Processing and Records Management

Regardless of the type of personnel action or the number of forms required, the routing paths for review and approval, and the time required, make the processing of even simple transactions complicated and error prone.

At present a personnel transaction tracking system is nonexistent at the facility and state office. Unless an individual calls attention to an excessive delay, personnel actions may be delayed indefinitely.

However, the employee records at OCC were well organized and all pertinent information was in the files.

In reviewing the same employee records at the state office no apparent discrepancies were noted. The records were complete and well organized. Information concerning employees' status, class, salary and performance appraisal records was consistent.

C. EMPLOYEE RELATIONS AND MORALE

The general level of employee morale at the facility is good. This assessment is based both on questionnaires and interviews. Over 70% of the employees rate morale as satisfactory or higher on the questionnaires. As would be true in any organization, some employees feel there are areas in which improvement could be made.

Specific Finding 1: Unbalanced Staffing Patterns and Staff Utilization

Employees feel that staffing is inadequate, particularly in direct care services and security; that the work load is sometimes excessive; and that the ratio of resident population to direct care staff creates a concern for staff safety. For example, the study team observed YGS's working night shifts alone, and a YGS and teacher escorting a group of fourteen residents to and from educational and dining facilities. A single YGS cannot effectively monitor all residents of a cottage continuously, and it appears that it would be very difficult for two employees to handle fourteen residents in the institutional grounds without incidents. In many cases, YGS's and security personnel must work part or all of a second eight hour shift because other employees are absent. A major concern of employees is that the prototype perpetuates these problems because it does not increase the number of YGS's assigned to cottages.

There are many professional care staff meetings which at times hamper the delivery of services. Nevertheless, there is evidence these meetings are used as a tool to enhance communication between staff, as well as being a requirement to meet ACA accreditation.

Even though these problems exist, the study team found there are organized and developed programs in place at OCC. The professional care staff participates fully in the implementation and delivery of the programs. There is cooperation and coordination of the programs between the professional staff and direct care staff. The study team noted interaction among all employees at the facility and between employees and residents.

Specific Finding 2: Uncontrolled Student Population

Many employees are afraid of the residents. There are virtually no authorized methods of physical control over residents who become abusive and violent. Employees feel that they have lost control of the residents and are concerned for their personal safety at work. Residents are allowed to vent any negative reactions to disciplinary actions on the part of employees by filing grievances against the staff member(s) directly involved. This results in the suspension of employees and provides leverage for residents to intimidate the staff.

House Bill 1468 and the Terry D. lawsuit have had a drastic affect on how residents at the facility are treated when they become violent, abusive, and destructive. The employees responsible for the well-being of these residents believe that their hands have been tied, their only recourse is to file charges against a resident with the Muskogee County District Attorney's Office. However, since the resident has already been placed in a detention setting for a prior offense, the effort of the staff is futile.

Listed below are some reported incidents of staff abuse by a resident that were presented to the District Attorney's Office in 1983:

1. Staff member alleged resident hit him on left side of head (behind the ear).
2. Staff member alleged resident tripped her, throwing her to ground and beat her in back and side. Diagnosis at Emergency Room: Multiple fractures on right side; C&L spine badly sprained; recommend she wear cervical collar; also bruises on right side and left hand.
3. Staff member alleged residents (three residents were involved) were "blowing" needles and/or straight pins through a ball point pen from which they removed the insides and hit him in the back five different times. This occurred in the area of the school and dining hall.
4. Staff member alleged resident threw bottle and hit her in the face and broke her dentures. Her face was bruised and swollen and she had to be taken to the Emergency Room at Muskogee General Hospital.

It was reported that the District Attorney's Office failed to take action on these cases.

It was also brought to the study team's attention that the Court Related and Community Services Division discouraged employees from filing charges against the residents.

Specific Finding 3: Absenteeism and Turnover

The most tangible evidence of employee morale is leave usage and turnover rates. The following tables show leave usage and turnover rate at OCC.

Average Number of Leave Days Per Employee

Sick	9.5%
Annual	8.7%

These figures are compiled from employees' leave usage records for the period of January 1, 1983, to September 30, 1983. Figures provided by OPM's Compensation Division for state-wide leave usage, adjusted for a nine month period, are 6.4 sick leave days per employee and 7.5 annual leave days per employee.

Turnover Rate for OCC

Average # of Employees	195
Turnover Rate	39%

These figures are based on data gathered from the personnel unit for the period of January 1, 1983, through September 30, 1983. At OCC 35% of the attrition occurred in the direct care staff. This 39% turnover rate is lower than the 41% turnover rate agency wide.

Even though sick leave usage is above the state-wide average, turnover rate and employee comments within the questionnaires indicate that most employee's morale is at least at a satisfactory level.

PART IV: RECOMMENDATIONS

Throughout this review of OCC, the study team has attempted to identify the possible solutions to the problems encountered. People who were interviewed during this study often suggested ways to improve the management of this facility. Many of their ideas are incorporated into the recommendations by the study team.

The issues addressed by the study team are:

1. Organizational structure.
2. Personnel policies and procedures.
3. Employee relations and morale.

Although there is considerable overlap among these issues, the recommendations and suggestions are organized around them.

The recommendations that follow are not an attempt to create a pre-packaged management system suitable for immediate installation at the facility. They are not the only courses of action possible, nor would the adoption of any one or all of these recommendations be a guaranteed remedy for every problem at OCC. In several cases, alternative courses of action are offered. All recommendations are intended to serve as a focus for further analysis by DHS officials, particularly since program evaluation was not the primary objective of this study. Before any action is taken that results in changing either the working conditions or classification of employees, DHS should confer with EMC and OPM in addition to their own personnel staff.

A. ORGANIZATIONAL STRUCTURE

Recommendation 1: Clarify the role of the Superintendent.

The authority, responsibility and accountability of the Institutional Superintendent need clarification. Because of the complex lines of command between the state office and the facility it is often difficult to determine who has the authority to make which types of decisions. Most significant decisions are officially made in the state office, but it appears that many of these need to be made at the facility.

A list of the decision making responsibilities of the Institutional Superintendent should be developed. It should include a clear statement of decisions expected from the Superintendent. It should define the accountability for making them. The study team found that the superintendent at this facility was very informed and kept his staff and state office informed; moreover, he readily accepted and assigned authority and responsibility.

Recommendation 2: Re-evaluate institutional staffing patterns.

Although the prototype represents a drastic change in the way business is conducted at the facility, very few people understood it and even fewer accepted it. Employees generally appear to be resistant to the prototype.

This may be due to implementation problems; or it may be due to flaws in the design of the prototype. The study team felt that one of the major problems associated with the prototype was the lack of "communication" with the employees who it affected most. Acceptance should improve once employees understand it better.

The overall objective of the prototype was to establish, for the first time, a standard staffing pattern for Oklahoma's juvenile institutions. The individuals who developed it should be commended for attempting to correct severe deficiencies in the number and type of positions — and employees — needed to accomplish programs.

It is recommended that the staffing needs of OCC be re-evaluated. However, some basic decisions should be made before making these re-evaluations. Someone must decide:

- o What programs will be carried out by the facility?
- o Who will be responsible for manpower planning activities?
- o How will program, budgetary and personnel representatives be involved?
- o What policy, guidance and other input will be provided by administrators in the state office?
- o How will staffing changes be communicated to OPM?

There should be a clear understanding of the facility's goals and objectives which include legal requirements that officials must meet, as well as restrictions imposed on their authority.

Recommendation 3: Properly classify employees.

Although there were very few classified employees working out of class, those that are should be corrected immediately. There are several options available to the agency in situations where the classification of an incumbent employee does not match the allocation of the position held. These options are outlined in OPM's Job Audit Guidelines and Procedure, adopted October 1, 1983, Section VII - "Action Required to Correct a Difference Between Allocation of a Position and Classification of an Employee."

In some cases, revisions and possibly refactoring of class specifications will be a prerequisite to proper classification of employees. YGS's expressed strong feelings about the grades assigned to the series, and concern about inconsistencies between "Examples of Work Performed" in the current job specifications and the actual duties they perform. It is recommended that DHS and OPM work together to revise the entire YGS series.

There are also other classes that should be reviewed by the Office of Personnel Management: Security Officer, Security Officer Supervisor, and Institutional Deputy Superintendent.

OPM and DHS should assign a very high priority to the review of all these classes.

Recommendation 4: Adopt a policy for unclassified and contractual services.

DHS needs to adopt a comprehensive policy governing unclassified and contractual positions and employees. It should, at a minimum, include the following provisions:

- o Specific citation of constitutional, statutory, or Executive Order authorization to exclude any employee or position from the classified service.

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- o Written job specifications describing permanent positions that the director of DHS chooses to create in the unclassified service.
- o Elimination of permanent unclassified and contractual positions which are the same as classified positions.

B. PERSONNEL POLICIES AND PROCEDURES

Recommendation 1: Develop a personnel unit at the facility.

As there is no single position responsible for only personnel matters at OCC, the business office must prioritize personnel matters amongst its many other functions. A facility of this size warrants a full-time position responsibility for personnel actions. Facility managers are being deprived of needed expertise.

Should this position be established, there needs to be a comprehensive training program provided by the personnel unit at the state office in order for this position to provide assistance to facility management as part of a management team.

Recommendation 2: Re-evaluate and expand DHS personnel policies.

It is recommended that DHS review the agency's promotional plan, grievance procedure and other personnel policies for clarity, practicality, equity and legality. Some of the existing procedures — such as the grievance procedure — have been approved by OPM as meeting the minimum requirements of the law. Other procedures — such as the promotional plan — are simply filed with OPM. (The promotional posting plan is not in accordance with the statute on which it is based.) Still other policies are unwritten — such as one governing the criteria for effecting a voluntary or involuntary demotion and associated criteria for salary determination.

DHS has a comprehensive personnel procedures manual that describes, in detail, the mechanics of processing procedures. The study team was unable to locate written policy guidelines for making many decisions. An agency as large and diversified as DHS needs such policy guidelines so that more decision making responsibility can be delegated to lower levels in the agency. Such written policy statements, when used in conjunction with periodic audits of actions, can permit more rapid decision making yet still assure adequate control and consistency. This is especially important in the areas of selection and discipline.

DHS should make a greater effort to provide for more user (institutional administration) input in developing personnel policies and procedures. Similarly, a greater effort should be made to explain the policies and procedures to those who are intended to use them and hold them accountable.

Recommendation 3: Streamline personnel forms and paper flow.

If earlier recommendations and suggestions are adopted, this problem may become less severe as forms may not require as many approvals. DHS does need to develop an improved processing and tracking system for all personnel transactions.

DHS may want to review the transactions process which may possibly eliminate the number of forms currently utilized. DHS may also wish to review these forms to determine if they are in compliance with state and federal statutes.

