

COTTAGE MANUAL

TABLE OF CONTENTS

EMERGENCY PROCEDURE
MAP OF TRAINING SCHOOL GROUNDS
TRAFFIC RULES
SMOKING REGULATIONS
GUIDE FOR REVIEW OF DUTIES - General Information
TYPICAL DAY
COTTAGE PARENT
6:30 ATTENDANT
3:30 ATTENDANT
12:00 ATTENDANT
GOOD HOUSEKEEPING
LAUNDRY LIST
GUIDE FOR ORDERING SUPPLIES
BARBER SHOP AND BEAUTY PARLOR
PROBLEMS OF VOCATIONAL ASSIGNMENT
NOCTURNAL ENURESIS

Red
9/8/61

EMERGENCY

PROCEDURE TO FOLLOW

Injury or Serious Illness

(1) Child

(1) Phone 68 and Medical Clinic (42). If no answer, phone sickward (62 or 77).

(2) Phone Children's Living (41). If no answer, phone Cottage 1 (24). Report to department head.

(3) Submit special report before going off duty.

(2) Employee

(1) Phone 68 and Medical Clinic (42). If no answer, phone sickward (62 or 77).

(2) Assist employee if situation warrants.

(3) Notify family and department head as warranted.

(4) Submit special report before going off duty.

Behavior

(2) Other Areas

(1) Phone Children's Living (41). If no answer, phone 68 and 24.

(2) Submit special report before going off duty.

(1) Phone 68. They will call Children's Living.

(2) Report to department head as soon as possible.

(3) Submit special report before going off duty.

Truants

Phone Children's Living (41) immediately. If no answer, phone 24.

Failure to Report to
Assignments

Phone Children's Living (41) immediately. If no answer, phone 24.

Utilities or Structural

Phone Maintenance Department (31). If no answer, phone 68.

Fire

Use alarm or phone 68.

*Dr. B -
used in
training course
& added to
Cott Manual*

MEMORANDUM

TO: Cottage Parent Staff
cc: Dr. Buoniconto

DATE: May 31, 1962

FROM: Mr. Haupricht, CLC Supervisors RE: Recommended completion
of the Daily Journal

To assist new people and clear up some confusing points the CLC Supervisors (per Mrs. Janchick) have listed headings for understanding and completing the journals. Please read, pass to and instruct your staff in this matter as needed. Should you have suggestions for the improvement and accuracy of this technique, contact Mrs. Janchick.

Items are indicated by number on sample journal.

PLEASE ADD TO YOUR COTTAGE MANUAL AFTER "EMERGENCY - PROCEDURE TO FOLLOW"

PH:mk

MEMORANDUM

FROM Mr. Hauptprich
TO Cottage Parents
CC: Dr. Buoniconti
Supervisors

DATE 3-6-63

As you probably know, on many occasions in the past, the fact that incomplete Cottage Journals has come to my attention to improve the quality of work done on the journals. In the past the department has attempted many techniques. These techniques include the training course for new employees, at which time a Supervisor teaches new employees the routines of all forms of the department. We also have sections in our manual covering this material. Mrs. Jenschick, not long ago wrote a simplified detailed explanation of the journals and this particular journal form has been in use here for many years with only minor changes. Each days journals requires the Cottage Parent (or acting) to sign the form.

All sorts of errors, minor and serious ones, are occurring. We have called in as many as twelve employees in one day to correct the journal. As you may know, the results of the journals give material for our report for re-ennurement from the state, as well as, the only permanent accurate report of happenings on the grounds. These reports are permanent legal records of activities.
THESE MUST BE CORRECT IN ALL RESPECTS.

I am asking you as part of your duties as Cottage Parents, to be absolutely certain that in every incident the journal is correct.

Attach to your Cottage Manuals Memo of May 31, 1962 journals.

PH:ek

Reid
517/43

The daily journal is the only permanent record of the movements of our children, they are to be made out neatly and legibly. The journal is also legal evidence of log and diary of cottage life in complete form.

1. The journal begins at 12M and ends at 12M. Cottage No.-
Date
 a. should be accurate
2. Movements - time group went to bed - time group got up next morning, e.g.
3. Present in dorm at 12M - initialed by 12M employee after checking his group.
4. Children sleeping elsewhere and included in your count.
5. Special care of observation of sick - this is, medication given or a sick child during the night.
6. Notes on unusual behavior. This would be self-explanatory.
7. Children called to lavatory. Self-explanatory
8. Wet beds and time. Self-explanatory
9. Present in dorm at 12 p.m. - initialed by 12M employee.
10. Present in cottage at 6:30 - initialed by 6:30 employee.
11. Signature of 3:30 employee.
12. Signature of 12M employee.
13. Employees on duty - to be filled out giving exact time that an employee worked. Also visitors and time in the cottage are to be recorded.
14. Present at 12M. This is count that your day starts off with - corresponds with figure on front.
15. Received during the day - Name and time child came in and from where came.
16. Removed during the day - Name and time and to where transferred.
17. Your totals - Leave of absence stands for three things.
 - a. T.V. - which is for not more than 3 days
 - b. Vac. - which is for over 3 days
 - c. Hosp. - this is hospital off Training School grounds.
 - d. Family Care - this includes children in the community but carried on our count.

17. (continued)

Sickward - Any child in our own sickward
Truancy - Any child who is truant
Total - includes all of these

18. Recreation Report. Self-explanatory
19. Special - any special party in cottage, etc.
20. Special Reports written - or any illnesses.
21. Occupational Report - This gives one a summary of where children have been all day, etc.
22. Ordinary Movements - This would include number to Dental, Medical, and Psychology clinics.
23. Special Movements - This includes trips off grounds, etc.
24. Signed by Cottage Parent.
25. Signed by 3:30 employee.

SEE ATTACHED SAMPLE

PH:mhc

JOURNAL OF COTTAGE 20 FOR 2-18-62

Temperature of Wards: 12 p.m. East 68° West 66° 4 a.m. East 68° West 68° 9 p.m. East 68° West 68°

2 Movements of children

Group called at 6:00 a.m. Regular cottage routine completed and downstairs 6:45 a.m.

Group to dorm at 7:15 p.m. - Regular routine, showers, prayers, lights out at 8:20 p.m.

3 Present in dormitory at 12 p.m.

4 Children sleeping elsewhere: Name and place John Paul sleeping in Cottage 17

5 Special care or observation of sick Medication as directed by medical clinic

6 Notes on unusual behavior Frank Carl had a nightmare - see Special Report this date.

7 Children called to lavatory: Name and time

Billy Jones	1:00 a.m.
Carl Morris	3:00 a.m.
Bobby Moss	10:00 p.m.

8 Wet beds: Name and time

Joseph Good	- 3:00 a.m.
John Doe	- 10:00 p.m.

9 Present in dormitory at 12 p.m. 39 J. Jones 10 Present or accounted for at 6:30 a.m. 40 D. Jones

11 Signed 3:30 employee
12 p.m. - 12 p.m.12 Signed 12M employee
12 p.m. - 4:30 a.m.

13. Employees

On Duty
From To

Visitors: Name and Time

Time actually worked

All visitors for any reason

Memorandum

To Cottage Parents

Date 5-10-63

From Mr. Haupricht

CC: Supervisors, Hank Lankhorst

PLACE IN COTTAGE MANUALS

Children may not purchase anything in the Club Rooms (so not to go there) without a note of authorization from the employee in charge of the child. Employees should not send children for personal purchases of tobacco.

TRAFFIC RULES

1. Speed limit 15 Mph. Max.
2. Park properly designated areas.
3. No driving on walk ways. (Service vehicles permitted when working the area).
4. Service vehicles have right of way over personal cars.
5. No driving on grass.
6. All vehicles to have proper lights and brakes.
7. Service entrance of all buildings to be kept clear, 6 a.m. to 6 p.m.
8. Employee riding with non-employees will be responsible for traffic violation of that car.
9. Each employee send to Fire Department their NAME, ADDRESS, MAKE, MODEL and LICENSE NUMBER of their car.
10. Violators will report to fire and safety chief. Failure to report for first violation will be considered your second violation.
11. Any employee receiving (3) three violations within (6) six month period will be turned over to Dr. Buoniconto for discipline at his discretion.
12. Rules will be enforced by Fire Department personnel.

October 25, 1960

SMOKING RULES

As of this date, smoking will be permitted in the following areas ONLY:

- | | |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| MAIN SCHOOL BUILDING | - Teachers' lounge. |
| AUDITORIUM BUILDING | - Employees' Club Rooms. |
| DAY SCHOOL BUILDING | - Day School Director's office, also in the Teachers' lounge. |
| OCCUPATIONAL THERAPY CENTER & SCHOOL | - Upper and lower west side rooms. |
| BARN AREAS | - Dairy and Farm foreman's offices. |
| COTTAGES | - Main floor, west side room ^{only} and upper hallway and ^{basement} areas approved for children. ^{where} |
| STOREHOUSE | - Storekeeper's office. |
| ADMINISTRATION AND ALL OTHER BUILDINGS | - Areas designated by department head and approved by Fire Department. |

Smoking will be permitted on certain occasions such as at banquets, special programs and other activities under the supervision of the Fire Department.

Employees are to exercise caution about smoking on the Training School grounds in order that a proper example may be set for our children.

