

House Concurrent Resolution 76 (HCR76)

Job Requirement Project Report to the General Assembly



PREPARED BY



Delaware Department of
Human Resources

Table of Contents

| | |
|--|----|
| SECTION 1: HCR 76 REPORT | 4 |
| SYNOPSIS OF HCR 76 | 4 |
| OBJECTIVES OF THE REPORT | 4 |
| SCOPE | 4 |
| METHODOLOGY | 5 |
| SECTION 2: JOB REQUIREMENT PROJECT BACKGROUND | 6 |
| GOALS | 6 |
| APPROACH | 6 |
| SECTION 3: HIRING AND PROMOTION | 7 |
| HIRING | 7 |
| Recruitment and Application Policies | 7 |
| Job Posting | 7 |
| Request for Referral List | 8 |
| Application for Employment | 9 |
| Screening and Ranking Applicants | 10 |
| Hiring Managers | 11 |
| Rejection of Applications | 11 |
| Notification of Rejection | 12 |
| PROMOTION/PROMOTIONAL STANDARDS | 12 |
| Promotion | 13 |
| Career Ladder | 13 |
| Temporary Promotion | 13 |
| Probationary Period | 13 |
| SECTION 4: CLASSES REQUIRING DEGREES | 14 |
| SUMMARY | 14 |
| DETAILS BY CLASS TITLE | 15 |
| VACANCY RATES | 19 |
| SECTION 5: JOB REQUIREMENT PROJECT FINDINGS | 20 |
| SUMMARY | 20 |
| 12/31/2024 | 2 |

| | |
|--|-----------|
| APPROACH | 20 |
| FINDINGS..... | 20 |
| DETAILS BY OCCUPATION | 21 |
| Family Service Review..... | 21 |
| Human Resources Review..... | 23 |
| Probation and Parole Review | 25 |
| SECTION 6: CONCLUSIONS AND RECOMMENDATIONS..... | 28 |
| RECOMMENDATIONS..... | 28 |
| CLASSES RECENTLY COMPLETED | 28 |
| CLASSES CURRENTLY UNDER REVIEW | 29 |
| RESOURCES FOR FURTHER ANALYSIS | 30 |
| APPENDIX A: DEFINITIONS..... | 32 |

SECTION 1: HCR 76 REPORT

The State of Delaware Job Requirement Project Report to the General Assembly provides a comprehensive overview and findings on the elimination of mandatory degrees and other job requirement changes to hundreds of state positions.

SYNOPSIS OF HCR 76

“This resolution directs the Delaware Department of Human Resources to publish a report detailing hiring and promotional practices, specifying jobs requiring degrees, outlining findings from the 18-month review of state positions, and providing insights into recent changes' impact on over 350 Family Service positions. The resolution directs the department to present recommendations for extending similar changes to other state jobs. The Secretary and the Department are directed to develop a comprehensive written progress report, encompassing these aspects, to the General Assembly on or before December 31, 2024, ensuring transparency and accountability in the state's pursuit of a more inclusive workforce.”

OBJECTIVES OF THE REPORT

The Department of Human Resources (DHR) was directed to publish a report to the General Assembly on or before December 31, 2024, that provides the following:

- a) Describes DHR's hiring and rules of promotion and promotional standards.
- b) States the number and title of jobs that require any type of degree for hiring or promotions.
- c) Elaborates on the number and title of job vacancies where degrees are required for hiring or promotion.
- d) Provides information on and findings from DHR's 18-month review of bachelor's degree requirements for state positions in more than ten state agencies.
- e) For recent changes implemented to the job requirements for Family Service positions, impacting more than 350 positions within the Department of Services for Children, Youth and their Families and the Department of Health and Social Services.
 - 1) The impact of these changes on vacancy rates since their implementation.
 - 2) Recommendations for extending similar changes to other state jobs where applicable.