C. EMPLOYEE RELATIONS AND MORALE

Recommendation 1: Investigate all legal approaches to resident control.

It is understood that the interim court order and the law have to be followed and most of the employees at the facility understand this. DHS should continue to demonstrate sensitivity toward employees working with violent and abusive residents who may file a grievance on any employee. The residents taunt the staff and threaten them verbally and physically. Further consideration should be given to taking sanctions against those residents who repeatedly file grievances which are not sustained, because these grievances increase the anxiety of the staff.

DHS might request on-site assistance from the Attorney General's Office, in addition to the DHS legal staff, to work with institutional personnel (and Court Related and Community Services) to establish more effective legal controls.

Recommendation 2: Stress agency support of employees.

Continually emphasize that institutional employees have the support of DHS officials as long as those employees are acting within their proper authority.

Personnel from the state office who are involved with the facility should spend at least one week every quarter under the same conditions as the direct care staff. This experience should improve decisions regarding institutional programs and it would give the administrators an opportunity to see first hand what their employees are enduring. Employees will respond favorably to sincere, positive interest on the part of state office officials.

The state office should continue investigating ways of increasing the security of employees and residents.

Recommendation 3: Increase state office personnel staff visits to facilities.

It is understood that most meetings between institutional and state office personnel are held in Oklahoma City. State office personnel should be encouraged to visit the facilities more often, to stay longer, and to see more.

Below are examples of why these visits are important.

- o Proposed policies and procedures could be evaluated in terms of local practicality.
- o Institutional personnel could ask questions and convey problems with existing policies and procedures.
- o State office personnel could explain new policies and procedures to institutional staff members.

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- o Institutional employees might develop a better identification with DHS.
- o State office personnel might gain a greater appreciation of the problems faced by institutional employees — and therefore, be better able to reduce them.
- o If some greater amount of autonomy in making individual personnel actions within written policies and procedures is given to the institutions, the state office could periodically audit institutional records for compliance.

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ENDNOTES

1. Title 10 O.S. 1981, Sec. 451.
2. Title 56 O.S. 1981, Sec. 332.
3. Oklahoma Governor, Executive Order, April 16, 1980.
4. Title 10 O.S. 1981, Sec. 1101.
5. Terry D. vs. Rader et al, U.S. District Court, Western District of Oklahoma (1982).
6. Title 10 O.S. 1981, Sec. 1101, as amended by 1982 Supp.
7. For simplicity, the term "unclassified" will be used in the remainder of the report to mean either, or both, 'unclassified' and 'exempt.'
8. Oklahoma Constitution, Art. XXV, Sec. 4.
9. Merit Rules for Employment, 4.15.5, June 1983.
10. Title 74 O.S. Supp. 1982, Sec. 841.16.
11. Title 74 O.S. Supp. 1982, Sec. 841.9.
12. Memo 83-191, October 18, 1983, from Robert Fulton to County Administrators, Institutional and Shelter Superintendents, Field Representatives, and CS and CRCS District Supervisors; RE: Grievance Policy, Guidelines and Procedures, Private Residential Agencies or Facilities; with attachment.

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ENDNOTES

1. Title 10 O.S. 1981, Sec. 481.
2. Title 56 O.S. 1981, Sec. 333.
3. Oklahoma Governor, Executive Order, April 16, 1980.
4. Title 10 O.S. 1981, Sec. 1107.
5. Terry D. vs. Rader et al., U.S. District Court, Western District of Oklahoma (1982).
6. Title 10 O.S. 1981, Sec. 1101, as amended by 1982 Supp.
7. For simplicity, the term "unclassified" will be used in the remainder of the report to mean either, or both, "unclassified" and "exempt."
8. Oklahoma Constitution, Art. XXV, Sec. 4.
9. Merit Rules for Employment, 415.5, June 1983.
10. Title 74 O.S. Supp. 1982, Sec. 841.10.
11. Title 74 O.S. Supp. 1982, Sec. 841.9.
12. Memo 83-181, October 18, 1983, from Robert Fulton to County Administrators, Institutional and Shelter Superintendents, Field Representatives and CS and CRCS District Supervisors, RR, Oklahoma Policy Guidelines and Procedures, Private Residential Agencies or Facilities with attachment.

APPENDIX A
POSITION DESCRIPTION QUESTIONNAIRE
(OPM-39)

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APPENDIX A
POSITION DESCRIPTION QUESTIONNAIRE
(OPM-38)

**POSITION DESCRIPTION QUESTIONNAIRE
OFFICE OF PERSONNEL MANAGEMENT**

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Please type or print using a ballpoint pen and press hard to make copies. No carbon paper is required.

Part 1 - GENERAL INFORMATION: PLEASE READ ATTACHED INSTRUCTIONS PRIOR TO COMPLETING THIS FORM

1. YOUR NAME AND SOCIAL SECURITY NUMBER	2. YOUR OFFICIAL OPM JOB TITLE & CLASS CODE
3. AGENCY FOR WHICH YOU WORK	4. DIVISION AND SECTION WHERE YOU WORK
5. WORK LOCATION ADDRESS; TELEPHONE NUMBER	6. CURRENT DATE
7. YOUR SUPERVISOR'S NAME	8. SUPERVISOR'S OFFICIAL TITLE

THIS DESCRIPTION IS INTENDED TO SHOW A: NEW POSITION CHANGE TO AN EXISTING POSITION

Part 2 - DESCRIPTION OF DUTIES PERFORMED

A. Briefly, what is the major purpose of your job? In one or two sentences, highlight the general function and major responsibilities of your position.

B. List the various duties you perform on your job. Describe these duties so specifically that they will be clear to someone who is not familiar with your work. Please estimate the percentage of time you spend performing each duty (should not exceed 100%). If you perform supervisory duties be sure to describe these duties in detail as well. Please rank your duties in order of importance (most important first).

Percentage of time spent	Duty Statements

C. Describe any occasional or irregular work, such as writing special reports, etc. Indicate how often such work is performed.

(IF MORE SPACE IS NEEDED ATTACH ADDITIONAL SHEETS)

OPM COPY - WHITE

AGENCY COPY - GREEN

EMPLOYEE COPY - CANARY

All copies must be forwarded to the Office of Personnel Management

Part 3 - SUPERVISORY DUTIES

A. Do you supervise other employees? YES NO Do any of these employees supervise others? YES NO

B. List the number and job titles of employees you supervise:

NUMBER OF EMPLOYEES JOB TITLE

C. What is the nature and extent of your responsibility for employees under your supervision? Check all phrases which apply to your job.

- | | Recommend | Approve | |
|----------------------------------------------------------|--------------------------|--------------------------|-----------------------|
| <input type="checkbox"/> Plan work of others | <input type="checkbox"/> | <input type="checkbox"/> | Hire new employees |
| <input type="checkbox"/> Distribute work to others | <input type="checkbox"/> | <input type="checkbox"/> | Terminate employees |
| <input type="checkbox"/> Check work of others | <input type="checkbox"/> | <input type="checkbox"/> | Promote employees |
| <input type="checkbox"/> Approve work of others | <input type="checkbox"/> | <input type="checkbox"/> | Demote employees |
| <input type="checkbox"/> Train employees | <input type="checkbox"/> | <input type="checkbox"/> | Discipline employees |
| <input type="checkbox"/> Evaluate performance | <input type="checkbox"/> | <input type="checkbox"/> | Approve leave |
| <input type="checkbox"/> Establish unit policy/procedure | <input type="checkbox"/> | <input type="checkbox"/> | Approve pay increases |

D. Describe the general purpose and type of work performed by your employees.

Part 4 - WORK GUIDELINES: List specific laws, regulations, instructions, or procedures you must use or follow in performing your job. Describe how you use these laws, regulations, etc., in your work.

Part 5 - WORK COMPLEXITY: Do you consider your work to be complex, unusual, or difficult to perform? If yes, please describe why.

Part 6 - DECISION MAKING: What decisions are you permitted to make without reference to higher authority? What aspects are checked or reviewed by others? What kinds of errors in judgement or performance can you make in your work; what happens if you make such an error or mistake?

Part 7 - SUPERVISION RECEIVED

A. Who assigns your work to you? (Name of individual)

B. Who checks your work upon completion? (Name of individual)

C. What is the nature of the standing or continuing instructions you have been given regarding your job? (check one)

- The instructions are detailed and specific, cover all aspects of the work.
- The instructions are somewhat general, many aspects of the work are covered specifically but I must also use some judgment.
- The instructions are very general. I must use a great deal of judgment.
- Other. (Describe fully)

D. What is the nature of the instructions your supervisor gives you when assigning new or one-time duties? (Check one)

- Detailed and specific covering all aspects of the work.
- Somewhat general, covering many aspects of the work but requiring me to use a great deal of judgment.
- Very general, requiring me to use a great deal of judgment.
- Other. (Describe fully)



Part 7 - Continued

E. When does your supervisor give you instructions or directions for doing your job? (Check one)

- My supervisor gives my instructions before I begin the job.
- My supervisor gives me instructions both before I begin and as I proceed with the job.
- My supervisor requires me to decide for myself how to do my work and I ask questions only if a problem arises on which I need assistance.
- Other. (Describe fully)

F. How is your work reviewed? (Check all that apply.)

- My supervisor spot checks what I am doing as I do it.
- My supervisor spot checks my completed work.
- My supervisor reviews most or all of my work while I am doing it.
- My supervisor does not review my work.
- Other. (Describe fully)

G. When your work is reviewed, is the purpose of the review for: (Check all that apply.)

- | | |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <input type="checkbox"/> My compliance with detailed, specific instructions. | <input type="checkbox"/> The nature and propriety of the final results of my work. |
| <input type="checkbox"/> My compliance with procedures that are to be used. | <input type="checkbox"/> The compliance of my work with agency policies. |
| <input type="checkbox"/> Other. (Describe fully) | <input type="checkbox"/> The accuracy of my work. |

Part 8 - PERSONAL CONTACTS

A. Describe the different kinds of people you must deal with in carrying out your work, e.g., co-workers, workers in other units, clients, general public, press, legislature, etc.

B. Describe the purpose, nature and frequency of the contacts you listed above. Also indicate whether they are in person, by correspondence, or by telephone.

Part 9 - SCOPE AND EFFECT OF WORK: What impact does your work have within and beyond your immediate unit? How does it effect outside organizations? How does your work effect the reliability, accuracy or dependability of the work of others?