THESE RULES ARE TO BE ENFORCED BY THE FIRE DEPARTMENT AND FULL COOPERATION IS EXPECTED FROM EACH DEPARTMENT HEAD.

Pasquale Buoniconto, M.D.
Medical Superintendent

MEMORANDUM

TO: Cottage Staff & Supervisors
cc: Dr. Buoniconto

DATE: September 13, 1962

FROM: C.L.C. Director

SUBJECT: Statement of Policy --
Shift placement, work
schedules and time.

PLACE IN COTTAGE MANUAL, AFTER SMOKING REGULATIONS

Work schedules and time shifts in this department have long been a problem of organization. Since ours is a responsibility of 24 hour, 7 days a week and our needs change frequently, plus the fact that our sick leave is covered by regular staff, it is impossible to make a continual commitment with any employee regarding shift, cottage or duties beyond classification. We are interested in and do attempt to cooperate with personal needs of an employee within the framework of our needs with the children. Whenever there is conflict of needs, personal or school, naturally the school has precedence. Employees must somehow care for their own problems of working, motherhood, financial situations, second jobs, personal business, etc.

In matters of education and shift schedule we do, when it is possible to carry the load of committed schedule, approve school attendance in line with a term of definite scheduling. The course of study must be in line with Civil Service Policy in similar areas, i.e., directly related to our needs and such schooling cannot interfere with the job duties. These educational schedules do not work out for Trainees. Obviously, this policy is not new to the department -- just enforced.

PH:mik

Rec'd
9/14/62

MEMORANDUM

TO: Cottage Parents - Supervisors
CC: Dr. Buoniconto

DATE: 12-20-63

FROM: Mr. Hauptrecht

REMINDERS IN CHILD CARE - Add to your Manuals "Duties Section"

On occasion, we have had serious complaints on inadequate care of the children via their training in personal hygiene. Again, this has forcefully come to our attention. Please take notice, we consider this a form of child abuse and neglect of duty. Persons placing such complaints may originate Special Reports for Supervisor evaluation and neglect will not be permitted. One such complaint is too many. ??

We note your excellent response to our recent requests on survey of needs and orders for monies for children with special funds. This project was well done and we assume its completion to be as well done. Some do not know the proper use of Form 25 - Petty Cash (Federal) order. See the desk Supervisor if there is any question.

A. B.

MEMORANDUM

TO: All Cottage Staff
Supervisors
cc: Mr. Herships
Mr. Hembrey

DATE: March 15, 1962

Please place this memorandum in your Cottage Manual
before "Guide for Review of Duties--".

Several problems have come to my attention relative to the employees use of the residence building. We quote the policy of the Memorandum from Mr. Herships, 2-16-60, regarding this matter. This policy is still in force.

"At a meeting with the Medical Superintendent regarding the necessity of furnishing accommodations for employees during emergencies, it was decided that sleeping rooms should be made available in the Employees' Residence at no charge when conditions warrant."

"It was determined that emergency situation which would be recognized would exist where employees do not complete their shift until 11:00 p.m. and are required to report for work at 8:00 a.m. the following morning. A further condition to qualify as an emergency situation is that there must be some justification, usually weatherwise, to make these free accommodations available."

In addition to this, for employees of our department, please note and observe the following:

1. All Business Office communications should be labeled to the attention of Mr. Herships, this does not exclude regular channels of our department. This is relative to all communications.
2. Supervisors or the Director should state on the notice to Mr. Herships regarding the emergency use of the residence, the fact of emergency nature (no charge) or personal use (as defined above).
3. It has been courtesy for the department head to be aware of the on-grounds residence of any departmental employee.
4. On occasions when the Business Office or the Children's Living Office is not open, the on-call supervisor must be notified in case of use of the residence.

Again, please note the criteria for emergency use of the residence as explained in the memorandum of February 16, 1960

PH:mk

Manually

MEMORANDUM

FROM: Mr. Haupricht

DATE: July 25, 1962

TO: All Cottages and Staff
cc: Dr. Buoniconto ✓
Mr. Herships
Mrs. DelCampo

Effective August 1, 1962, please see that the child's pillow and mattress is transferred with the child, excepting to sickward, Cottages 4 and 17. When the child leaves the school (other than for temporary leaves) the pillow and mattress should be placed in the sun for a day and then placed in Cottage 8. Empty beds, after the program is in operation, should not have mattress, pillow or be made, excluding the cottages mentioned above.

New children will be issued a pillow and mattress which will then stay with that child during residence. We discourage children sleeping on others bedding. We want to try to set up a bedding "sterilization" program. We are asking Mr. Herships and Mrs. DelCampo to help provide this for mattress and pillow newly stored in Cottage 8.

If there are any questions or problems, please see Mr. DelCampo.

Thank you

*with Mr. Haupricht
Ed. Herships & Mr. DelCampo*
Revised
7/31/62

PH:mk

*Revised
7/30/62*

MEMORANDUM

TO: All C.L.C. Staff CC: Dr. Buoniconto
Mr. St. Germaine
Miss McLaughlin

DATE: 12-9-63

FROM: Mr. Haupricht

To prevent any further confusion in the matter, current bed times are as follows. These times are to be observed religiously, until further notice - probably summer. Any temporary change must be approved by the duty Supervisor.

CURRENT BED TIME HOUR.

Cottage 1	8:20 p.m.
Cottage 2	9:30 p.m.
Cottage 3	9:00 p.m.
Cottage 4	8:20 p.m.
Cottage 5	9:00 p.m.
Cottage 6	9:00 p.m.
Cottage 7	8:20 p.m.
Firehall	10:00 p.m.
Cottage 9	8:20 p.m.
Cottage 10	9:00 p.m.
Cottage 11	9:00 p.m.
Cottage 12	9:00 p.m.
Cottage 13	10:00 p.m.
Cottage 14	9:00 p.m. (9:30 p.m. - Friday, Saturday & Sunday)
Cottage 15	8:20 p.m.
Cottage 16	8:20 p.m.
Cottage 17	8:20 p.m.
Cottage 19	9:30 p.m.

MEMORANDUM

TO: Children's Living Staff
CC: Dr. Buoniconato
Mr. Hembrey

DATE: June 28, 1963

FROM: Mr. Hauptrecht

Again, and on several occasions since my May 17th note to you on "Telephone Courtesy", we are having "improper" use of the phones. I have had reports that - Cottage 1 phone is tied up too much at night - make no "personal" calls between cottages, - some "emergency" calls to P.H. and elsewhere are "false alarms". Perhaps the children have access to phones unsupervised. We note in a few spots, children who answer the phone don't know how to properly use it. We don't seriously object to children being taught to properly answer a phone when you are busy but this should not be routine and always this must be with proper selection of the child. Some of the above suggests neglectful supervision.

Frequently, complaints come in regarding the phones not being answered or the caller hanging up without conversation. We have to assume children, not employees, are doing this. In any event, this is extremely poor manners and children or adults are in error with this technique. We are considering misuse of the phones as improper and neglect of duty.

Most important, we may one day have a real emergency and some nuisance use of the phones could prevent aid and unnecessary injury could result.

Add to manuals - phones section.

*Rec'd
7-2-63
JH*

GUIDE FOR REVIEW OF DUTIES
FOR THE VARIOUS WORK SHIFTS OF COTTAGE EMPLOYEES

In order that our employees assigned to a particular shift may have better understanding of the general requirements and specific standardized duties, this guide is prepared, to acquaint each employee to be somewhat familiar with their duties, and those of their fellow employee. It is not the intent to lay down, step-by-step, specifically what each employee will be expected to do from the time they report for work until they go off duty, but in general, to some extent, specific routines are, in all cottages, a standard procedure. It is expected that there will be and should be variations in cottages, depending on age group, along with other factors, and the intent to keep the guide flexible enough, so that variations may be applied.

General Information

This applies to all employees regardless of shifts.

Your department ~~head~~ is Children's Living Center (C.L.C.) All persons in this department are Parental Care Supervisors (P.C.S.), who maintain the general supervision of all cottages, the placement of employees, and a general assistance to employees, units and groups.

Keys

First and important, if you are given a set of keys--keep them, use them where needed personally, do not allow a child to get them from you.

Use of Phones

Keep to a minimum. Identify self and cottage number, when receiving and making calls. Other departments are not phoned direct. For service or information make calls through C.L.C. Phones may be used as necessary for personal or co-operative reasons on the job.

General Emergency or pressing need--

4:30 P.M. to 6:30 A.M. phone #24

Crisis Emergency--

4:30 P.M. to 6:00 A.M. phone #68

In case of C.L.C. being closed during supper hour--call above numbers.

P.C.S. keeps in touch with #24 from 4:30 P.M. to 8:20 P.M. to be available if needed.

Seclusion

A record of all seclusion is sent to Medical Superintendent daily. No one is placed in seclusion without permission of P.C.S. This applies to all forms of seclusion.

Internal Medications

Medical Department advises what medications are given, the employee personally, dispenses all medication. When the need occurs, between the hours of 11 P.M. and 7 A.M. employee may give 1 aspirin to children under 10, and 2 to those over 10, once during the 8 hours, without medical order. Usually a nurse is on duty at one or both sick wards 'til 11 P.M., after the closing of Medical Clinic at 4:30 P.M. During the other hours of day, all ailments are directed to Medical Clinic, except such holidays it is closed and Sunday. Newer employees, should, refer complaints to their immediate superior employee.