SCOPE

Changes implemented as part of the Job Requirement Project impact the eleven (11) state agencies listed below and cover a period of 18 months:

| State Agency | Acronym |
|--|---------|
| Department of Human Resources | DHR |
| Department of Health and Social Services | DHSS |

| | |
|---|--------|
| Department of Services for Children, Youth & Their Families | DSCYF |
| Office of Management and Budget | OMB |
| Department of Finance | DOF |
| Department of Transportation | DELDOT |
| Department of Natural Resources and Environmental Control | DNREC |
| Department of State | State |
| Department of Labor | DOL |
| Department of Correction | DOC |
| Department of Agriculture | DOA |

METHODOLOGY

Data for this report was collected from the State’s Payroll Human Resource Statewide Technology (PHRST) and Delaware Employment Link (DEL) JobAps systems.

- Information is entered into PHRST by:
 - DHR staff following required HIPAA, PHRST, and on-the-job training
- Information is entered into DEL by:
 - DHR staff following required HIPAA, PHRST, and on-the-job training
 - Job applicants when applying for posted positions



SECTION 2: JOB REQUIREMENT PROJECT BACKGROUND

For the past two years, DHR has been actively working on a Job Requirement Project to diversify and broaden the applicant pool for state government jobs. This project includes reviewing bachelor's degree requirements for numerous state positions and implementing changes to job requirements that qualify applicants with relevant work experience in lieu of a degree. DHR continues to conduct regular job requirement reviews as part of this project to effectively align the state's recruitment efforts with the state's workforce needs.

GOALS

- 1) Diversify and broaden applicant pools.
- 2) Remove applicant barriers.
- 3) Provide an inclusive pathway for individuals to enter the state's workforce.
- 4) Enhance recruitment and retention efforts.
- 5) Simplify the application process.
- 6) Enhance the applicant experience.

APPROACH

To meet the above goals, DHR reviews merit classes by occupation and analyzes current recruitment and other statistics such as vacancy rates, the total number of applications received, the total number of qualified/not qualified applicants, degree requirements and related laws, rules, or regulations, and other data to implement the following changes to job requirements:

- 1) Remove mandatory degrees where supported.
- 2) Revise job requirements to qualify applicants based on relevant work experience in lieu of a degree.
- 3) Remove driver's licenses, certifications, or other requirements that are no longer mandatory to the job.
- 4) Reduce the number of job requirements.
- 5) Revise job requirement wording to be less restrictive and to improve clarity.

SECTION 3: HIRING AND PROMOTION

In accordance with HCR 76 (a), this section describes DHR's hiring and rules of promotion/promotional standards.

HIRING

The State of Delaware (State) is committed to attracting the most highly qualified and diverse workforce available, utilizing the highest possible standards throughout the recruitment and selection process. The State's goal is to find the best candidates to fill vacancies in the shortest amount of time.

Recruitment and Application Policies

It is the policy of the State of Delaware to search widely and vigorously for the most qualified persons to fill positions in the classified service while providing equal employment opportunities and meeting the objectives of the State of Delaware Affirmative Action Plan.¹ Agencies shall recruit and advertise according to the regulations and directives set by the Department of Human Resources.² State agencies may post a vacancy for agency employees (intra-agency and/or inter-agency) only or may announce a vacancy publicly as long as agency employees are considered in the filling of the vacancy.³

Job Posting

For a fair and comprehensive recruitment process, DHR is required to post a vacant position at least seven calendar days before the closing date for receipt of the application. Job postings should include all relevant information about the positions and be widely distributed as necessary, through classified services, the press, radio, television, and various professional, union, civic, educational, and neighborhood organizations.⁴

If needed to attract sufficient qualified applicants, DHR may extend the application deadline and continue accepting applications, provided the new closing date is well-publicized.⁵ Additionally, DHR may decide to accept applications for certain positions without a closing date, following the DHR Secretary's procedures.⁶ DHR may also announce vacancies/job postings with specific requirements, as long as these are justified as job-related.⁷

¹ Merit Rule 6.1

² Merit Rule 6.1.1

³ Merit Rule 6.1.2

⁴ Merit Rule 6.2

⁵ Merit Rule 6.2.1

⁶ Merit Rule 6.2.2

⁷ Merit Rule 6.2.3

Vacancies to be filled through the competitive process are posted as individual position vacancies. Only one job posting per budget position number is normally permitted. Exceptions are permitted if they meet the following criteria: Jobs have the same class code, similar or the same job duties or are located in the same county or the City of Wilmington.