Part 10 - FISCAL IMPACT OF WORK: (If none, please write none)

- A. List the approximate payroll cost for positions you supervise:
- B. List the approximate operating budget for which you are personally responsible:
- C. List and describe other dollar amounts for which you have a direct responsibility:

Part 11 - PHYSICAL DEMANDS

Describe the physical demands of your job by checking as many of the following as apply:

- | | |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Typically sitting at a desk or table. | <input type="checkbox"/> Occasional lifting of light objects (less than 25 pounds). |
| <input type="checkbox"/> Intermittently sitting, standing, stooping. | <input type="checkbox"/> Occasional lifting of objects weighing 25 or more pounds. |
| <input type="checkbox"/> Typically standing or walking. | <input type="checkbox"/> Frequent lifting of objects weighing 25 or more pounds. |
| <input type="checkbox"/> Typically bending, crouching, or stooping. | <input type="checkbox"/> Climbing ladders. |
| <input type="checkbox"/> Other. (Specify below) | <input type="checkbox"/> Use of tools or equipment requiring a high degree of dexterity. |

Part 12 - WORK ENVIRONMENT

Describe the normal or usual conditions where your work is performed by checking as many of the following as apply:

- | | |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Work is performed in an office, library, or computer room. | <input type="checkbox"/> Work exposes me to machinery and its moving parts. |
| <input type="checkbox"/> Work is performed in a storeroom or warehouse. | <input type="checkbox"/> Work exposes me to contagious or infectious diseases, or irritating chemicals. |
| <input type="checkbox"/> Work is performed in a very noisy place. | <input type="checkbox"/> Work is performed outdoors and occasionally in cold or inclement weather. |
| <input type="checkbox"/> Work exposes me to dust, dirt, grease, etc. | <input type="checkbox"/> Work requires use of protective devices such as masks, goggles, gloves, etc. |
| <input type="checkbox"/> Other. (Specify below) | |

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Part 13 - EQUIPMENT OPERATION: Describe any equipment you regularly operate in performing your work, e.g., typewriter, Xerox, fork-lift, front-end loader, etc., and the percentage of time you operate such equipment.

Part 14 - SPECIAL REQUIREMENTS

A. Does your job require travel? If yes, what percent of your work week is spent in a travel status?

B. What licenses or certificates are required to perform your work? List the source for such licenses or certificates.

Part 15 - EMPLOYEE'S SECTION

I certify that I have read the Statement of Penalty for Willful Misrepresentation or Falsification and that the responses to this questionnaire are my own and that they are, to the best of my knowledge, complete and accurate. INCOMPLETE OR UNSIGNED QUESTIONNAIRES WILL BE RETURNED.

Signature of Person Completing Form

Date

Typed Name and Title of Person Completing Form

Part 16 - SUPERVISOR'S SECTION

Please review this questionnaire carefully to see that it is accurate and complete, then fill out the remainder of this section. Do not fill out this section unless you supervise the position directly. If you direct this position through a subordinate supervisor, have that supervisor complete this section. Under no circumstances should you change or alter the entries on this questionnaire. Also, do not make any statements or comments about the employee's performance, competence or qualifications. This questionnaire will be used to evaluate the duties that constitute the position and not the qualifications or performance of an employee.

A. Describe this position as you see it. Show how it relates to other positions under your supervision and the unit as a whole.

B. Describe the duties assigned to this position which you feel are the most important.

C. State any additions or exceptions to the statements made by the employee on this questionnaire. Be sure to identify the part and question number.

Signature of Supervisor Completing This Section

Date

Typed Name and Title of Supervisor

STATEMENT OF PENALTY FOR WILLFUL MISREPRESENTATION OR FALSIFICATION

The penalty for willful misrepresentation or falsification is: Forfeiture of position if employed by the state, ineligibility for employment in the state service for a period of five (5) years, a fine ranging from fifty dollars (\$50.00) to one Thousand dollars (\$1,000.00) and/or imprisonment for up to six (6) months.

FOR OPM USE ONLY

ALLOCATED TO:

Class Title and Code

PIN:

BY:

Name of Analyst

Date

BASIS FOR ALLOCATION:

Questionnaire

On-site Audit

Date

(Copy attached)

All copies must be forwarded to the Office of Personnel Management

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APPENDIX B
EMPLOYEE MORALE AND ATTITUDE
SURVEY FORM

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APPENDIX B
EMPLOYEE MORALE AND ATTITUDE
SURVEY FORM

EMPLOYEE WORKING CONDITIONS SURVEY

This questionnaire was designed by the Office of Personnel Management to assess employees' perceptions concerning the working conditions at the institutions. Although it provides a "snapshot view" of attitudes and beliefs of some employees after the study began, the results are not necessarily indicative of actual conditions at the institutions.

All survey questions were analyzed further. Those questions that could be confirmed by other data have been addressed within the report.

The table below reflect the response rates at OCC.

OCC	
Surveys Issued.....	195
Surveys completed.....	40
Returned.....	21%

Actual answers to the structured response-type questions are tabulated on the questionnaire on the following pages.

The figures in the N/A column represent actual N/A responses and no responses.

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OKLAHOMA CHILDREN'S CENTER
EMPLOYEE QUESTIONNAIRE

Please feel free to be completely candid with your answers. Your replies are strictly confidential and the questionnaire is not coded or designed to identify specific employees. DO NOT sign or identify yourself in any other way unless you wish to. Back of pages may be used for additional comments, if needed.

Please return the completed questionnaire immediately to the Personnel Office of your institution.

	Yes	No	N/A
1. Are you classified as a Merit Employee?	<u>83%</u>	<u>17%</u>	<u>--</u>
2. Have you been provided with a written job description?	<u>65%</u>	<u>33%</u>	<u>2%</u>
3. If so, do your actual duties conform generally to that job description? (If not, please explain on the back of this page.)	<u>53%</u>	<u>7%</u>	<u>30%</u>
4. Have you been provided with a "Personnel Policy" handbook or manual?	<u>92%</u>	<u>8%</u>	<u>--</u>
5. If number 4 is answered no, please explain on the back of this page how you were informed of the leave, promotional, training, and other personnel policies.			
6. Do you have access to a current policy and procedures manual which relates to your job duties?	<u>67%</u>	<u>28%</u>	<u>5%</u>
7. Is your performance evaluated at least annually by your superiors?	<u>100%</u>	<u>--</u>	<u>--</u>
8. If so, is it a written evaluation?	<u>95%</u>	<u>5%</u>	<u>--</u>
9. Do you receive a copy of the evaluation?	<u>87%</u>	<u>13%</u>	<u>--</u>
10. Are you allowed to see your personnel file upon request? What steps are involved in your being allowed to see your file? (Please answer on the back of this page.)	<u>53%</u>	<u>10%</u>	<u>37%</u>
11. Is your evaluation discussed with you?	<u>83%</u>	<u>15%</u>	<u>2%</u>
12. Does the person most knowledgeable about what you do conduct the evaluation? If not, who conducts your evaluation? (Please answer on the back of this page.)	<u>90%</u>	<u>8%</u>	<u>2%</u>
13. Has your immediate supervisor been identified for you?	<u>100%</u>	<u>--</u>	<u>--</u>
14. Are you directly responsible to more than one supervisor?	<u>83%</u>	<u>15%</u>	<u>2%</u>
15. Are you encouraged to advance to higher positions which become vacant in your section or department?	<u>33%</u>	<u>37%</u>	<u>30%</u>
16. Are you kept informed when job openings occur?	<u>45%</u>	<u>47%</u>	<u>8%</u>
17. Are job openings posted so that every employee may be informed when job openings occur?	<u>62%</u>	<u>33%</u>	<u>5%</u>

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Employee Questionnaire
Page 2

	Yes	No	N/A
18. Are you kept informed of job openings through periodic staff meetings in your division and/or section?	<u>45%</u>	<u>47%</u>	<u>8%</u>
19. Do you feel the agency, division, and/or section policies are fair and impartial in relation to:			
a. annual leave	<u>80%</u>	<u>13%</u>	<u>7%</u>
b. sick leave	<u>83%</u>	<u>7%</u>	<u>10%</u>
c. Salary increases and promotions	<u>45%</u>	<u>40%</u>	<u>15%</u>
(If the answer to any one of these is no, please explain on the back of this form.)			
20. If there are any additional personnel, office, or other administrative policies with which you disagree, please explain on the back of this form.			
21. Please give the date of your last increase in salary. _____			
Was this a Merit "step" raise?	—	—	—
If not, please state the type of salary increase received. _____			
22. Has your supervisor discussed with you the quality and quantity of work that is expected of you?	<u>78%</u>	<u>20%</u>	<u>2%</u>
23. Is your supervisor available to answer questions you have concerning the performance of your duties?	<u>85%</u>	<u>13%</u>	<u>2%</u>
24. Have you been informed of promotional opportunities?	<u>50%</u>	<u>47%</u>	<u>3%</u>
25. Have performance standards been developed for your job?	<u>65%</u>	<u>27%</u>	<u>8%</u>
26. Do you participate in setting goals for your job?	<u>63%</u>	<u>27%</u>	<u>10%</u>
27. Is there a procedure for grievance resolution?	<u>87%</u>	<u>8%</u>	<u>5%</u>
28. Have you had the grievance procedure explained to you?	<u>75%</u>	<u>23%</u>	<u>2%</u>
29. Have you been provided a copy of the agency grievance procedure?	<u>72%</u>	<u>23%</u>	<u>5%</u>
If so, by whom? _____			
30. Does the institution have a formal Promotion Plan in effect?	<u>15%</u>	<u>58%</u>	<u>27%</u>
31. May individual employees request a classification review (that is an audit of your job).	<u>45%</u>	<u>10%</u>	<u>45%</u>
32. Are policies, rules, and regulations in written form?	<u>87%</u>	<u>10%</u>	<u>3%</u>
33. Are they readily available to you?	<u>83%</u>	<u>7%</u>	<u>10%</u>

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Please respond to the following statements by circling the appropriate number on the five-point rating scale. Your comments are requested. Please place them on the back of the form.