General Medications

Band aides, antiseptic, ointments, etc. may be used (with orders) only as needed, and in moderation. Medicine box and contents is the employees responsibility, to dispense the material, too keep clean and orderly. Employee takes it to clinic for supplies, another picks it up. Your unit will inform you should this task occur on your shift.

Lights

All lights when not in use are turned off. Outside lights on before dusk. Turned off at day light, not before 6:30 A.M.

Doors

Outside doors locked at 5 P.M. Unlocked at 8 A.M. Except during season where groups often eat outdoors, back doors are open until group is indoors. When group is indoors it should be locked at 5 P.M.

Food Service

All foods are prepared in Main Kitchen brought to cottages via truck, in a unit which keeps foods hot or cold until serving time. For any reason, that hot foods have cooled, it should be heated on stove until serving time. Keep containers closed. Food shortage or surplus, contact C.L.C. Children are not forced to eat foods they dislike, but are encouraged to do so. By making small servings to child, and encouraging them to try the taste, often prevents rebellion. Employees attitudes towards foods has a profound effect on the youngsters. Grace is said each meal right after they are seated. Good table manners, proper setting of tables, proper serving, eat leisurely. From serving to completion of meal, not less than 25 minutes. Orderly cleaning and dismissal from tables, are the concern of the employee.

Bathing

Closely supervised by employee, that each ^{ch. Td} bath to get clean. Superior employee is responsible for body inspection, once a week, and prior to all leaves, when child goes off grounds. Deodorant is encouraged to be used, after all showers, and again in A.M. if needed.

MEMORANDUM

FROM: Mr. Hauptrecht
TO: Cottage Parents
CC: Dr. Buoniconto
Mr. Hershops
Supervisors

DATE: 3-21-63

We now have three electric floor polishers assigned to the department. As always Cottage 19 has one available. Two new ones are located in Cottage 14 & 5. All cottages may borrow and return the buffers according to schedule. The "borrowing employee" must sign for the buffer. The buffer books should come to CLC office with the journals of 19, 14 and 5 on each Tuesday morning and will be returned. The cottage parents of 14, 19 and 5 are responsible for the general routine of the buffers.

You should know that our budget request for 1963-64 for three additional buffers was refused. This was based on the report by the Business Office to the Superintendent that we were not using sufficiently the loaned buffers. In many cottages the floors look terrible. The complaint of poor wax was forwarded to the Business Manager. He indicates this wax was evaluated and rated before purchase. Some cottages do keep adequate floors with the present cleaning and waxing routine.

Foot padding remains "illegal" and polishing with mops (not as specific discipline) may be done if buffers are not available or desired.

Cottages 1, 2, 3, 4, 5 & 6 use Cottage 5 buffer.
Cottages 19, 7, 12, 13 & 9 use Cottage 19 buffer.
Cottages 14, 10, 16, 15, 11 and 18 use Cottage 14 buffer.

Obviously, care must be taken in the use of this expensive equipment. If children are taught to use them, adequate supervision must always be available.

Add to Cottage Manuals under "Guide for Review of Duties....."

PH:ek

Rec'd
3/24/63

Dr. B

TRAINING SCHOOL POLICY IN MATTERS OF GIFTS, REWARDS, SMOKING,
AND EMPLOYER RELATION TO CHILDREN IN THESE MATTERS

Place in Cottage Manual after page 2 and with Director's memo of 8-24-61

Rules and regulations have been established regarding child management in matters of gifts (to and from our children) rewards, leaves, favors, etc., as this relates to attachments of the children to those in contact with them.

A memorandum from Dr. Buoniconto states: "All money, remunerations, or gifts extended to children, for any reason, will first be reviewed with the Department Head, who in turn will review the question with the Children's Living Office. The manner of the child receiving the item will be determined through this procedure." --Memo dated 12-5-60--

All Training School employees have been asked to use the utmost judgment in giving gifts to children. No cigarettes, money, clothing, food or other tangible goods is to be given directly to a child. All of these items should be submitted to the Children's Living Office for transmittal. There is no prohibition against occasionally "treating" the children assigned to a department so long as no definite pattern is established. This relates to school or vocational children.

Special favors or rewards are also discouraged because they are often looked upon as "bribes," and can be used to the detriment of both child and employee.

Employees are cautioned not to mail letters for a child, or to contact a child's family in any way. Nor do we encourage children to contact us at home, after they leave the school or in other personal ways that might be considered as favoritism.

Smoking materials are not to leave the cottage with a child. The boys who have smoking privileges may smoke only in the designated area their respective cottages, or as the work area has official permission for children to smoke.

Cigarette lighters, knives, and money may not be carried by any child at any time.

TO: Cottage Staff

FROM: Director, Child Care

DATE: 8/24/61

SUBJECT: Memoranda File
Search of Children

1. Occasional memoranda issued on Child Care matters should be entered in the cottage manual at the indicated location. This paper should be entered in the manual before page 2, Internal Medications.
2. Children should be carefully observed for articles harmful to themselves and others. After home leave or visit special care should be taken to prevent unauthorized possession of medications, money, smoking materials and injurious objects. All should be properly cared for as directed in the manual under the item or as the supervisor suggests. This "searching" should be done with good judgment and not in a "criminal check" manner. As the child changes to cottage clothes is a good time for this observation.

This is very important in the matter of medications and injurious material.

Bed Time

All cottages and groups. Dorms, clothesrooms, closets, lavatory, showers, are closed, locked, where such is available, and all of group in bed at 8:20 P.M. No child is up for anything, except lavatory, after they've been asleep. Stories and radios may be used, consult your superior person, for information regarding this, as it depends on the group.

Clothing

All clothing, both home and County issue, is to be marked with individuals name and cottage number (except 4 and 17, girls and boys discipline, and treatment center).

No child wears anothers clothing. All employees noticing such should immediately inquire of child or superior employee.

Proper care and use of clothing is taught to child--help child to keep clothing mended and repaired when needed. When leaving grounds children must have clean, well fitted clothing. This includes trips to Ann Arbor, Health Center, shopping, week-ends, vacations, etc. Off grounds picnics, clean play clothing or school clothing. Most groups have 3 sets of wearing apparel, play, school, Sunday dress. General dress, hair style are all of conventional type. No extremes are accepted.

Employees

Employees are discouraged to take part in the following activities with children;

Not to discuss personal, family problems and affairs, age, pay, phone numbers, addresses. To contact families, mail letters, take messages to or from child and family. To contact children on jobs, or discuss their family problems. Social Service Department is responsible for all family and job contacts.

All gifts of any kind which an employee wishes to give children must have approval of C.L.C.

No special favors are done by employees, such as mailing letters, dry cleaning, taking watches or radios for repairs. Employee does not make any kind of purchase for children, unless it comes through the department of C.L.C.

The use of children to do personal things for employees is prohibited, such as rug making, sewing, laundry, ironing, etc.

Meals

Employees, either bring their lunch or food or eat in Main Cafeteria. Eating food brought to cottage is approved by special arrangement of

P.C.S. in specific groups, at parties and picnics. Meal hours should be adhered to except in some emergency. Meal hours are scheduled here:

Purchase of tickets in blocks of 10--45¢ breakfast and supper--55¢ for Noon meal. They may be gotten at dining room, Monday from 11:15 A.M. to 12:15 P.M.

Breakfast - 7:00 to 7:30 A.M.	Midnight Employee
Dinner - 11:30 to 12:00	Cottage Parent
11:45 to 12:15	Extra Employee
12:00 to 12:30	6:30 Employee
Supper 5:15 to 5:45	Cottage Parent
5:30 to 6:00	Extra Employee
5:45 to 6:15	3:30 Employee

Any changes must be approved by C.L.C.

Church Services

Four religious services are conducted

Catholic Service	8:00 A.M.
Lutheran Service	8:00 A.M.
Protestant Service	9:30 A.M.
Jewish Service	9:30 A.M.

Subject to changes, by notice of C.L.C.

Light Blub Replacement

All regular incandescent light in cottages are replaced by cottage personnel. Bulbs are gotten at C.L.C. Be careful of fixture, any requiring more than bulb replacement, submit a repair order form, available in all cottages.

100 Watts, shoe room, lavatories, dorms
150 Watts, showers, clothes room, dining and day room, kitchen
and basements
60 Watt, desk lamps, closets, front hall, also dorms.

Separation of Service

The Board of County Auditors has requested that all Departments of Wayne County be advised that in the future, when an employee separates from his position, he is to be taken off the department's payroll effective as of the date of his separation rather than being carried on the payroll until his accumulated vacation time has been exhausted.

It is the Board's desire that such employees be paid by voucher for all accumulated time due them rather than being carried on the payrolls after the effective dates of their separations.

M E M O R A N D U M

FROM: Mr. Haupricht

DATE: 2-20-62

TO: Cottage Parents (and staff)
cc: Parental Care Supervisor
Mrs. DelCampo
Dr. Buoniconte ✓

RE: Security-medication-
child management and
cottage orders.

(Please add to cottage manual after page 4, "Guide to Duties...")