There are three types of postings authorized in the merit system:⁸

1. In-House

In-house or intra-agency job postings allow all merit employees within the same department to apply. Merit employees are those who have completed the initial probationary period and are covered by the Merit System. Exempt employees with return-to-merit rights for the specific agency can also apply. Non-merit employees, including initial probationary employees, casual/seasonal employees, or exempt employees without merit status, are not eligible. Additionally, initial appointments with limited-term status are not eligible for these postings. Such postings should only be used when the agency has a sufficient number of qualified applicants.

2. Merit Only

Inter-agency job postings, labeled as "Merit Only," allow all merit employees from any merit agency to apply. Merit employees are those covered by the Merit System who have completed the initial probationary period. Non-merit employees, including initial probationary employees, casual/seasonal employees, or exempt employees without return-to-merit rights, as well as initial appointments with limited-term status, are not eligible for these postings.

3. Open Competitive

Allows anyone to apply whether or not they are a current state employee. For probationary, casual/seasonal, or exempt employees without specific return to merit rights to be considered for a vacancy, the posting must be done as open competitive, and the employee is considered an outside applicant.

Request for Referral List

Whenever a state agency seeks to fill a position, a request for referral of eligibles shall be completed following the procedure prescribed by the DHR Secretary.⁹ Upon receipt of a request for a referral to fill a position, DHR shall certify all names from the layoff list that exists for the class, names of former employees approved for reinstatement, current employees eligible for transfer in the same classification and issue no more than thirty (30) eligible candidates. Any candidate whose name appears on a referral list may be considered to fill the vacancy for which

⁸ User's Guide for Merit System Hiring in the State of Delaware

⁹ Merit Rules 8.1

the list was requested. Should the list be unsatisfactory, it may be returned, and subsequent lists may be requested, provided the reasons for rejection accompany the returned list.¹⁰

Referral lists must be rank ordered in accordance with procedures outlined by the DHR Secretary. In those circumstances where there are no ranking procedures in place and the number of qualified candidates is equal to or fewer than the maximum number to be referred, names may be referred in alphabetical order. In those instances, the state agency must be informed that the list is in alphabetical order.¹¹ Veterans and disabled veterans, as defined or their un-remarried widows, shall receive five (5) additional and ten (10) additional points respectively upon successful completion of the screening and ranking process for initial appointment to State employment only and they may be required to present proof of honorable discharge, and in the case of disabled veterans, of disability.¹²



Delaware Employment Link

Explore. Apply. Succeed.

Application for Employment

The Delaware Employment Link (DEL) outlines a clear process for online job applications. Applicants must first read and agree to a statement confirming their responsibility to provide accurate and honest information, with specified consequences for any misrepresentation. Upon submitting an online application, applicants receive a confirmation email from DEL. They are also notified of the results of the job requirement screening after the posting closes and before the issuance of the referral list. Each applicant shall receive an acknowledgment of their application and general information concerning requirements for placement on lists.¹³

No question on the application form or during the interview is framed as to require information concerning the race, color, religion, national origin, sex, age, or disability of the candidate, except where they are bona fide occupational requirements or such information is required by law for statistical purposes. No question shall elicit or require information about the individual's

¹⁰ Merit Rule 8.2.1

¹¹ Merit Rule 8.2.2

¹² Merit 8.3

¹³ Merit Rule 6.3.3

political affiliations or beliefs.¹⁴ It is the policy of the State to comply with 29 Del. C. § 711 in prohibiting discrimination in employment.