34. The amount and quality of direct supervision that I receive from my direct supervisor is:
- | | | | | | | | | | | | |
|---|-----------|---------------------|---------------------|------------|----------------|---|-----|---|----|---|----|
| 5 | 12% | 4 | 8% | 3 | 58% | 2 | 15% | 1 | 5% | 1 | 2% |
| | Excessive | More than Necessary | Proper and Adequate | Inadequate | None Necessary | | | | | | |
35. At present, the amount and quality of direct patient care provided by all staff at the L. E. Rader Center is:
- | | | | | | | | | | | | |
|---|----------|---------------|---------|---------------|------|---|----|---|----|----|-----|
| 5 | 0% | 4 | 12% | 3 | 35% | 2 | 8% | 1 | 5% | 16 | 40% |
| | Superior | Above Average | Average | Below Average | Poor | | | | | | |
36. I rate my personal, on-the-job morale as:
- | | | | | | | | | | | | |
|---|------|----------------------|--------------|------------------------|-----|---|-----|---|----|---|----|
| 5 | 22% | 4 | 22% | 3 | 28% | 2 | 20% | 1 | 5% | 1 | 2% |
| | High | Satisfactory to High | Satisfactory | Less than Satisfactory | Low | | | | | | |
37. I rate the general levels of morale of my co-workers as:
- | | | | | | | | | | | | |
|---|------|----------------------|--------------|------------------------|-----|---|-----|---|-----|---|----|
| 5 | 20% | 4 | 25% | 3 | 23% | 2 | 20% | 1 | 10% | 1 | 2% |
| | High | Satisfactory to High | Satisfactory | Less than Satisfactory | Low | | | | | | |
38. The unit that I am assigned to is:
- | | | | | | | | | | | | |
|---|-------------|------------------------------|--------------------|----------------------|-----------------------|---|-----|---|-----|---|--------|
| 5 | 0% | 4 | (2.5%) | 3 | 40% | 2 | 25% | 1 | 28% | 1 | (2.5%) |
| | Overstaffed | More than Adequately Staffed | Adequately Staffed | Inadequately Staffed | Severely Understaffed | | | | | | |
39. My own daily workload is:
- | | | | | | | | | | | | |
|---|-----------|---------------------|----------|----------------------------------|--------------------------------------|---|----|---|----|---|----|
| 5 | 22% | 4 | 38% | 3 | 32% | 2 | 5% | 1 | 0% | 1 | 3% |
| | Excessive | Sometimes Excessive | Adequate | Often not enough to keep me busy | Generally not enough to keep me busy | | | | | | |
40. The amount and quality of security measures taken for the safety of employees who work on the cottages is:
- | | | | | | | | | | | | |
|---|-----------|---------------------|---------------------|------------|------|---|-----|---|----|-----|---|
| 5 | 0% | 4 | 0% | 3 | 30% | 2 | 53% | 1 | 5% | 12% | 5 |
| | Excessive | More than Necessary | Proper and Adequate | Inadequate | None | | | | | | |
41. The normal daily workload in my office is:
- | | | | | | | | | | | | |
|---|-----------|---------------------|----------|----------------------------------|--------------------------------------|---|----|---|----|-----|---|
| 5 | 15% | 4 | 38% | 3 | 25% | 2 | 2% | 1 | 0% | 20% | 8 |
| | Excessive | Sometimes Excessive | Adequate | Often not enough to keep me busy | Generally not enough to keep me busy | | | | | | |
42. In your opinion, indicate the type of support you receive from your program administrator in fulfilling your job responsibilities.
- | | | | | | | | | | | | |
|---|-----------|------|---------|---------------|------|---|----|---|-----|---|----|
| 5 | 20% | 4 | 30% | 3 | 30% | 2 | 0% | 1 | 15% | 2 | 5% |
| | Excellent | Good | Average | Below Average | Poor | | | | | | |

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43. Please make any other comments which you feel will assist us in our evaluation. Also, include any recommendations which you feel will improve institutional operations.
44. How are policy, rules, and regulations communicated to you?
45. Please list all job-related training you have received while employed at the institution.
46. How are job training needs met?

PLEASE DO NOT RETURN TO YOUR SUPERVISOR! PLEASE RETURN DIRECTLY TO THE PERSONNEL OFFICE OF YOUR INSTITUTION.

Please make all other comments which will assist in the
evaluation of the employee's performance with the goal of
improving institutional operations.

44. How are policy, rules, and regulations communicated to you?

45. Please list all job-related training you have received while employed
at the institution.

46. How are job training needs met?

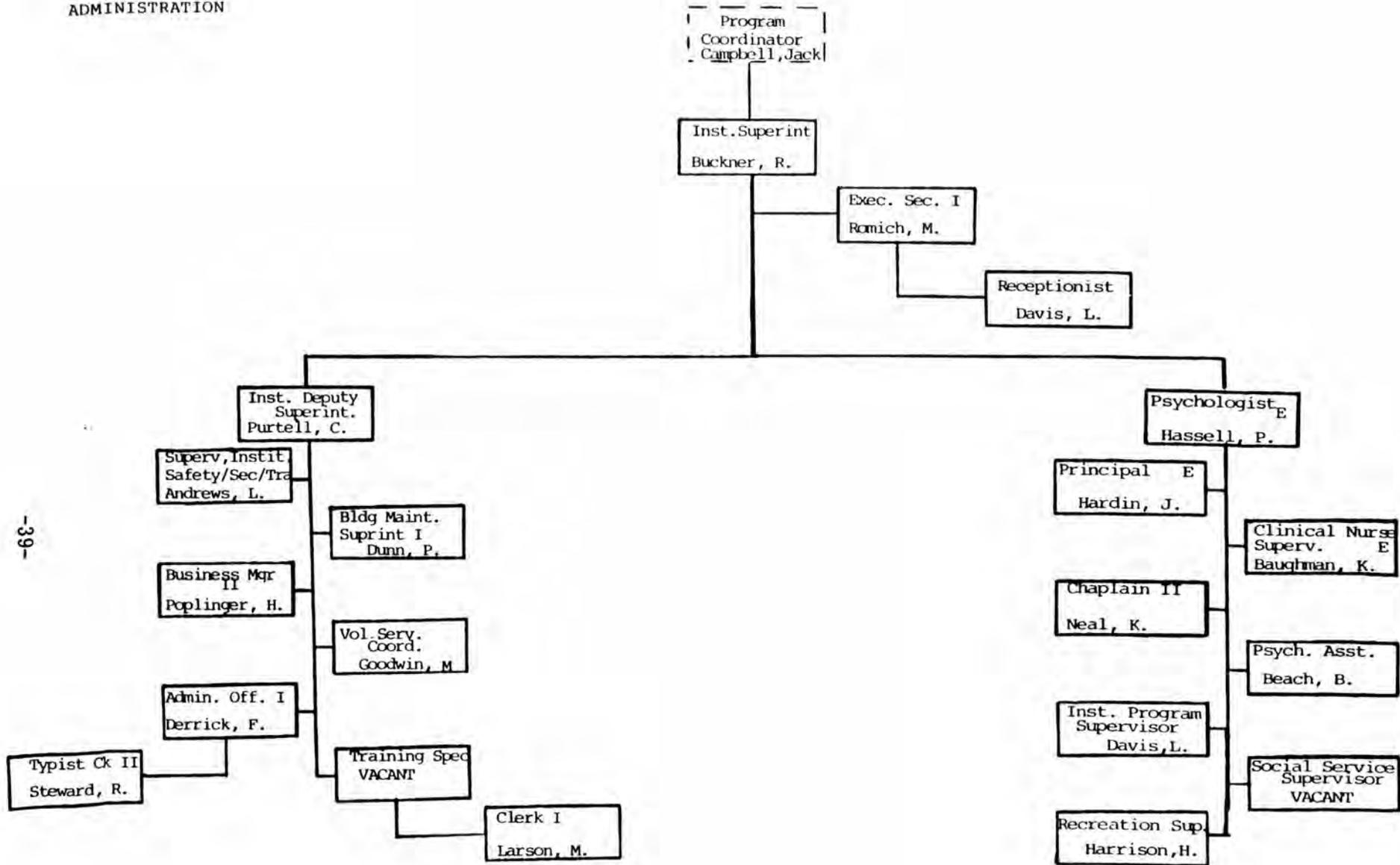
PLEASE SIGN AND DATE IN THE SPACE PROVIDED
PERSONNEL OFFICE OF YOUR INSTITUTION

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APPENDIX C
ORGANIZATIONAL CHARTS FOR OCC

17/05
17/05

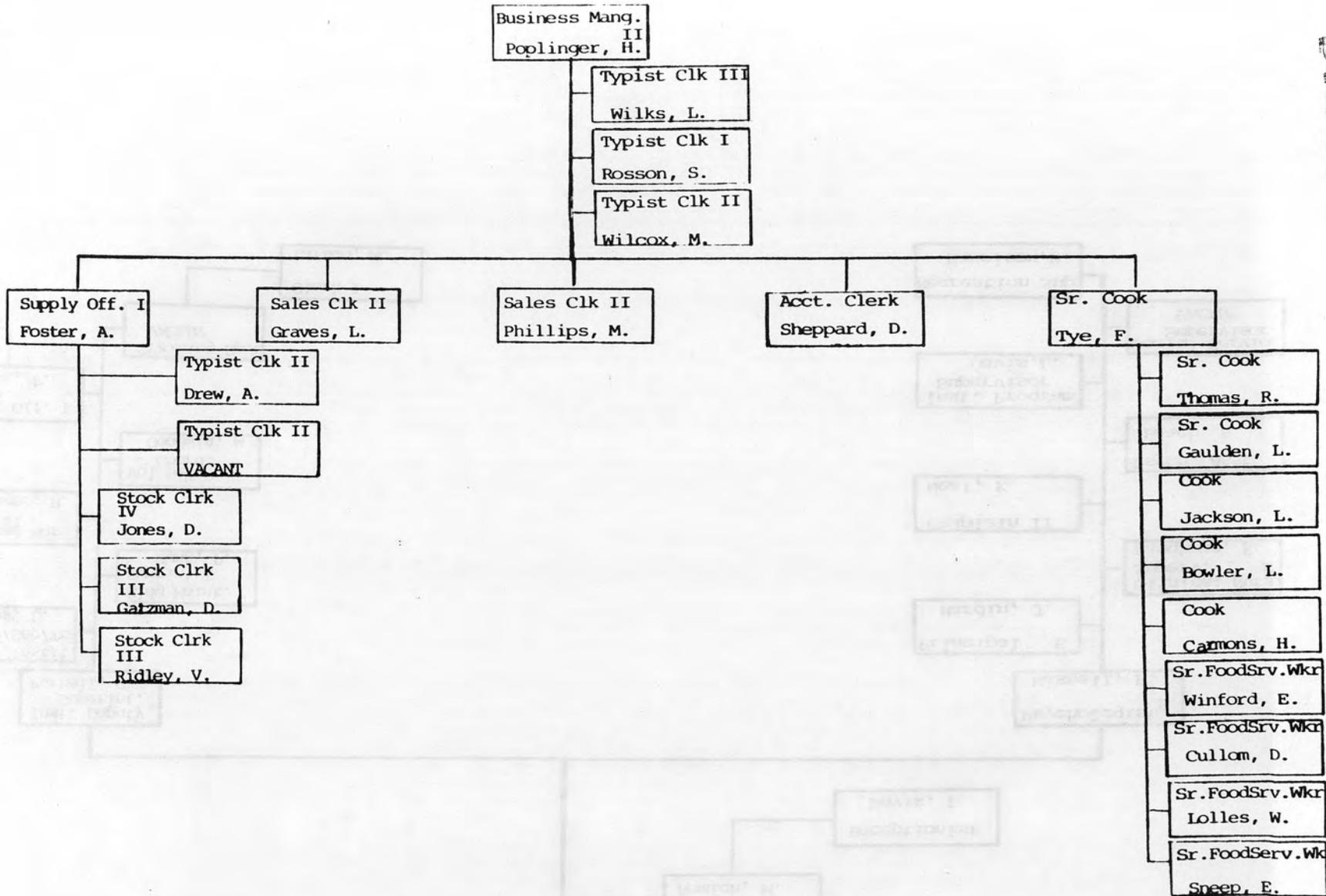
APPENDIX C
ORGANIZATIONAL CHARTS FOR OCC