It has come to my attention there are several serious matters of question regarding operation in the cottages. The first of these is with regard to administration of medication especially aspirin. Obviously even this common medication can be dangerous. Also we must give some thought to the idea of what we are attempting to teach children by the use of habitual dependency upon any agent designed for "comfort".

Each cottage parent is responsible for the secure routine of cottage staff and child management, the medication kit is one of these important agents. Survey your cottage and note the following areas:

1. Is all medication in one location under proper control? No cottage should have several containers of aspirin or other medication in several locations. (See manual under Medications, page 2, "Guide for Review of Duties".)
2. Is your cottage consumption of aspirin or any agent out of line for the needs of the group? This includes the use of tobacco. Recently a child complained to us regarding the fact that he was not permitted more petty cash as his consumption of cigarettes was at two pack a day. This is entirely unreasonable and the child should not be permitted that kind of smoking.
3. Is there absolute security in each cottage for the medication kit? Most cottages are using the employees room. At no time should this room be accessible to children. Are we growing in the habit of permitting children access to these secure areas? Is it routine in your cottage for the children to have the keys to this room? Children should not have access to the medication kit or the cottage communications regarding their management. This includes the cottage notes and psychology and medical orders about the children. Do we need further directive in these matters?
4. In your cottage, are the psychology, medical, and cottage notes, and similar important communications (all confidential) available to the children? What kind of safeguards do you have in this matter in

*Rec'd
2/21/62*

your cottage? Please secure these communications the same as the above.

It has always been an important problem in the management of an institution such as this where non-professional staff should have access to confidential material about the youngsters in order to adequately manage the children but often times it is proven that these staff persons do not use sound judgement in handling the confidential material. We have some evidence of this in our department. We are asking the supervisors and cottage parents to pay attention to this need.

We must never lose sight of the fact that we are dealing with severely ill patients and each of our judgements could have direct relation to the patient's welfare.

The discussion of abuse of patients (Superintendent's Memo dated 9-11-60, page 11, manual) does not restrict its meaning to physical punishment and abuse. Mental abuse is also a possibility. Poor judgement in the handling of confidential materials could well be abuse.

5. We are asking each cottage parent, or acting cottage parent to submit to the director a written report answering for your cottage the questions above and factors relating to them. This written report is due in the CLC Office (attention to the director) not later than February 27, 1962. We wish to know how each of these routine matters is being handled in your cottage and how you feel about the above.

This and any other official communication of this nature is not to be part of the children's general information regarding the cottage routine. After you have cared for the content above, directed your staff and completed your report, please file this notation as indicated.

Thank you for careful attention to the above.

However, this is not to be misconstrued to mean that a position can be refilled immediately. As in the past, the position vacated will be encumbered with the total amount of accrued vacation time and will be kept vacant until such leave time has expired.

Department heads are requested to notify the Payroll Division of the date of termination immediately so that the employee can be taken off the payroll.

Parking and Ground Driving

All driving on grounds is not to exceed 15 M.P.H. No passing anywhere. All drives are one way, therefore, slow speeds and observing other vehicles that passing can be managed easily, using driveways back of cottages by turning in, allowing passing on roadways. Many persons and children, in some areas, use roadways as walks.

Monies to Children

All money is deposited to an account of the child and withdrawn as needed. Even older groups are encouraged not to carry money, as it is a temptation to someone to filch it. The only safe way is to deposit and teaches youngsters the need and use of keeping money.

Special Reports

A special form is kept in all cottages for the use of reporting, truancies, injuries, unusual behaviors, unusual incidents of any kind, either on children or employee. Employees are to write such a report for any injury, no matter how slight, if such occurs on duty.

Medical Clinic Cards

Every child has a card in the cottage where he lives, each and every time he's seen by any staff of Medical Clinic, this card is to accompany him, to record the visit and cause.

Time Slips

All cottages are furnished with time slips. Each employee is responsible for his or her time to fill out form, payroll number, sign and have ready to be sent to C.L.C. every other Friday A.M.

Pay Days

Pay days are every two weeks on Friday, the week following that date which time slips go in. Checks received the Thursday before pay day will be delivered after 6:30 P.M. to those employees on duty (3:30 and Cottage Parents). Balance will be delivered to cottage first thing Friday A.M. Requests to have someone else pick up your check should be in Children's Living Office by Wednesday previous to Pay Day.

We are offering here some very broad and general observations which we hope may be of some assistance to you. The items we shall cover should not be in any sense taken as all inclusive or critically personal.

It is unfortunately true that most of us from time to time tend to forget or to minimize the importance of our personal influence upon the children with whom we may come in contact. The fact that we do tend to lose sight of some things which ordinarily are considered obvious, prompts us to mention certain areas where we should all be particularly careful. For the reasons outlined above, we should follow the good practices which we are expected to develop in our children. We should at all times be careful to exercise good manners and hygiene in terms of table manners and food handling.

While we do not prohibit smoking while on duty, it is a fact that our behavior in this area is of extreme concern. We should always be careful and prudent as to the time and place of smoking or using tobacco in its various forms, and collaterally we should perhaps include here the chewing of gum.

It is not the intention to interfere in the personal life of our employees; however, while it may not be too objectionable for employees in some types of employment to have an odor of alcohol on their breath, we feel we should point out that people working with children are expected during their tour of duty, at least, to be entirely free of alcohol.

It is natural for all of us within a tour of duty to require some opportunities for periods of relaxation; however, any such relaxation of attention to duty should be only that which would be reasonable as to time and circumstance as a particular situation might be viewed by a reasonable and prudent person. One might add here that we are not only expected to be reasonably attentive to our job during any given tour of duty, but our activity and attention should be always directed to those items of prime importance. It would, therefore, not be becoming for us to engage in routine clerical work connected with cottage operation during a period when the children should more reasonably be provided our leadership in recreational or other more constructive activities. Sleeping on duty may be sufficient grounds for dismissal of the employee involved. It is the duty and responsibility of every employee to remain awake and alert whenever he is on the job and it is further the duty and obligation of the various supervising employees, attendants, cottage parents, etc., to report all instances of suspected sleeping on the job.

We want to point out to all employees that reasonable attention to duty whether sleeping is involved or not is a necessary requirement of our jobs. Employees found lying on beds or reclining in well padded chairs shall be considered to be wilfully neglecting their duties.

It is unfortunately true that from time to time some of us may forget ourselves in the presence of children and, either in talking to them directly or to our fellow employees, may at times indulge in speech or other activities which are other than in good taste. We must always be careful to guard against such tendencies and should we be present when such situations arise we should make every reasonable effort, under the circumstances, to correct the situation.

All persons charged with a responsibility for children in the Training School must accept the responsibility for acting in relationship to these children in "loco parentis". As a part of this responsibility we should concern ourselves not only with the immediate activities of the cottage but we should show a reasonable interest in all of the activities of the children for whom we bear a responsibility. In following up on this responsibility we should make use of every reasonable occasion to visit our children as they move about the institution so that we may most reasonably discharge our basic responsibility to them. It is, therefore, to be expected that cottage personnel will visit children in the school and on their vocational assignments, accompany them to the Medical Clinic, etc. to the full measure that reason dictates. In this regard it is well to remember that other operating departments have responsibilities of their own and our contacts in these areas should be in good taste and non-irritating to others. By the same token we must be reasonably sure that visits within our cottages are reasonable and with the best interests of the children in mind.

There is one particular area in which the staff in Children's Living need exercise no independent judgement and this has to do with the proper and reasonable execution of Medical Department orders as they pertain to the health of our children. This means that we should be particularly careful that our children appear as requested for all medical and dental appointments and treatments, or that modifications in the schedule be properly arranged through the proper supervisors in the office of Children's Living. The medicine boxes which are replenished each week by the

Medical Department contain in many instances special medications for individual children which are to be given on a scheduled basis by the person on duty in the cottage. We should always keep ourselves well informed as to these requirements and see to it that these requirements are properly executed.

One of the major problems within any institutional setting is the ease with which routinization becomes so firmly entrenched that the program may lose its dynamic qualities. It is our earnest hope and desire that our employees will continually strive for self-improvement and improvement in our over-all program. For this reason we are always eager to receive the constructive criticisms and suggestions of our staff. We would just inject here, as a word of caution, the observation that people should be careful not to indulge in criticism as a method of attempting to avoid discipline or criticism of themselves. For criticism to be constructive it should always be made, where conditions permit, at the time and place most likely to produce positive results. It is in this vein that we should all strive to move ahead together.

The most successful worker in the area of Children's Living has traditionally been the individual who avails himself of every opportunity to improve his capacity for leadership. It is our feeling that there is no substitute for the willingness of the individual employee to apply himself with diligence to acquiring all of the knowledge he can. Within the framework of our regular In-Service Training Program which is carried on through a somewhat formalized series of meetings with staff members in a Spring and Fall sequence, and through our formalized program for training Red Cross Senior Life Savers an employee may show his personal motivation. It should be pointed out that, in addition to these more formal opportunities of acquiring special knowledge and skills here, the employee in Children's Living is always encouraged to pursue training through the opportunities offered in the community and, further, through informal, independent personal application and participation on his job.