Screening and Ranking Applicants

The State of Delaware's screening and ranking process ensures fair evaluation of applicants through various tests and assessments, maintains record integrity, provides written notification of results, and allows candidates to review and appeal their rankings. The screening and ranking process for State of Delaware applicants is detailed in Chapter 7 of the State Merit Rules.

Objectives of Examinations: The tests used in the examination process should fairly measure the relative capacities of applicants to execute the duties and responsibilities of the positions concerned or, where appropriate, to learn to perform the duties and responsibilities of the job.¹⁵

Eligibility: Persons who apply in accordance with the job posting are eligible for screening and ranking.¹⁶

Screening and Ranking Process: Objectives of Examinations. The test used in the examination process shall fairly measure the relative capacities of the persons examined to execute the duties and responsibilities of the positions concerned, or, where appropriate, to learn to perform the duties and responsibilities thereof. Achievement, aptitude, other written tests, performance tests, physical agility and medical tests, oral interviews, evaluations of training and experience, reference checks and other tests will be used, singly or in combination, as determined by the DHR Secretary, and after consultation where appropriate.¹⁷

Notification: Applicants will be notified in writing of their screening results.¹⁸

Records Maintenance: The DHR Secretary is responsible for maintaining all records pertinent to the screening and ranking process.¹⁹

Review of Results: Candidates have the right to inspect their screening and ranking results within ten calendar days after the official notice is mailed.²⁰

Appeal Process: Applicants who have been screened and ranked by training and experience may appeal to the DHR Secretary for a review of their ranking.²¹

¹⁴ Merit Rule 6.3.1

¹⁵ Merit Rule 7.1

¹⁶ Merit Rule 7.2

¹⁷ Merit Rule 7.1

¹⁸ Merit Rule 7.4

¹⁹ Merit Rule 7.5

²⁰ Merit Rule 7.6

²¹ Merit Rule 7.7

Hiring Managers

The Hiring Manager, who receives specialized DHR training, is responsible for the following points in the hiring process:

- Providing all applicants equal opportunities and meeting the objectives of the State of Delaware's Hiring Process, Merit Rules, laws, and regulations.
- Reviewing all candidate applications, conducting interviews, and reviewing the hiring packet for completeness.
- Ensuring the hired person meets the established job requirements (and any selective requirements).

Rejection of Applications

Rules are in place to maintain the integrity of the hiring process and ensure that only qualified and honest applicants are considered for employment. Applications may be rejected if the applicant has made false statements or misrepresentations on the application, cheated on an examination, or violated the confidentiality of an examination. Additionally, any misrepresentation or falsification of the application can result in rejection, dismissal, and disqualification from future applications.²²

Previous Dismissal or Disqualification is defined as: (1) Applicants who have previously been dismissed from State service within the preceding three years, (2) have failed to comply with The Military Selective Service Act, (3) has Criminal court conviction which renders the applicant unsuitable for the position for which application is made, (4) is or has been a member of an organization which advocates the overthrow of the government of the United States or the State of Delaware, (5) or has been dismissed from State service within the preceding three years.²³

Incomplete Applications: Applications that are incomplete or missing required information may be rejected.²⁴

Ineligibility: Applications from individuals who do not meet the minimum qualifications or eligibility requirements specified in the job posting may be rejected.²⁵

Cheating Any form of cheating or attempting to cheat on an examination will lead to the rejection of the application.²⁶

²² Merit Rule 6.4

²³ Merit Rule 6.4.4, 6.4.5, 6.4.6, 6.4.9 & 6.4.10

²⁴ Merit Rule 6.3.2

²⁵ Merit Rule 6.4.3, 6.4.7 & 6.4.11

²⁶ Merit Rule 6.4.2

False Statements or Misrepresentation: Applications can be rejected if an applicant makes false statements, misrepresents, or omits significant information on their application form.²⁷

Violation of Examination Confidentiality: If an applicant has violated the confidentiality of an examination, their application may be rejected.²⁸

Notification of Rejection

Whenever an application is rejected, notice of such rejection with a statement of reason shall be promptly provided to the applicant. Rejected applicants may appeal to the DHR Secretary within ten (10) days of the rejection notice. The decision of the DHR Secretary shall be final.²⁹

For more information on Recruitment and Hiring Procedures, please review the linked documents in the resource section.