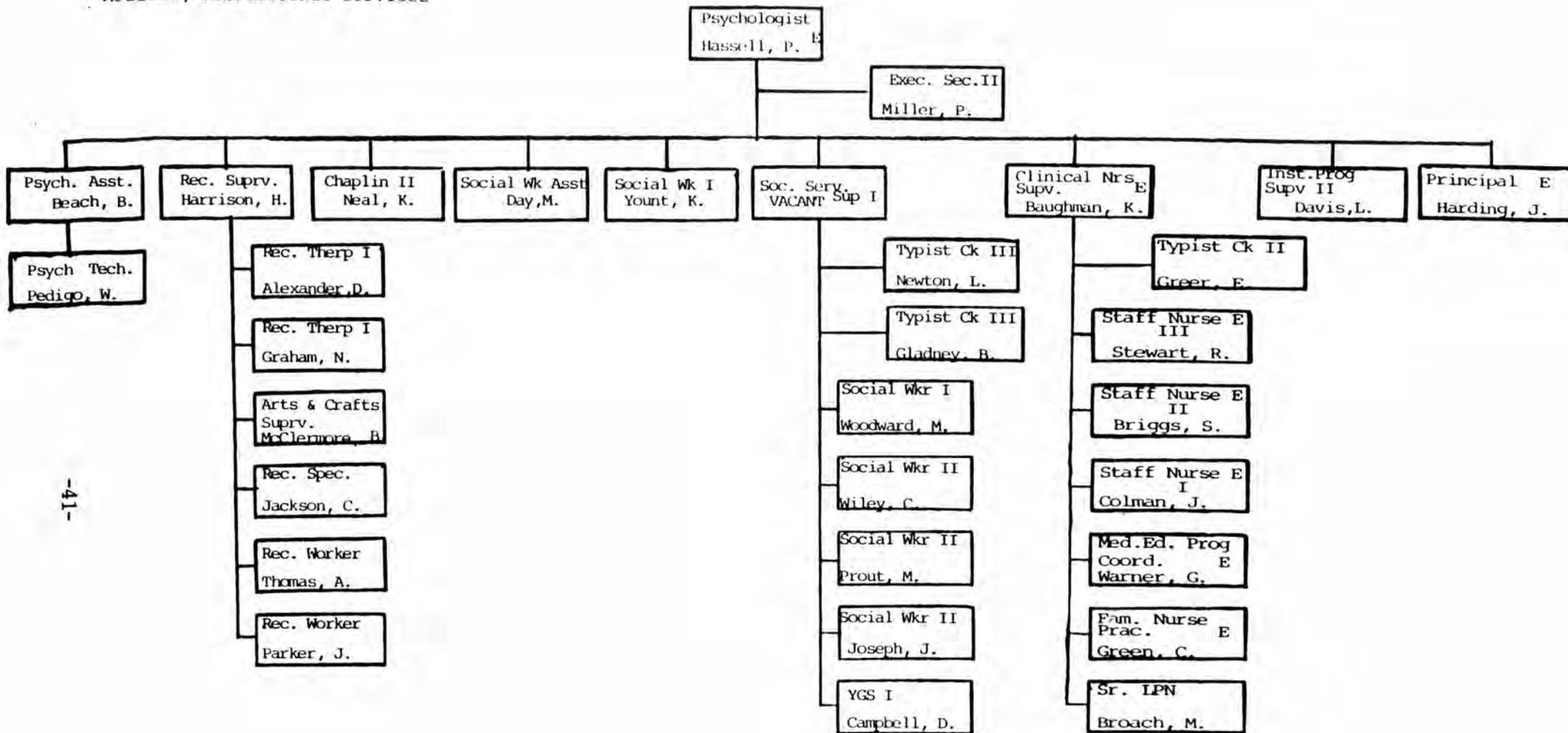


-39-

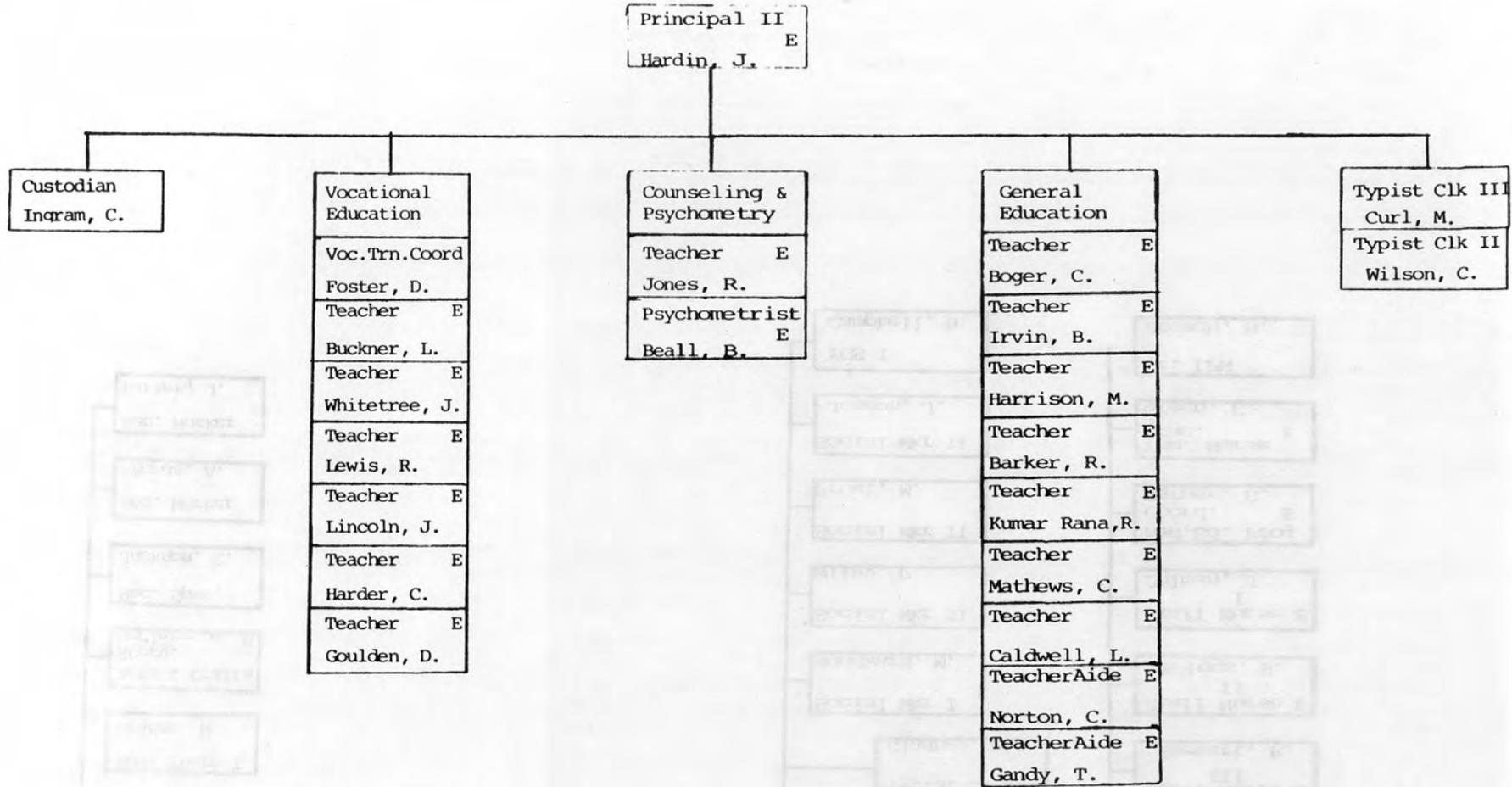
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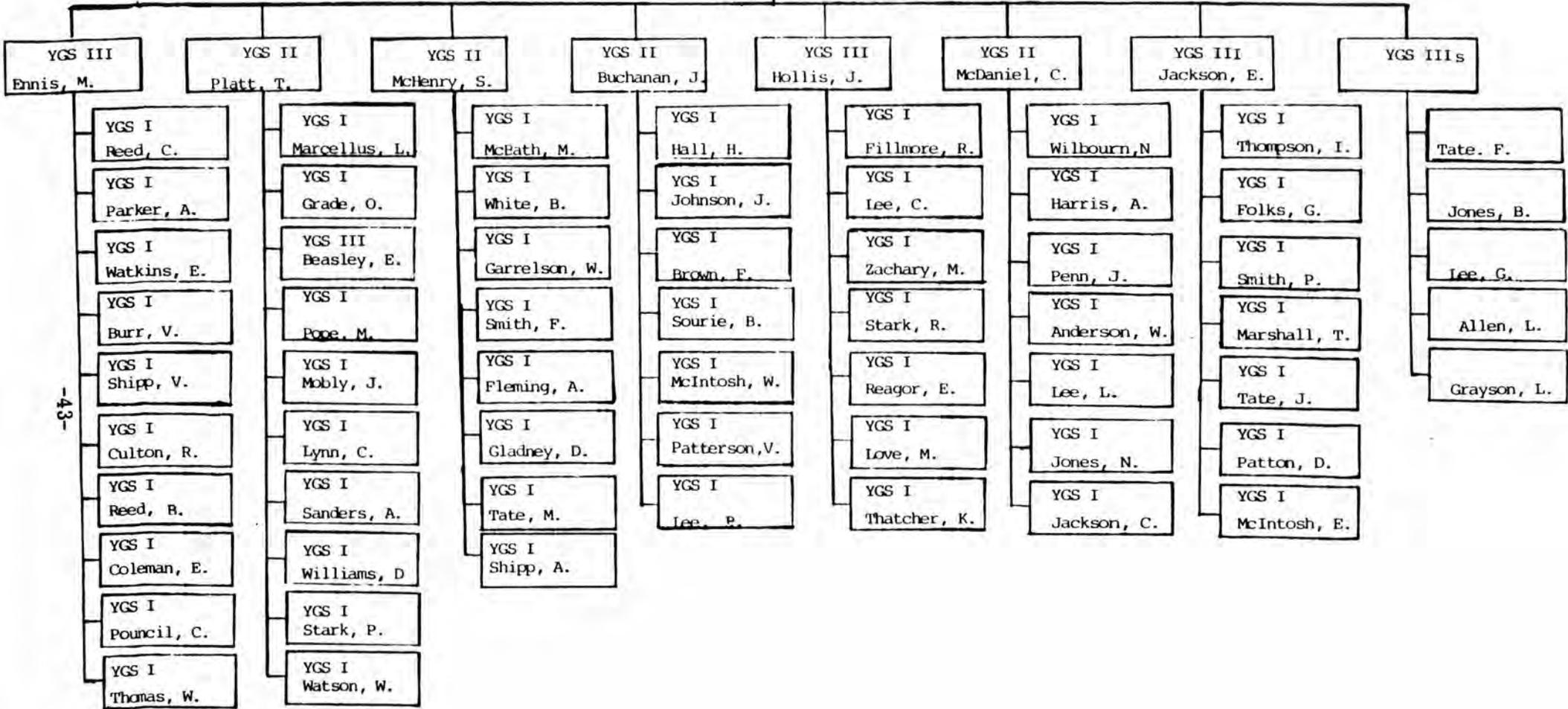