From time to time emergencies arise requiring that a person have unanticipated leave from regularly scheduled duty here at the Training School. Individuals working in Children's Living are required to request such leave by contacting the Supervisor "on duty" or "on call" so that we may most reasonably handle such problems. Normally there is a Supervisor on duty in the area of Children's Living from 7 A.M. until 8:20 P.M., although they are not always immediately accessible to a telephone. During the

hours when there is no Supervisor on duty in the area of Children's Living there is a Supervisor "on call". Employees who find it necessary to arrange unanticipated leave from regular scheduled duty must make the arrangements and must do so as far in advance as possible. Such arrangements must be made during the hours when a Supervisor is on duty rather than during the hours when he may be "on call" if this is possible.

An employee contacting a Supervisor "on duty" or while "on call" should if it is a toll call protect himself by placing a "person to person" call for the Supervisor so that unnecessary expense may be avoided. The employee desiring authorization for unanticipated leave must make every effort to contact a Supervisor at the Training School and they should never, except by specific prearrangement, call a Supervisor at his home.

The above directive is made for your guidance and to assist you in times of need. This directive is necessarily one which must be adhered to rigidly. Failure to follow the directive as outlined will mean that the person will be shown to have taken a day off without authorization. The day off in such a case would be without pay.

Notification to a Supervisor by an employee that an unanticipated leave is warranted cannot be construed as authorization for the leave requested. The Supervisor must pass judgement on the merits of the request and will either deny the request, grant the request in full or subject to certain conditions--such as a physician's statement or periodic reports, etc., when sick leave is asked for--or grant the request subject to later review as to how it may be classified. It shall be the obligation of the individual concerned to keep himself apprised of the judgements and requirements associated with his request as made by the Supervisor concerned. The Supervisor ordinarily will keep in touch with the employee.

There are two points of principle, which we must adhere to, that all employees should be aware of. One is that the needs of the children in the School come first in our determining the assignment of employees to various shifts and days off, and the second principle is that no one has ever been properly hired, nor can one ever be properly hired, with an understanding that they are hired for a particular shift or days off.

We are asking in the future that when people have any question about their schedules, other than emergencies, that they shall arrange to talk about such matters with

Mr. N. DelCampo, in person. All such contacts should be made within reason as to time and place. The dining room or walk would not be considered reasonable.

We would point out to all employees that the making out of a schedule to cover all of our cottages on all shifts is not a simple matter. We are loath to contemplate changes in a schedule once it is issued because of the confusion which such changes create. No changes can be made, therefore, except for the most pressing reasons which may, in the judgement of a Supervisor, warrant a most unusual consideration in view of the circumstances and the work record of the employee involved.

For our guidance we are referring to Civil Service Regulations as follows:

Rule 15, Sec. 6 Absence Without Leave.

(a) Any employee who is absent from duty for three consecutive days without a specific authorization therefore shall be deemed to have resigned from the County service and to have vacated his position, unless a leave of absence is subsequently granted under any of these rules and regulations.

and

Rule 16, Sec. 1. Causes for Suspension, Demotions and Removals.

(g) Has been habitually tardy in reporting for duty or has absented himself frequently from duty during regular working hours, or has refused to perform a reasonable amount of emergency work after working hours when directed to do so by his superior officer.

It is only proper to inform our personnel in Children's Living that it is not reasonable, except in most unusual situations, to suspend persons who work so intimately with children. It is our conviction that to do so destroys the basic relationship between child and employee so vital to effective effort. An employee in Children's Living can expect only reasonable warnings of a poor work record before we shall feel dismissal to be proper.

TO ALL EMPLOYEES:

Recent incidents have brought to attention the need to clarify the Wayne County Training School's policies relative to abuse of children. As an institution for mentally retarded children, we operate under the following two rules:

I. RULES AND REGULATIONS OF THE
DEPARTMENT OF MENTAL HEALTH

4.1 Abuse of Patients.

"Any employee of the hospital who abuses a patient in any way shall be subject to immediate dismissal. Continued complaints from the patient regarding an employee shall be thoroughly investigated and, if substantiated, his employment shall be terminated."

II. CIVIL SERVICE COMMISSION RULES
AND REGULATIONS

Rule 14 "Causes for Suspension, Demotion and Removal.--
Sec. 1 The following are declared to be causes for suspension, demotion or removal of any employee in the classified civil service, though charges may be based upon causes other than those herein enumerated, namely, that the employee:

- (d) Has been guilty of abusive or improper treatment toward an inmate or patient of any County institution, or to a person in custody; provided, the acts committed were not necessarily or lawfully committed in self-defense, to protect the lives of others or to prevent the escape of anyone lawfully in custody;"

I will expect all employees to be fully aware of the foregoing and to follow the School's policies more closely.

/s/ Pasquale Buoniconto
Pasquale Buoniconto, M.D.
Medical Superintendent

M E M O R A N D U M

TO: C.L.C. Staff

DATE: 9-10-62

FROM: Mr. Haupricht
cc: Dr. Buonicorto

SUBJECT: Abuse of children--
Verbal

ADD TO YOUR COTTAGE MANUAL - SECTION ON ABUSE

1. It is considered verbally abusive and certainly mentally unhealthy for the children to hear from CLC cottage staff matters pertaining to the child's residency that are of the following nature--
 - A. Denied leaves with employees. Any request by an employee to give children some privilege, reward, off ground trip or personal favor may, without question by the employee or knowledge of the child, be denied by the Counselor, Medical Staff, Child Care Director or the Superintendent. It is not practice to discuss with children plans for such trips prior to approval or comment on such denial.
 - B. Conditions of administrative policy. The rules and regulations we work under are not matters for discussion with the children. These are facts and despite personal feelings are to be supported relative to the children. You are welcome to personal opinion but you may not relate this opinion to the children.
 - C. Matters of schedule, work shifts and personal working conditions. Again these are not matters of discussion with or before children. In fact, great care must be taken with all your behavior while on grounds and in relation to the children. Where there is question on any of these issues, please discuss them with the Director or Personnel Supervisor, never the children. Staff are held personally accountable for the behavior or disturbance (abuse) of children relative to their (children's) distortion of these matters. Therefore, care and complete abstinence from involvement in these matters with children is general directed policy.

TO: Cottage #1 Staff - Mrs. Miller
cc: Dr. Buoniconito

FROM: Mr. Hauptrecht/LWL - Supervisors

DATE: 1-27-64

RE: UNIT #1

PLACE IN YOUR COTTAGE MANUAL

There have been several recent developments relative to your unit which indicate that the girl's "self-determining" program needs some revision in order to best serve our current girl population. Your very recent move into a different building, problems involving unscheduled boy-girl contacts, your present group structure and the changing picture of our total child intake procedure are all factors that need to be considered at this time.

"Self-determination" for girls was initiated approximately three years ago and was patterned after the programs then existing in the boy's "self-governing" units. The purpose was to provide a program for girls in which such qualities as group loyalty and self-reliance were stressed in a self-governing setting. Major emphasis was placed on consistent routines with minimum direct supervision and direction from staff while delegating greater responsibility for individual and group conformity to child leadership. Child participation in disciplinary matters within the group and in group activity programming was brought about by frequent, regularly scheduled cottage meetings. The basic concepts of "self-determination" are desirable achievement goals for all of our children, as well as for those in Cottage 1. The approach to these goals must of necessity be regulated to the individual group concerned. In Cottage 1 it now appears we need to alter this approach.

These circumstances were recently reviewed with children and staff in your cottage and we are now asking that the following changes be immediately incorporated in the Cottage 1 program.

Teach children employees can be helpful, and their presence represents assistance and security rather than loss of privilege. Revise staff assignments so that at least one person may be present with child groups in all routine activity, indoors, outside, dormitory or other. Substitute staff leadership for child leadership in routine cottage operations and stress child leadership in more highly organized activity such as meetings and social affairs. Regulate the course of cottage meetings so that more time is devoted to discussions of subjects containing appropriate training values as well as common interest, and less spent on concerns over discipline

Reid
2/11/64

PAGE 2

and punishment matters. Staff is expected to exert more initiative in the latter area.

As previously stated, Mr. Rankin is "advisor" to your unit and shall be available to assist as needed. In his absence feel free to call on other staff on matters of immediate concern.

TO: Dr. Buoniconto, All Cottages, C.L.C. Staff
FROM: Mr. Haupricht (LWL)

POST IN COTTAGE LOG AND MANUAL

This coming Sunday, 5-24-64, the Student Council will begin an effort to assist in some of the routine functions involving our religious services each Sunday morning. The plans are as follows;

1. All children will depart at the regular time for church attendance, cottage staff also attend services. Student Council members will serve as "safety patrol" along the walkways. Although staff will not be required to personally accompany their cottage group to and from the auditorium, one employee from each unit, where two staff are on duty, shall be expected to attend, as has been the practice of the past.
2. Student Council members will seat children as they arrive at the auditorium and not necessarily in group order. Cottages 7 and 2 are probably not ready for full participation in the program and staff from these units shall continue to escort and remain with these groups throughout the services. The Student Council is making special arrangements for these two units and will reserve seating areas specifically for them.
3. All Student Council members shall leave the cottages by no later than 7:40 a.m. and 9:10 a.m. to report to their assignments for the two major services. The Lutheran and Jewish religious programs are not included in the Student Council effort at this time.