PROMOTION/PROMOTIONAL STANDARDS

Candidates selected for promotion are required to meet the position's job requirements and vacancies are filled by promotion wherever practical and in the best interest of the classified service. Furthermore, consideration is given to qualifications, performance record, seniority, conduct, and, where applicable, the results of the screening and ranking process.³⁰

²⁷ Merit Rule 6.4.1

²⁸ Merit Rule 6.4.2

²⁹ Merit Rule 6.5

³⁰ Merit Rule 10.4

Promotion

Any employee movement to a higher pay grade is considered a promotion.³¹

Career Ladder

Employees may promote without competition in job classifications with an approved career ladder. A Career ladder is a hierarchy of classes within a class series, established and approved by the DHR Secretary, which permits employee movement along a career path without competition upon meeting all promotional standards.³²

Temporary Promotion

Employees may perform the duties of a higher position in an emergency or in relief of another employee for up to 30 calendar days without an increase in salary. However, if such performance is required for a period in excess of 30 calendar days, the employee will be temporarily promoted and compensated accordingly.³³

Probationary Period

The probationary Period for a promotion is the same as initial probation, one year, however, unlike initial probation, promotional probations may not be extended.³⁴



³¹ Merit Rule 4.12.1

³² Merit Rule 19.0 Definitions

³³ Merit Rule 3.2

³⁴ Merit Rule 9.3 & 9.4

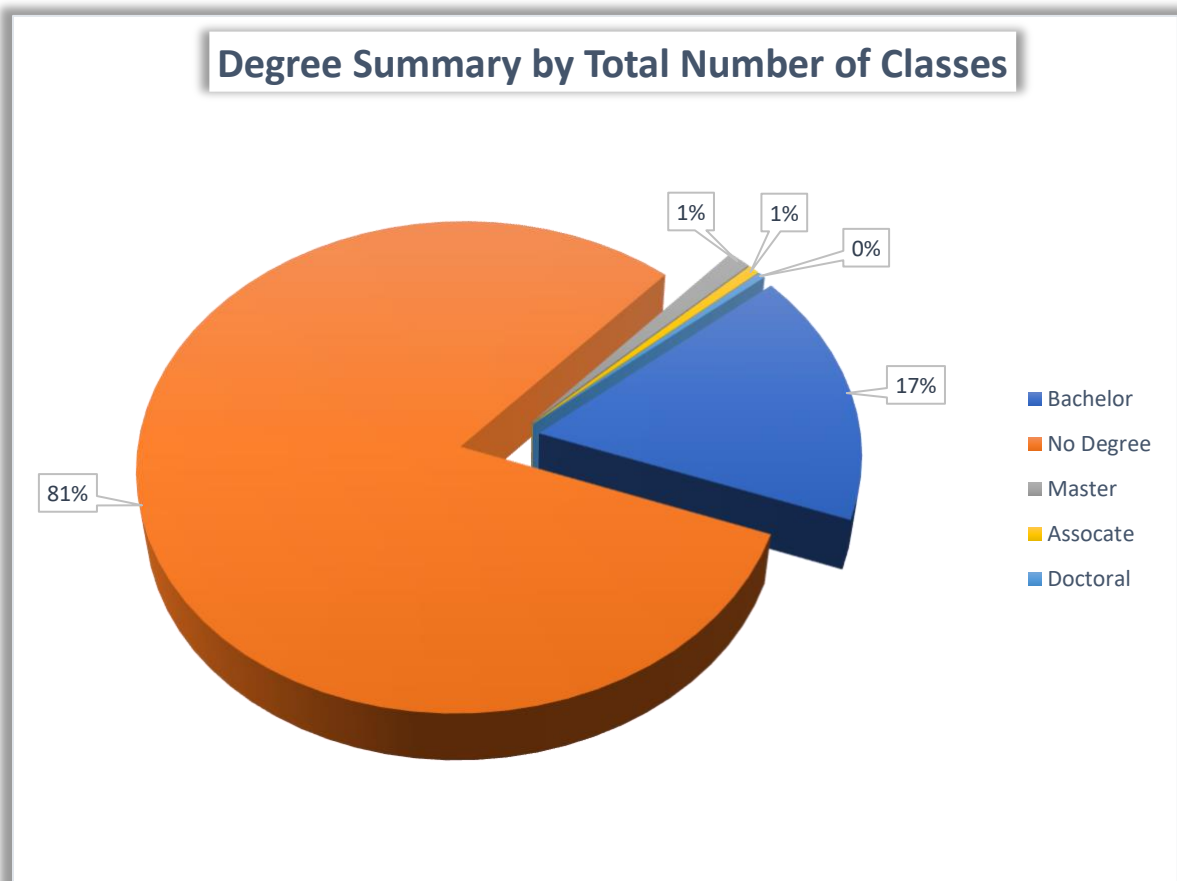
SECTION 4: CLASSES REQUIRING DEGREES

In accordance with HCR 76 (b) and (c), information in the following section states the number and title of jobs that require any type of degree for hiring or promotions, as well as elaborates on the number and title of job vacancies where degrees are required for hiring or promotion.

SUMMARY

As of December 2024, out of approximately 945 active merit classes, 181 require a degree. Of those 181 classes, 6 require an associate's degree, 159 require a bachelor's degree, 12 require a master's degree and 4 require a doctoral degree.