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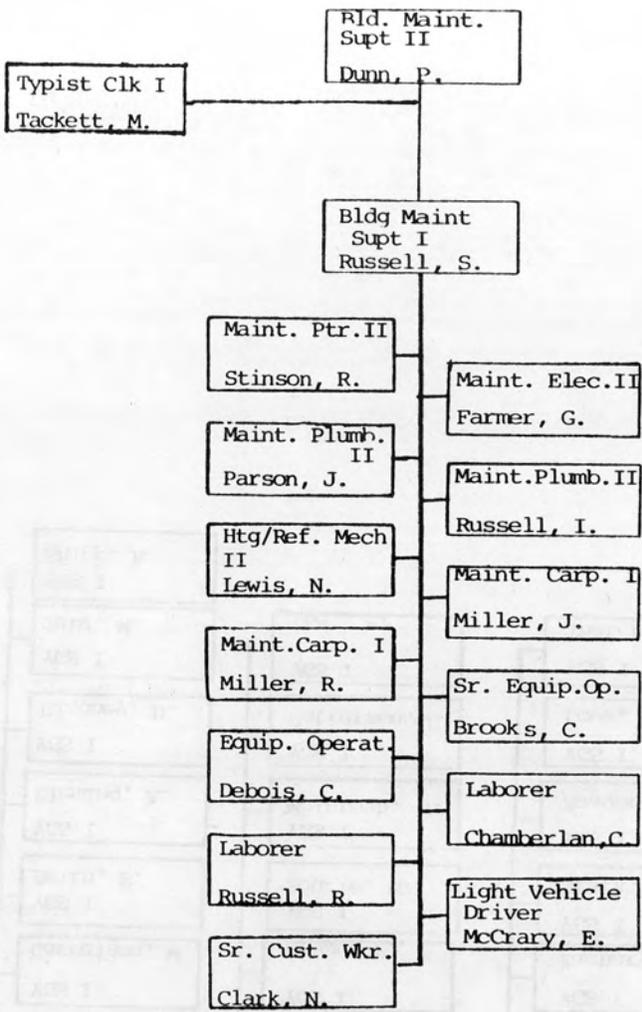
Inst. Prog.
Supv. I
Davis, L.

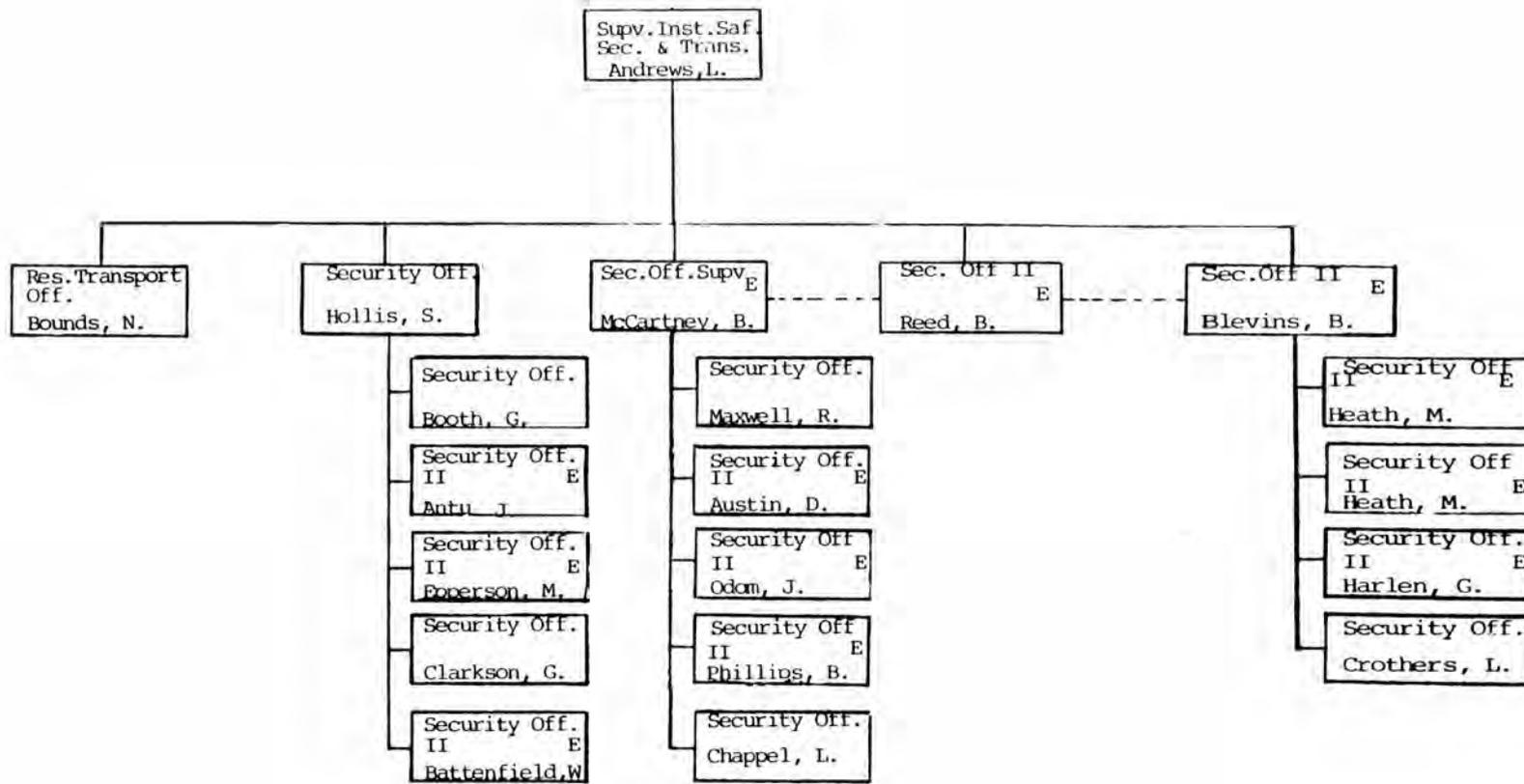
Typist Clk II
Stephens, P.



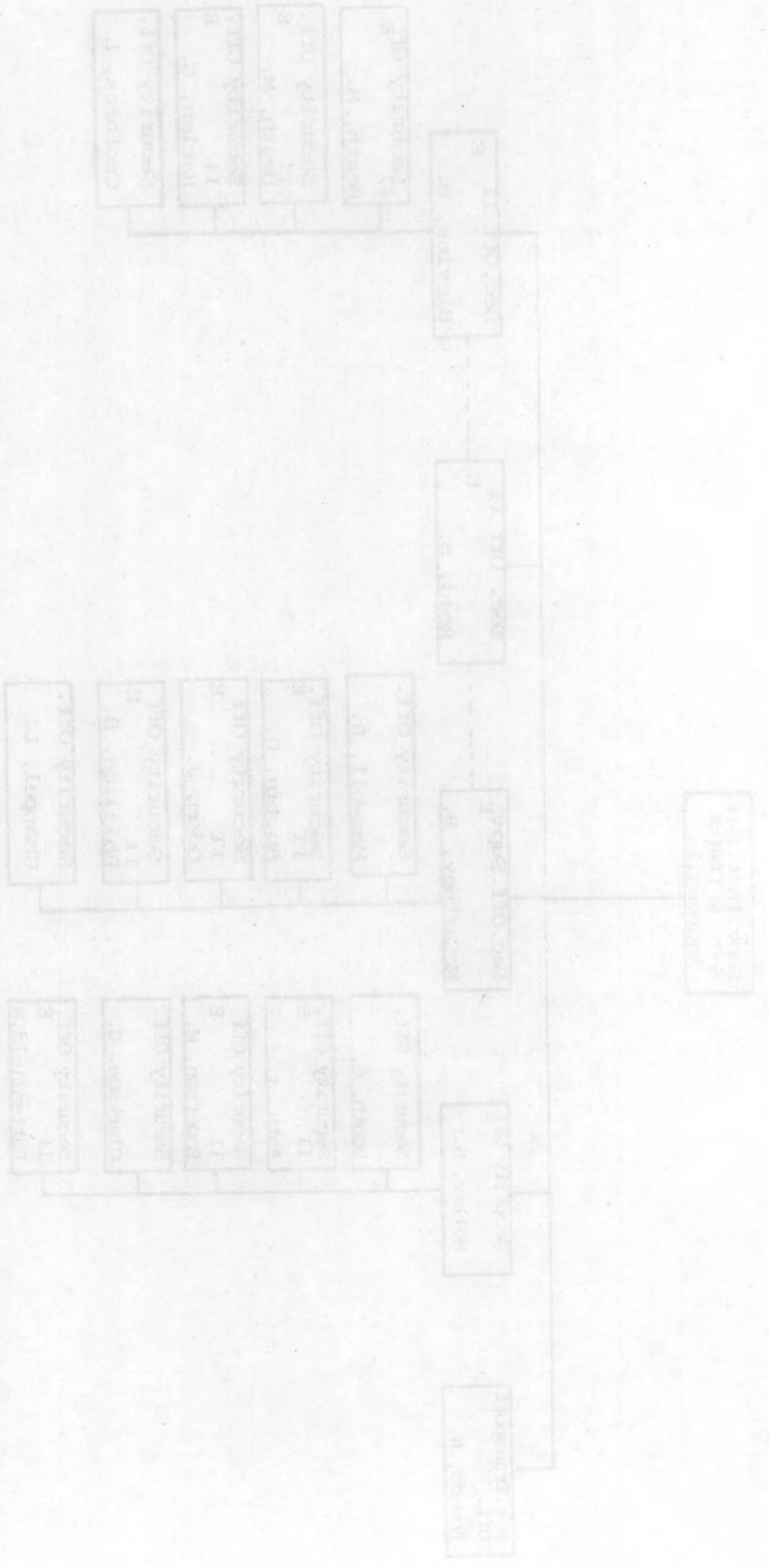
11

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APPENDIX D
ALLOCATIONS

17900

APPENDIX D
ALLOCATIONS

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OCC ALLOCATIONS

Administration

NAME	PRESENT	CODE	PROPOSED	CODE
Robert Buckner	Institutional Supt.	X231	Institutional Supt.	X231
Clinton Purtell	Institutional Dep. Supt.	X230	Institutional Dep. Supt.	X230
Mary Romich	Exec. Secretary I	A410	Exec. Secretary I	A410
Milton Goodwin	Vol. Ser. Coord.	Z340	Vol. Ser. Coord.	Z340
Freida Derrick	Administrative Off. I	E110	Administrative Off. I	E110
Rhonda Stewart	Typist Clerk II	A502	<u>Secretary I</u>	A401
M. I. Larson	Clerk I	A111	<u>Clerk II</u>	A112
Patricia Miller	Executive Secretary I	A410	Executive Secretary I	A410