Father Wojcik and Miss Etz have been consulted with and advised of the plans and both wholeheartedly endorse the project, offering their assistance and support. This is a big undertaking for our Student Council and they will need our support and direct assistance. We are asking that each employee give a special effort to help make the program successful.

If there are any questions or any areas that do not appear to be adequately covered please refer to Mr. Luedtke before Sunday morning.

TYPICAL DAY HERE AT THE TRAINING SCHOOL

6:00 A.M.	Arise - Prayers - Wash - Dress - Make beds
6:30 A.M.	Children go downstairs Help with breakfast preparation
7:00 A.M.	Breakfast - Grace - supervision of meal and table manners
7:30 A.M.	Clean up - wash dishes and assigned household tasks
8:00 A.M.	Girls Clinic Time Report for Vocational Training as scheduled
8:30 A.M.	School children go to school
11:00 A.M.	Older boys Clinic Time
11:20 A.M.	Children return from school Preparations for dinner
12:00 Noon	Noontime meal is served - Grace - Supervision of meal and table manners - clean up - wash dishes and related housekeeping duties are done - get ready for school
1:00 P.M.	School and Vocational assignments Older girls Clinic Time
3:30 P.M.	Children return from school Boys Clinic Time Organized recreation
4:30 P.M.	Children return from Vocational assignments
5:00 P.M.	Preparations for supper
5:15 P.M.	Supper is served - Grace - Supervision of meal and table manners - Followed by usual housekeeping tasks
6:30 P.M. to 7:30 P.M.	Younger children have a play period before bed or it may be some other type of quiet activity, while the older children remain up until 8:00 o'clock. After preparing for bed they are sometimes given special permission by supervisor to come back downstairs for a television program to a reasonable hour, depending on their age and group morale.

COTTAGE PARENT

The position of Cottage Parent involves the responsibility for supervising and caring for a group of children in a cottage unit. Established institutional policies determine the basic pattern of cottage parental care and supervision. Employees of this class receive general directions as to cottage management matters, instructions and advice in the handling of child behavior and guidance problems from members of the parental care supervisory staff. These employees plan, supervise, and check in considerable detail the work of attendants assigned to the cottage unit.

Subject to guidance and control described above, a Cottage Parent acts in loco parentis with respect to a group of children in the assigned cottage. These employees plan and execute the cottage program schedule, plan, supervise, and participate in cottage recreational programs, including parties, hiking, and a variety of indoor and outdoor games and amusements. They measure and fit children's clothes, supervise the mending and repair of clothes. They supervise and participate in the instruction of children in personal hygiene and good behavior, including proper table manners, politeness, respectfulness and consideration for others. They study the problems and characteristics of the children, advise them in all matters of daily living and take discipline action when necessary. The Children's Living Department is always available to assist in any problem or in the matter of referrals.

Cottage Parents are immediately responsible for all housekeeping functions of the cottage and for the training of children in housekeeping activities. They supervise attendants, or student help, in cleaning, mending, or general cottage work. They make frequent inspections of cottage conditions and work performed by attendants and children. The Cottage Parent supervises the serving of the noon and evening meals. Another responsibility of the Cottage Parent is the requisitioning of materials and supplies required for cottage operation. They maintain records and prepare reports of housekeeping activities and behavior (and behavior progress) and activities of the children.

It is expected that the employee in this class has considerable knowledge of the motivation, interest, attitudes and problems of high grade mentally retarded children. It is expected that the Cottage Parent has ability in gaining the confidence of and in maintaining a sympathetic, understanding attitude towards children, especially those who

have significant problems.

The Cottage Parent must have the ability to execute a sound and workable program of group living.

Occasionally a Cottage Parent is called upon to perform or assist in duties, though not pertaining to his unit, which may affect the school as a whole; such as, attending special lectures or meetings, assist in truant search, supervision of special functions or trips and details.

It must be always remembered that the Cottage Parent is hired as a person to serve the children according to established policies. The Cottage Parent is under the jurisdiction of Children's Living Department and may be assigned at the discretion of the department head.

MEMORANDUM

TO: Cottage Parents of 11,13,14,19 DATE: September 6, 1963
CC: Dr. Buenleento
Supervisors
Miss Young

POST IN MANUALS

Re: Children working off grounds.

Do not permit neglect of children by limited food service to children not in the cottage at meals due to work schedules.

1. Be sure to notify kitchen of any change in lunches needed - notify direct and as soon as you know of the change.
2. Meals are proper, warmed when possible, and adequate.
3. Keep definite "tabs" on the child care routine of these children. This is a good meaningful program and we must do our part.
4. The Cottage Parent is directly accountable for these matters.

Off-Grounds

From what we see there is now good care within the above, for all should be aware of the above.

Bill
9/6/63

MEMORANDUM

TO: Cottage Parents
CC: Dr. Buoniconto
Supervisors
Miss McLaughlin, Voc. Office

DATE: 8/13/63

FROM: Mr. Haupricht

POST IN YOUR COTTAGE MANUAL

It has come to my attention that the Cottage Staff is not accounting to the work area regarding changes in a child's schedule. Weekend and vacation leaves are assigned in advance and the Vocational Office receives a regular notice of this and should be communicating this to the work areas. Camp and activity schedules should be posted in the work areas. No child should be excused from work for recreational activity. Swim groups are scheduled in non-vocational hours. Hair cuts and beauty shop appointments should be on non-work hours and/or by duty list procedure. The work area must be notified of any change in regular schedule just as we expect them to notify us in these matters as when a change of schedule occurs on the work area.

Cottages 2,3,6,11 and 14 have been reported recently in this matter but all groups need attention. Cottage 5 was commended for close accounting of their children.

MEMORANDUM

TO: Cottage Staff (Cottages 4 & 17, Special attention)
CC: Dr. Buoniconito
Supervisors

FROM: Mr. Haupricht

DATE: 11/12/63

POST IN YOUR MANUAL

As routine, on each occasion of a transfer of a child to Cottage 17 and 4 or otherwise if a child can not make his schedule for some reason, the home cottage is to notify the areas having supervision of the child. Cottages 17 and 4 must immediately call the home cottage for transfer, clothing and personal items. The home cottage should at once attend to the child accounting notice. At times, I have questioned the personal care of confined children, clothing change, tooth brushing, etc., etc. have, at times, been neglected. Too, I understand children are gaining some measure of "psychological fun" by smoking while in Cottage 17. The "sneaked" smoke has become, for some, of value for the sneak, not the smoke, evidently, according to the children's report this frequent.

Any further complaints from departments that we do not do what we expect of them, i.e. notify the cottage of schedule change, will receive individual attention with the employee involved.

A Parental Care Supervisor is in charge of all cottages for the general good housekeeping of the units. Persons assigned to 6:30 A.M. to 3:00 P.M. duties, in all cottages, are responsible for all parts of building, to see that it is cleaned properly--either done under their supervision, or directions to another employee, at a time it can be arranged. There may be an extra employee to that unit, and should be used to best advantage.

Keeping records of issued and discarded clothing, fitting and issuing new clothing. See that each has proper Sunday clothes, school and play--whether it's County or home items, to decide how and what it is to be used for. Storing and sorting seasonal clothing. To transfer clothing when child is moved. To stress proper appearance of dress, hair, make-up, etc. To have proper clothing for the season, to sort and check clean laundry, for marks, rips, buttons, and general condition of clothing, to remark linens, or to arrange to have these done, by the use of employee who may have the time.

To start the day at 6:30 A.M. most employees go to dorm, to bring children not needed downstairs to day room, and begin preparation for breakfast. Most groups have assigned children for specific jobs. Breakfast is ready to serve at 7:00 A.M. Some groups may be seated then served, others may have food on tables, then group is seated, a Grace is said before they eat, this follows immediately when they are seated. Midnight employee goes to breakfast (30 minutes).

By 7:30 A.M. meal is completed, orderly cleaning of tables, dismissal of group from tables, the general cleanup after meals--washing

of tables, sweeping, and replacing furniture. See that dishes and utensils are washed in hot water with proper compounds for purpose. Where there are no dish washers, hot water is poured over dishes in drain racks. Dishes are not dunked in tubs of hot water for rinsing.

Employee is to direct movement of group and know their whereabouts. Some groups will have children going out of building for detail jobs. All lavatory needs are to be taken care of before they leave, employee should know when child leaves and where they are going.

Some groups have children return to dorm to finish work, others may have this completed by 7 A.M.--depends on group, age and management.

Children generally go to lavatory following each meal, supervised by 6:30 A.M. person or Midnight. Should be completed in 30 minutes. Groups that have school children must be ready at 8:20 A.M. An absence list is made out noting all school children who will not be in school at that time--8:30 to 11:20 A.M. Groups leave by safety patrol system. Employee is to observe groups on walks to assist in an orderly conduct, each group has a specific route.

Between 8:30 and 11:15 A.M. the many duties of 6:30 person is cared for.

By 11:00 or 11:15 A.M. one begins getting ready for noon meal and receiving children to cottage, seeing that clothing is put away and getting washed, and managing the youngsters who have jobs helping with meal.

12 to 12:30 P.M. Dinner. Finish cleaning up from meal which usually has been started. After children go out at 1 P.M. finish work not completed in A.M. Sort clean laundry. Where groups have children in cottage, they are used to do various jobs in completing your work.