The below pie chart shows the percentage of merit classes requiring a degree compared to those that do not require a degree. In addition, the chart breaks down the degree type by percentage for those classes requiring degrees. Based on this chart, 81 percent of merit classes do not require a degree. For those that do, a bachelor's degree is the most common (17%).



DETAILS BY CLASS TITLE

The following chart elaborates on the number and title of classes requiring any type of degree. The chart also details how many positions are vacant out of the total number of positions in each class.

Potential applicants, including current state employees, must meet the degree requirement of classes listed in this chart to be considered for hire or promotion.

| Total # of Positions (filled & vacant) | Total # of Positions Vacant only* | Class Titles Requiring any Type of Degree |
|--|-----------------------------------|--|
| 3 | 1 | State Auditor I |
| 3 | 1 | State Auditor II |
| 6 | 1 | State Auditor III |
| 3 | 0 | State Auditor IV |
| 3 | 0 | Administrative Auditor |
| 1 | 0 | Chief Administrative Auditor |
| 0 | n/a | Associate Fiscal and Policy Analyst** |
| 5 | 1 | Fiscal and Policy Analyst |
| 3 | 0 | Senior Fiscal and Policy Analyst |
| 1 | 0 | Chief of Fiscal and Policy Analysis |
| 9 | 3 | Bank Examiner I |
| 2 | 0 | Bank Examiner II |
| 2 | 0 | Bank Examiner III |
| 2 | 1 | Bank Examiner IV |
| 3 | 0 | Chief Bank Examiner |
| 2 | 0 | Review Examiner |
| 4 | 1 | Insurance Financial Analyst I |
| 2 | 0 | Insurance Financial Analyst II |
| 9 | 0 | Insurance Financial Analyst III |
| 4 | 0 | Insurance Financial Analyst IV |
| 2 | 0 | Chief Insurance Financial Examiner |
| 3 | 0 | Assistant Director Office of Business Taxes |
| 1 | 0 | Assistant Director Office of Personal Taxes |
| 1 | 0 | Assistant Director Personal Taxes & Account Services |
| 3 | 0 | Assistant Cash/Debt Manager |
| 7 | 0 | Budget and Program Analyst |
| 9 | 0 | Chief of Administration |
| 1 | 0 | Chief of Financial Management Services |
| 2 | 0 | DHSS Manager: Budget and Program Analysis Unit |
| 1 | 0 | Director of Bond Finance |
| 1 | 0 | Director of Management Efficiency |