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OCC ALLOCATIONS

Business Office

NAME	PRESENT	CODE	PROPOSED	CODE
Harold Poplinger	Business Manager II	D311	Business Manager II	D311
Lind Jean Wilks	Typist Clerk III	A503	Typist Clerk III	A503
Maxine W. Cox	Typist Clerk II	A502	Acct. Clerk II	D502
Doris Sheppard	Acct. Clerk I	D501	<u>Acct. Clerk II</u>	D502
Mattie M. Phillips	Sales Clerk II	D421	Sales Clerk II	D421
Lena Mae Graves	Sales Clerk I	D420	Sales Clerk II	D421
Allen L. Foster	Supply Officer I	F230	<u>Supply Officer II</u>	F231
Ann Drew	Typist Clerk II	A502	<u>Typist Clerk II</u>	A502
Sharon K. Rosson	Typist Clerk II	A502	Typist Clerk II	A502
Douglas Gutzman	Stock Clerk IV	F223	Stock Clerk III	F222
Donald D. Jones	Stock Clerk III	F222	Stock Clerk III	F222
Vera Mae Ridley	Stock Clerk III	F222	Stock Clerk III	F222
Flora Tye	Senior Cook	Z121	<u>Food Service Supt. I</u>	Z155
Ruby M. Thomas	Senior Cook	Z121	<u>Food Service Supervisor</u>	Z154
Lillie M. Gaulden	Senior Cook	Z121	<u>Senior Cook</u>	Z121
Lillie M. Jackson	Cook	Z120	Cook	Z120
Lillie P. Bowler	Cook	Z120	Cook	Z120
Helen L. Carmons	Cook	Z120	Cook	Z120
Elsuma Winford	Sr. Food Service Worker	Z151	Sr. Food Service Worker	Z151
Delois K. Cullom	Sr. Food Service Worker	Z151	Sr. Food Service Worker	Z151
Wilma G. Lolles	Sr. Food Service Worker	Z151	Sr. Food Service Worker	Z151
Elnora N. Sneed	Sr. Food Service Worker	Z151	Sr. Food Service Worker	Z151

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OCC ALLOCATIONS**Recreation**

NAME	PRESENT	CODE	PROPOSED	CODE
Horace V. Harrison	Recreation Supv.	251B	<u>Recreation Prog. Supv.</u>	251C
Jeannette Parker	Recreation Worker	251A	Recreation Worker	251A
Alceed Thomas	Recreation Worker	251A	Recreation Worker	251A
Deborah Alexander	Rec. Therapist I	252D	Rec. Therapist I	252D
Nancy Graham	Rec. Therapist I	252D	Rec. Therapist I	252D
Credell Jackson	Recreation Specialist	524A	<u>Rec. Therapist I</u>	252D
Bertis McLemore	Arts & Crafts Supv.	520F	Arts & Crafts Supv.	520F

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OCC ALLOCATIONS

Religious and Medical Services

NAME	PRESENT	CODE	PROPOSED	CODE
Kermit Neal	Chaplin I	420C	<u>Chaplin II</u>	420D
Mildred Broach	Senior L.P.N.	011B	Senior L.P.N.	011B
Eloise Greer	Typist Clerk II	A502	<u>Typist Clerk III</u>	A503

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OCC ALLOCATIONS

Psychological Services

NAME	PRESENT	CODE	PROPOSED	CODE
Barbara Beach	Psych. Asst.	430C	Psych. Asst.	430C
Wayne Pedigo	Psych. Tech.	430B	Psych. Tech.	430B

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OCC ALLOCATIONS

Education

NAME	PRESENT	CODE	PROPOSED	CODE
Donald L. Foster	Voc. Train. Coord.	534F	Voc. Train. Coord.	534F
Merwyn Curl	Typist Clerk III	A503	Typist Clerk III	A503
Charla Wilson	Typist Clerk II	A502	Typist Clerk II	A502
Charlie Ingram	Cust. Worker	N110	Cust. Worker	N110

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OCC ALLOCATIONS

Social Services

NAME	PRESENT	CODE	PROPOSED	CODE
Karen Yount	Social Worker I	811A	<u>Social Worker II</u>	811B
Michael Day	Social Worker Asst.	810D	<u>Social Worker II</u>	811B
Marilyn Woodard	Social Worker II	811B	Social Worker II	811B
Christine Wiley	Social Worker II	811B	Social Worker II	811B
Mary Proutt	Social Worker II	811B	Social Worker II	811B
Jerry Joseph	Social Worker II	811B	Social Worker II	811B
Delbert Campbell	Social Worker Asst.	810D	<u>Social Worker II</u>	811B
Barbara Gladney	Typist Clerk III	A503	Typist Clerk III	A503
Lindia Newton	Typist Clerk III	A503	Typist Clerk III	A503

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OCC ALLOCATIONS

Direct Care Staff

NAME	PRESENT	CODE	PROPOSED	CODE
Lonnie Davis	Inst. Prog. Supv. I	522A	<u>Inst. Prog. Supv. II</u>	522B
Franklin Tate	YGS III	833C	YGS III	833C
Billie Jones	YGS III	833C	YGS III	833C
Gregory Lee	YGS III	833C	YGS III	833C
Lucille Allen	YGS III	833C	YGS III	833C
Leta Grayson	YGS III	833C	YGS III	833C
Shirley McHenry	YGS II	833B	YGS II	833B
Maedella McBath	YGS I	833A	YGS I	833A
Bessie White	YGS I	833A	YGS I	833A
Winifred Garrelson	YGS I	833A	YGS I	833A
Fancie Smith	YGS I	833A	YGS I	833A
Anna Fleming	YGS I	833A	YGS I	833A
Dorothy Gladney	YGS I	833A	YGS I	833A
Martelia Tate	YGS I	833A	YGS I	833A
Almeta Shipp	YGS I	833A	YGS I	833A
Jesse Buchanan	YGS II	833B	YGS II	833B
Henry Hall	YGS I	833A	YGS I	833A
James Johnson	YGS I	833A	YGS I	833A
Flora Brown	YGS I	833A	YGS I	833A
Benjamin Sourie	YGS I	833A	YGS I	833A
Wiley McIntosh	YGS I	833A	YGS I	833A
Velda Patterson	YGS I	833A	YGS I	833A
Badgett Lee	YGS I	833A	YGS I	833A
Jeanetta Hollis	<u>YGS III</u>	833C	YGS II	833B
Raymond Fillmore	YGS I	833A	YGS I	833A
Clifton Lee	YGS I	833A	YGS I	833A
Marjory Zachary	YGS I	833A	YGS I	833A
Raymond Stark	YGS I	833A	YGS I	833A
Elnora Reagor	YGS I	833A	YGS I	833A
Mary Love	YGS I	833A	YGS I	833A
Ken Thatcher	YGS I	833A	YGS I	833A

DRAFT**OCC ALLOCATIONS****Direct Care Staff (continued)**

NAME	PRESENT	CODE	PROPOSED	CODE
Carolyn McDaniel	YGS II	833B	YGS II	833B
Nadine Wilbourn	YGS I	833A	YGS I	833A
Andrew Harris	YGS I	833A	YGS I	833A
James Penn	YGS I	833A	YGS I	833A
Walter Anderson	YGS I	833A	YGS I	833A
Lavada Lee	YGS I	833A	YGS I	833A
Naomi Jones	YGS I	833A	YGS I	833A
Clifford Jackson	YGS I	833A	YGS I	833A
Maxine Ennis	<u>YGS III</u>	833C	YGS II	833B
Charlesetta Reed	YGS I	833A	YGS I	833A
Alice Parker	YGS I	833A	YGS I	833A
Esther Watkins	YGS I	833A	YGS I	833A
Verona Burr	YGS I	833A	YGS I	833A
Valentine Shipp	YGS I	833A	YGS I	833A
Roderick Culton	YGS I	833A	YGS I	833A
Betty Reed	YGS I	833A	YGS I	833A
Etta Coleman	YGS I	833A	YGS I	833A
Clifford Pouncil	YGS I	833A	YGS I	833A
Wanda Thomas	YGS I	833A	YGS I	833A
Theresa Platt	YGS II	833B	YGS II	833B
Laverta Marcellas	YGS I	833A	YGS I	833A
Otha Grade	YGS I	833A	YGS I	833A
Earnestine Beasley	<u>YGS III</u>	833C	YGS I	833A
Mable Pope	YGS I	833A	YGS I	833A
Joyce Mabley	YGS I	833A	YGS I	833A
Carolyn Lynn	YGS I	833A	YGS I	833A
Ann Sanders	YGS I	833A	YGS I	833A
Diane Williams	YGS I	833A	YGS I	833A
Pearl Stark	YGS I	833A	YGS I	833A
W.A. Watson	YGS I	833A	YGS I	833A
Evelyn Jackson	<u>YGS III</u>	833C	YGS II	833B

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OCC ALLOCATIONS

Direct Care Staff (continued)

NAME	PRESENT	CODE	CODE	PROPOSED	CODE
Irene Thompson	YGS I	833A	833A	YGS I	833A
Gloria Folks	YGS I	833A	833A	YGS I	833A
Pamela Smith	YGS I	833A	833A	YGS I	833A
Truman Marshall	YGS I	833A	833A	YGS I	833A
Jeff Tate	YGS I	833A	833A	YGS I	833A
Danny Patton	YGS I	833A	833A	YGS I	833A
Essie McIntosh	YGS I	833A	833A	YGS I	833A
Patty Stephens	Typist Clerk II	A502	A502	Typist Clerk II	A502