Be acquainted with the clinic hours of your group. Should they occur during your hours of duty, prepare group and dismiss to Medical Clinic at that time.

Day Relief

Consult cottage scheduled for specific duties.

GUIDE FOR REVIEW OF DUTIES FOR AFTERNOON COTTAGE EMPLOYEES
3:30 P.M. to 12 MIDNIGHT EMPLOYEE

The afternoon employee upon reporting for duty should first refer to the Cottage Order Book and check with the Cottage Parent or the senior employee on duty for instructions. The instructions should include a clinic list with the number of children who are scheduled to go to the clinic for the afternoon appointment. After being informed of any special instructions, the employee should position himself so that he is ready to meet the children coming from 3:30 school dismissal. Particular attention should be given to the cottage group as they move from the school and general observation to all the children as they move along past the cottage building. The children are received and after determining that all the children are present or accounted for the employee should then proceed with the group downstairs to the basement where in most of the cottages the children will remove their shoes and coats before proceeding upstairs to the dormitory to change from school clothes to play clothes. This phase of the routine may vary in some groups but in all of the cottages at this particular time of the day there are children's movement about the building. In some cottages depending on the clinic hour the afternoon employee might be expected to escort the clinic children. Whether or not the employee escorts would depend too on the number of children and perhaps on a particular question about a particular child. Once having received a group of children and assuming responsibility for them, the employee should then proceed to provide supervision and direction for this group and should not leave them alone to go through routines unsupervised. It is important that the group be kept pretty much together and that opportunities for children to slip away from the

group be held to a minimum. The employee should, as he moves about through the cottage with the group, check all rooms and make sure that the doors are locked if they should be and, in general, if things are not up to order a report should be made to the senior employee on duty.

After the clinic group has departed the following period of time is ordinarily reserved for recreation. In the younger cottage groups where most all of the children attend school, the employee will during this particular time supervise, lead and direct recreation activities. In the older cottage groups, the number of children attending Central School varies and this particular period of time may not offer opportunities for intensive recreational activities.

Along about 4:30, and here again this time may vary from cottage to cottage, the group assembles in the cottage Day Room to prepare for the evening meal. The employee will be given specific assignments by the Cottage Parent during this particular time although, in general, these involve supervising the children's toilet and grooming routine. Soap, towels, and combs should be available, and sufficient attention should be given to insure that each child is ready for the evening meal. The routine should be conducted in an orderly fashion.

Mealtime is 5:15 P.M. The employee should see that everything is in order by this time so that the group is ready to proceed to the dining room. When the group is seated and grace has been said the meal is served. Serving is ordinarily performed by the children under the supervision of the employees on duty. Close attention should be given to food serving so that each child may be assured an

adequate portion of every dish each meal. Along about this point the Cottage Parent goes to dinner and the afternoon employee is left alone with the group. It is important during this time that the employee knows all of the children are present.

Every cottage should have a work chart indicating where each child is assigned. The employee should see that each child reports to their assignment and that all of the materials they need to perform tasks are made available. The dishwashing procedure is an extremely important one and the employee should make certain that the dishes are rinsed properly and that the water used is sufficiently hot or in the event that the cottage has a dishwasher, that the established procedure for its use is followed. The employee during the routine should not sit down someplace in the cottage or visit with one or two of the boys but should move around and keep positioned so that supervision can be provided. It might be necessary in some cases, depending on the particular cottage or a particular child for the employee to participate to some degree in the work program.

From 5:45 to 6:15 P.M. is the time allotted for the afternoon employee's evening meal. As soon as the Cottage Parent returns to the cottage the employee should immediately leave unless something unusual has occurred and a report to the Cottage Parent is indicated. It is important that the employee leave as near to the time 5:45 P.M. as possible in order to return by 6:15 and not delay the preparations for the evening recreation hour..

Evening recreation activities are determined by the availability of facilities such as the gym and the pool, weather and

other factors. Organizing, leading, and supervising these activities are assignments of the afternoon employee. During the course of the recreation period the employee should not become so involved in the activity itself that supervision and control are overlooked. At about 7:30 for some of the younger groups the recreation period concludes and they prepare to proceed to the dormitory. The employee, whenever possible, should, prior to the group going upstairs, go up and regulate heat and ventilation. When the children are in the dormitory the employee should guide the group and supervise in such a way so that the dormitory routine is carried out in an orderly manner. In most all of the cottages the children shower every night and the employee should again move about in such a way so that adequate supervision is provided. It is important that the children brush their teeth and that toothpaste or whatever other substance might be used for this purpose is available and that each child has a toothbrush. During the time the shower routine is in progress clothesrooms and closets should be put in order so that by the time the shower routine is completed all of the children are ready for bed. By this time most of the cottage dormitory work should have been completed and what little may remain in the lavatory should be completed within a few minutes or so.

By 8:20 P.M., at the departure time for the Cottage Parent, all work should have been completed in the dormitory and all of the children should be in bed. Before the Cottage Parent leave the building, the afternoon employee should make certain that he has the correct number of children in his charge. In most cottages a

radio is played until 9 P.M. at which time it should be turned off unless special arrangements for a longer playing period have been made. By 9 P.M. the dormitory should be well settled and the employee should check the cottage for ventilation and during the winter months should as nearly as possible maintain a temperature of between 68° to 70°. During the summer months attention should be paid to the windows and they should be adjusted so as to provide the best possible ventilation. Periodically during the evening the employee should check the beds and see that all of the children are in their beds and are properly covered and resting. Checks should be made each evening of bed charts, toothbrush charts and mending. Records of the time children are called and wet beds found are to be kept up to date. To assure that each child is properly called they should be awakened one at a time and the employee should follow them to the lavatory. The afternoon employee is expected to do a certain amount of the cottage mending. If the employee cannot operate the cottage sewing machine every effort to acquaint oneself with the operation should be made. The afternoon employee is responsible for the cleanliness of the medicine boxes. Each Wednesday he should check the medicine box, take everything out of it and see that it is properly scrubbed and readied to be sent to the Medical Clinic.

At no time during the evening should an employee send a child downstairs except in cases of emergency and for these occasions a youngster is designated by the cottage parent to handle any telephoning that might be needed. The employee should not leave the dormitory but should remain with the group until properly relieved.

Upon the arrival of the Midnight employee, the afternoon employee should again check for correct number of children and pass along any other pertinent information before going off duty.

Night Relief

Consult cottage scheduled for specific duties.

DUTIES OF 12 MIDNIGHT TO 8:30 A.M. EMPLOYEE

Coming on duty at midnight, shall check with 3:30 P.M. to 12 midnight employee as to the number of boys sleeping in dormitory and any other pertinent information, such as health, behavior, and general condition of the group.

Ideal dormitory sleeping temperature is maintained if weather permits. If it can be controlled, 68° to 78°.

Doors, fire escape windows, radiators and ventilation is checked.

Bed wetters are called at designated time.

Clothes are to be repaired (mended) during hours between 12 midnight and 6:00 A.M.

Responsible for the cleanliness and neatness of the dormitory, lavatory, shower room, clothes room, and linen room (general cleaning on Saturday).

Shall check laundry, ~~and that~~ such laundry ~~and only~~ that ~~laundry~~ listed to be laundered that day be placed neatly and in accordance to regulations in the hamper and taken downstairs (wet linen also put in proper wet linen bags and sent with laundry).

Group downstairs:

Assist housekeeper in preparing for breakfast.

After breakfast:

Assist housekeeper with group in cleaning of cottage and getting group off to school.

All of our children should be taught the principles of good housekeeping. Housekeeping routines in a group must be closely supervised because the child has to learn all the basic methods of cleaning a cottage, washing dishes and bedmaking, to name only a few. The learning process is slow, the child does not have the foresight to push his task to completion and is apt to dawdle on the job and the job may have to be re-done because it is not up to standard.

Cottage work must be broken down into enough assignments of graded difficulty to enable every child in the cottage to do his share. In no case is it justifiable to lengthen the work period so as to encroach on recreation periods to the point where children become irritable or defiant.

Listed here are a few helpful household hints:

Establish a routine for cleaning.

- (1) Have a place for everything, have everything in its place.
- (2) Shelves should be arranged to allow merchandise to be stored for ease in cleaning.
- (3) Have cleaning supplies stored in a special room.
- (4) It is never permissible to store food supplies with cleaning supplies.
- (5) Kitchen, entrance halls and bathroom floors should be scrubbed regularly and often.
- (6) Scrub only a small area at a time.
- (7) Clean floors help to repel insects.
- (8) Keep floor drains clean; it helps to keep down odors.
- (9) Keep floor dry to prevent accidents.
- (10) Empty waste paper baskets often.
- (11) Do not place supplies on top of refrigerator or other equipment.

- (12) Milk and foodstuff in refrigerator should be covered.
- (13) Shoes and street clothing should not be left in kitchen.
- (14) Good ventilation cuts down grease collection on walls and equipment.

Good ventilation aids health.

Good ventilation reduces odors.
- (15) Remove at once foods and liquids that have dropped on the floor.
- (16) Dirty dishes and utensils should be removed from dining room table at once.
- (17) Make sure that mats and runners on the floor are free from loops and wrinkles.
- (18) Remove brooms, cleaners and other equipment after use to the proper storage room.