OCC ALLOCATIONS**Security**

NAME	PRESENT	CODE	PROPOSED	CODE
Ruth Maxwell	Security Officer	J410	Security Officer	J410
Georgia Clarkson	Security Officer	J410	Security Officer	J410
Laveda Chappell	Security Officer	J410	Security Officer	J410
Norma Bounds	Res. Trans. Off.	J440	Res. Trans. Off.	J440
Sylvester Hollis	Security Officer	J410	<u>Security Officer</u> Supv.	J415
Georgia Booth	Security Officer	J410	Security Officer	J410
Carl Crothers	Security Officer	J410	Security Officer	J410
O.V. Rhone	Security Officer	J410	Security Officer	J410

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OCC ALLOCATIONS

Maintenance

NAME	PRESENT	CODE	PROPOSED	CODE
Paul Dunn	Bldg. Maint. Supt. I	P603	Bldg. Maint. Supt. I	P603
S. D. Russell	Bldg. Maint. Supt. I	P603	Bldg. Maint. Supv.	P601
Curtis Brooks	Sr. Equip. Operator	N211	Sr. Equip. Operator	N211
Curtis Debose	Equipment Operator	N210	Grounds Keeper	N130
N. J. Lewis	Heating & Refrig. Mech. II	P411	Heating & Refrig. Mech. I	P410
Robert Miller	Maint. Carpenter I	P420	Maint. Carpenter I	P420
J.C. Miller	Maint. Carpenter I	P420	Maint. Carpenter I	P420
Gary Farmer	Maint. Electrician II	P431	Maint. Electrician I	P430
P.E. Stinson	Maint. Painter II	P451	Maint. Painter I	P450
John Parson	Maint. Plumber II	P461	Maint. Plumber II	P461
Inman Russell	Maint. Plumber II	P461	Maint. Plumber I	P460
Eddie McCrary	Light Vehicle Driver	N220	Light Vehicle Driver	N220
Curtis Chamberlain	Laborer	N410	Laborer	N410
Richard Russell	Laborer	N410	Laborer	N410
Norman C. Clark	Sr. Custodial Worker	N111	Custodial Worker	N110
Theodore Parker	Sr. Custodial Worker	N111	Custodial Worker	N110
Mary K. Tackett	Typist Clerk I	A501	Typist Clerk II	A502

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APPENDIX E
PROTOTYPE FOR OCC

1980

APPENDIX E
PROTOTYPE FOR OCC

I N S T I T U T I O N A L S T A F F I N G P R O T O T Y P E

11:08 FRIDAY, JULY 22, 1971

BEDSPACE IS 90
RESIDENTIAL BUILDINGS 7
RESIDENTIAL UNITS 9

STANDARD STAFFING FOR JUVENILE INSTITUTIONS
ALONG WITH A COMPARISON LIST OF THE CURRENT OCC FTE

>====>> O C C <<====<

----- INSTITUTIONAL DEPARTMENT=FARM -----

PRO_JOBS	RATIO	PRO_FTE	MIN_PAY	OCC_JOBS	OCC_FTE
FARM STAFF	NO RATIO SET	0	14612		
		.	17990	FARM SUPERINTENDENT	1
		.	16318	FARM SUPERVISOR	1
		.	14801	SENIOR FARMER	1
		.	12177	FARMER	1

DEPRTMNT		0			4

----- INSTITUTIONAL DEPARTMENT=MAINTENANCE -----

PRO_JOBS	RATIO	PRO_FTE	MIN_PAY	OCC_JOBS	OCC_FTE
		.	23079	HEAVY EQUIP OPERATOR	1
		.	10262	LIGHT VEHICLE DRIVER	3
MAINT SUPERV (B M SUPT)	1 PER INSTIHN	1	24109		
		.	21344	BLDG MAINT SUPRTNDNT I	2
MAINTENANCE ELECTRICN II	1 PER INSTIHN	1	17552	MAINTNANCE ELECTRIC II	1
MAINTENANCE CARPENTER II	1 PER INSTIHN	1	15920		
		.	14440	MAINTENANCE CARPENTR I	2
SENIOR MAINT REPAIR TECH	3 PER INSTIHN	3	14096		
		.	13097	MAINTNANCE REPAIR TECH	1
HEAT/REFRIGRTH MECHANC II	1 PER INSTIHN	1	16318	HEAT/REFRIG MECHANC II	1
MAINTENANCE PLUMBER II	1 PER INSTIHN	1	15920	MAINTENANCE PLUMBER II	2
		.	14440	SENIOR EQUIP OPERATOR	1
		.	11597	EQUIPMENT OPERATOR	1
MAINTENANCE PAINTER II	2 PER INSTIHN	2	14096	MAINTENANCE PAINTER II	1
LABORER	3 PER INSTIHN	3	9773	LABORER	2

DEPRTMNT		13			18

----- INSTITUTIONAL DEPARTMENT=MEDICAL -----

PRO_JOBS	RATIO	PRO_FTE	MIN_PAY	OCC_JOBS	OCC_FTE
CLINIC NURSE SUPERVISOR	1 PER INSTIHN	1	29305	CLINIC NURSE SUPERV	1
STAFF NURSE III	6 PER INSTIHN	6	22121	STAFF NURSE III	3
		.	.	MED PROG EDUC COORD	1
		.	20000	STAFF NURSE I	2
		.	22121	STAFF NURSE II	3
		.	31000	FAMILY NURSE PRACTITNR	1
		.	14456	LICD PRACTICL NURSE I	4
		.	16716	SENIOR LICD PRACT NURS	1
		.	17404	LICD PRACTICL NURS III	1

DEPRTMNT		7			17

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I N S T I T U T I O N A L S T A F F I N G P R O T O T Y P E

11:08 FRIDAY, JULY 22, 1981

BEDSPACE IS 90
RESIDENTIAL BUILDINGS 7
RESIDENTIAL UNITS 9

STANDARD STAFFING FOR JUVENILE INSTITUTIONS
ALONG WITH A COMPARISON LIST OF THE CURRENT OCC FTE

>====>> O C C <<====<

----- INSTITUTIONAL DEPARTMENT=PROFESSIONAL -----

PRO_JOBS	RATIO	PRO_FTE	MIN_PAY	OCC_JOBS	OCC_FTE
VOLUNTEER SERVICES COORD	1 PER INSTIITN	1	16716		.
SOCIAL SERVICE SUPERV II	1 PER INSTIITN	1	24109	SOCIAL SERVICE SUPV II	1
SOCIAL WORKER II	1 PER RES BLDG	6	20826	SOCIAL WORKER II	6
TRAINING OFFICER I	1 PER INSTIITN	1	.	TRAINING SPECIALIST	1
PSYCHOLOGIST III (PHD)	1 PER INSTIITN	1	20826		.
PSYCHOLOGIST II	1 TO 30 BDSPC	3	27909		.
		.	24697	PSYCHOLOGICAL ASSIST	1
		.	20826	PSYCHOLOGICAL TECHNICN	2
CHAPLAIN II	1 PER INSTIITN	1	17134	CHAPLAIN I	1
SOC WORK II (ATTN COUNSL)	3 PER INSTIITN	3	20826	SOCIAL WORKER II	0
		.	17990		.
		.	19351		.
		.	19351		.
-----		---			---
DEPRTMNT		17			12

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----- INSTITUTIONAL DEPARTMENT=RECREATION -----

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PRO_JOBS	RATIO	PRO_FTE	MIN_PAY	OCC_JOBS	OCC_FTE
RECREATION THERAPIST III	1 PER INSTIITN	1	21867		.
		.	16716	RECREATION SUPERVISOR	1
RECREATION THERAPIST I	1 PER RES UNIT	9	17552	RECREATION THERAPIST I	3
		.	12177	RECREATION WORKER	1
ARTS AND CRAFTS SUPERV	1 PER INSTIITN	1	16716	ART & CRAFT SUPERVISOR	1
		.	12785	ART & CRAFT INSTRUCTOR	1
		.			.
-----		---			---
DEPRTMNT		11			7

----- INSTITUTIONAL DEPARTMENT=SCHOOL -----

PRO_JOBS	RATIO	PRO_FTE	MIN_PAY	OCC_JOBS	OCC_FTE
PRINCIPAL II	1 PER INSTIITN	1	18288		.
		.	16692	PRINCIPAL I	1
VOCATIONAL TRAIN COORD	1 PER INSTIITN	1	23521	ADMINISTIVE OFFICER II	1
PSYCHOMETRIST	1 AT OCC	1	.	PSYCHOMETRIST	1
TEACHERS	1 TO 5 BDSPC	20	19351		.
		.	11045	TEACHERS AIDE	3
		.	.	TEACHER (A)	18
		.	.		.
-----		---			---
DEPRTMNT		23			24

I N S T I T U T I O N A L S T A F F I N G P R O T O T Y P E

11:08 FRIDAY, JULY 22, 19

BEDSPACE IS 90
RESIDENTIAL BUILDINGS 7
RESIDENTIAL UNITS 9

STANDARD STAFFING FOR JUVENILE INSTITUTIONS
ALONG WITH A COMPARISON LIST OF THE CURRENT OCC FTE

>===>> O C C <<===<

----- INSTITUTIONAL DEPARTMENT-SUPPORT -----

PRO_JOBS	RATIO	PRO_FTE	MIN_PAY	OCC_JOBS	OCC_FTE
FOOD SERVICE SUPERVISOR	1 PER INSTITH	1	17552	FOOD SERVICE SUPERV	1
SENIOR COOK	3 PER INSTITH	3	12785	SENIOR COOK	4
		.	11314	COOK	2
SENIOR BAKER	1 PER INSTITH	1	11314		.
SENIOR FOOD SERV WORKER	.1 * BDSPC -4	5	10519	SENIOR FOOD SERV WORKR	4
SUPERV INSTN SAF/SEC/TRAN	1 PER INSTITH	1	22961		.
		.	12474	SECURITY OFFICER SUPVR	1
SECURITY OFFICER SUPERVR	4 PER INSTITH	4	12474	CHIEF SECURITY OFFICER	1
		.	14456		.
SECURITY OFFICER	11 PER INSTITH	11	11045	SECURITY OFFICER II	10
		.	12773	SECURITY OFFICER	9
		.	11045	RESIDENT TRANS OFFICER	1
		.	10519	BLDG SURVEILNCE OFFICR	1
		.	10519		.
-----		---			---
DEPRTMNT		26			34
		===			===
		211			226

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NOV 06 1992
OKLA. PUB. CLEARINGHOUSE