Hand dish washing is most important in group living and should be closely supervised by an employee. Here is the recommended method of dish washing.

"The dishes should be scraped well to remove gross food particles, preferably should be pre-rinsed, and sorted. The wash water should contain a sufficient quantity of a suitable detergent and should be heated to 110° to 120° F., which is about as hot as the hands can stand. An ample amount of 'elbow grease' must be used. The washed utensils should then be stacked in a basket and placed in the second compartment of the sink.

As washing continues, the water temperature drops, the water becomes laden with bacteria, food particles, grease, etc., and the soap or other detergent becomes weaker. The dishwasher must, therefore, add detergent from time to time, keep the water hot, and change the rinsing of utensils help to keep the wash water clean and reduce the consumption of detergent."

Rinse dishes thoroughly with hot water from large pitcher. (This water should be allowed to run a few seconds until it is as hot as it is possible to get from the faucet.) Be sure that all surfaces of dishes are thoroughly rinsed.

Dry dishes with clean towels. Keep hands away from inside of dishes. When towels become damp, get a clean one.

Do not handle dishes anymore than is absolutely necessary. Store cups and glasses bottom up (do not stack plastic cups and glasses. Stack dishes in clean protected cupboards.

Silverware should be washed separately--one piece at a time, taking care to clean the tines of the forks. Silverware may be air dried or by use of a clean towel. Store in a clean place with the handles pointing in the same direction.

LAUNDRY LIST

MONDAY

Dresses
Slips
Skirts
Blouses
School Shirts
Wet Bedding (Mesh Bag)
Dish Cloths
Hand Towels
White Tablecloths

TUESDAY

Wet Bedding (Mesh Bag)
Colored Tablecloths
Dish Towels
Work Shirts
Night Shirts
Blue Jeans
Hand Towels

WEDNESDAY

Dresses
Skirts
Blouses
Wet Bedding (Mesh Bag)
White Shirts
Pads (bed)
Aprons
Underclothing
Hand Towels
Dish Towels
Spreads

THURSDAY

Dish Towels
Hand Towels
Wet Bedding (Mesh Bag)

FRIDAY

Sheets
Pillow Cases
Bath Towels
Face Towels
Hand Towels
Wet Bedding (Mesh Bag)
Wash Cloths

NO PADS OR SPREADS ON SHORT WEEKS (HOLIDAYS)

GUIDE FOR ORDERING SUPPLIES

Requisitions are due in Children's Living Center on the Friday A.M. preceding the 4th Monday of each month. Send all 4 copies. The 4th copy will be returned to the cottage with changes marked and initialed as soon as processed for forwarding to the Business Office. Use full carbon and leave it in.

Supplies are to be ordered in quantity to last one month and are not to be stock-piled in the cottage. Items such as step-ladders, ironing boards, etc., must be accounted for before ordering new. In most cases this can be done by sending in the work order on which the item is discarded. Use our term for each item and leave 3/4 inch space after item for store code. Use our term for quantity desired: ea., pr., case, bottle, roll, spool etc. Do not order by the dozen.

Items no longer being stocked for current cottage use--wash clothes, face towels, string, sandpaper, and hard wax. Do not order these items.

Sheets, pillow cases, dish towels, girls P.J's and gowns, dresses, will be issued according to sewing room production. These items are often out-of-stock in store house and should not be ordered without first being approved by the person responsible for requisitions.

Send list of supplies approved but not received, as soon as delivery is made, to the Parental Care Supervisor responsible for requisitions. This should not include linens, which go to sewing room to be marked. Note delivery date on list. Order dish cloths with household items, and mark them at cottage.

When ordering Sunday clothing, list name of child for whom it is ordered. There will be no exchanges made on clothing and shoe sizes at the store house. If you know the size needed, order by size, otherwise add a note "To be fitted," and pick them up at store house. Some clothing items come in both boys and men's sizes. Please specify boy's or men's--along with the size needed. Whenever possible indicate a second choice for size.

Example: Tee Shirts, Boys--sm., med., lg.

Men's-- sm., med., lg.

Boxer Shorts, Boy's--10, 12, 14, 16.

Men's-- 30, 32, 34, 36, 38, 40.

Employees are responsible for materials and equipment, however, children should be taught proper care and economical use of supplies.

BARBER SHOP

During the school year, September through June, all school boys go from classrooms for haircuts. Working boys are sent to the barber shop from the cottage with a note on their days off.

In the months of July and August all children are sent from the cottage. We should first check with the barber to see how many boys can be taken care of as the barber has a limited time schedule.

Barber Shop Hours:

1 P.M. to 3 P.M. - Mon., Wed., Thurs., and Fri.

8 A.M. to 3 P.M. - Tuesday

BEAUTY SHOP

All girls attend Beauty Parlor by appointment only. Cottage Parent can send a note to the beautician and arrange appointments for girls for special occasions

Beauty Shop Hours

8 A.M. to 4:30 P.M. - Tues., Wed., and Thurs.

PROBLEMS ON VOCATIONAL ASSIGNMENT

When a child on vocational assignment presents a behavior problem of unusual nature or degree, which obviously cannot be controlled or corrected within the department, the Job Supervisor in charge will follow a sequence of procedures.

1. The Job Supervisor will report the problem directly to the Vocational Supervisor.
2. If, however, there exists the probability that the problem will rapidly become intensified to the extent that injury or elopement will result unless immediate (temporary) removal is made to insure the safety or custody, an "Emergency" exists. Report the Emergency to the Children's Living Center.

When a child has been reported, as above described, and removed temporarily or permanently, it follows that a report of the incident be made on the Special Report Form by the reporting Job Supervisor. The Vocational Supervisor will add comments, or initial. The Special Report will be forwarded to the Children's Living Center, and may or may not become a part of the child's clinical folder.

If the child has responded well to council, guidance or correctional therapy, it is often reasonable that the child be given, as in any other educational situation, reasonable privilege to return to his vocational assignment. This of course depends upon agreement between the Job Supervisor, the Vocational Supervisor and the child.

Or, if the factors involved in the council, guidance and correctional therapy of the child do not warrant return to his assignment, he will be re-assigned and removed from the roster of the former department. However, in this instance (also) the Job Supervisor may properly request the return of the child to his department, based upon agreement with the Vocational Supervisor and the child.

The thought follows through all of the above procedures that the child is of prime importance, and his training and the therapy employed in his treatment and control, rises above many other considerations.

NOCTURNAL ENURESIS

Every institution must face the problem of bedwetting. Our School controls the problem effectively through a well planned program. Enuresis is believed to be caused by emotional disturbances. Our children often come from backgrounds that create emotional conflicts and frustrations. Our success in controlling enuresis with these children is determined by the individual cottage employee. The average employee is not trained like a psychiatrist who treat emotional problems but, if he or she does a good job, we have few wet beds. To do a good job the employee must remember these three things:

1. Most cases of enuresis can be cured by waking up the child and taking him to the bathroom.
2. The child must be fully awake and the cottage worker must stay with him to see that he actually urinates.
3. The nightly calls must be made at different times for different children.

In some institutions as high as 35% of the children present are enuretics. At our School we have less than 10% of our population in this category. This means a great deal more than just saving laundry bills. It means we are doing something to help children with a very personal and disturbing problem. A problem that not only draws unfavorable reactions and comments from the other children in the cottage, but also from the adults the child comes in contact with. A child with enuresis cannot go to privileged cottages; he loses sleep, he is laughed at; and he is criticized from every direction. He needs our help. In most cases, if we really work at it, we can cure him.

Many methods have been tried to cure enuretics: drugs have proven ineffective; training the muscles by starting and stopping several times

during urination is no help; cutting out liquids before bedtime did not work; rewards were tried without success. In fact the only thing that seems to work is the nightly call.

It is not enough to just get a child out of bed at 2:00 A.M. and aim him in the general direction of the bathroom. If the child is not fully awake, the next morning he will not even remember getting up. If he doesn't remember going to the bathroom, he will never learn to get up by himself and this is what we must teach him to do. We must see that he is completely awake and that he actually urinates. A child that is only half awake wants to get back to bed in a hurry. Running water in the sink may fool an employee who is not on the job.

At one time we took a study of the night cottage employees in relation to enuresis. We found that with the same group of children during the same period of six months, one cottage worker had twice as many bedwetters as the other two although all three worked about the same number of nights. What would you think? Did the cottage worker do the job or were nightly calls neglected?

How do we determine the best time for calling the child? First we find out what time a child wets the bed at night and then, we call him about an hour before that time. Sometimes it is necessary to change the time of calls or call the child two or three times a night. It amounts to a little work for awhile, but if we stick with it, the child will begin to get up without our help. When this happens, we usually have the problem licked. We can then gradually eliminate the calls and the child will continue to get up on his own.

In some cases nightly calls will have to be made for a long time and in other cases nothing will work. For the most part, you can and will help the children under your care to a happier and more pleasant existence through doing the job well.

Memorandum

To Cottage Parents

Date 5-10-63

From Mr. Haupricht

CC: Supervisors, Hank Lankhorst

PLACE IN COTTAGE MANUALS

Children may not purchase anything in the Club Rooms (so not to go there) without a note of authorization from the employee in charge of the child. Employees should not send children for personal purchases of tobacco.