| | | |
|-----|----|--|
| 1 | 1 | Economic/Fiscal Analyst |
| 1 | 0 | Economic/Fiscal Senior Analyst |
| 2 | 0 | Investment/Financial Manager |
| 1 | 0 | Legislative Analyst |
| 3 | 1 | Senior Legislative Analyst |
| 1 | 0 | Insurance Examination Rehab. and Guarantee Manager |
| 31 | 6 | Fiscal Management Analyst |
| 10 | 1 | Senior Fiscal Management Analyst |
| 1 | 0 | Director of Contributions and Plan Management |
| 2 | 0 | Director of Debt and Cash Management |
| 2 | 0 | Labor Relations & Employment Practices Specialist |
| 3 | 2 | Senior Labor Relations & Employment Practices Specialist |
| 1 | 1 | Labor Relations & Employment Practices Administrator |
| 2 | 0 | Regulatory Policy Administrator |
| 1 | 0 | Senior Regulatory Policy Administrator |
| 4 | 0 | Mediation Unit Supervisor |
| 5 | 1 | Administrative Officer |
| 68 | 0 | Probation and Parole Officer II |
| 198 | 10 | Senior Probation and Parole Officer |
| 37 | 1 | Probation and Parole Supervisor |
| 7 | 0 | Probation and Parole Operations Administrator |
| 5 | 0 | Probation and Parole Regional Manager |
| 1 | 0 | Director of Probation and Parole |
| 1 | 0 | Victim Services Program Manager |
| 22 | 2 | Environmental Health Specialist II |
| 11 | 0 | Environmental Health Specialist III |
| 2 | 0 | Epidemiologist I |
| 19 | 2 | Epidemiologist II |
| 5 | 0 | Epidemiologist III |
| 3 | 2 | Epidemiologist IV |
| 2 | 0 | Biometrician |
| 1 | 0 | Industrial Hygienist/Environmental Health Specialist |
| 2 | 1 | Health Program Coordinator (WIC Breast Feeding Program Only) |
| 6 | 1 | Quality Assurance Administrator |
| 132 | 21 | Family Crisis Therapist |
| 55 | 1 | Family Crisis Therapist Supervisor |
| 1 | 0 | Medical/Social Service Consultant I |
| 18 | 3 | Medical/Social Service Consultant II |
| 2 | 1 | Behavior Analyst |
| 6 | 0 | Senior Behavior Analyst |
| 2 | 0 | Behavior Analyst Supervisor |

| | | |
|----|----|---|
| 23 | 1 | Family Services Program Support Administrator |
| 12 | 0 | Family Services Program Support Supervisor |
| 4 | 0 | Family Services Program Support Manager |
| 4 | 0 | Mental Health Program Administrator I |
| 2 | 1 | Mental Health Program Administrator II |
| 25 | 2 | Public Health Administrator I |
| 7 | 1 | Public Health Administrator II |
| 1 | 0 | Public Health Administrator III |
| 7 | 0 | Social Services Assistant County Operations Manager |
| 5 | 0 | Social Services County Operations Manager I |
| 1 | 0 | Social Services County Operations Manager II |
| 8 | 0 | Family Services Program Manager |
| 51 | 18 | Behavioral Health Case Manager II |
| 46 | 8 | Behavioral Health Case Manager III |
| 8 | 0 | Vocational Rehabilitation Counselor I |
| 9 | 3 | Vocational Rehabilitation Counselor II |
| 22 | 2 | Vocational Rehabilitation Senior Counselor |
| 7 | 0 | Administrative Case Review Specialist |
| 26 | 2 | Adolescent Treatment Services Coordinator |
| 1 | 0 | Assistant Youth Rehabilitation Institutional Superintendent |
| 3 | 1 | Intellectual Developmental Disability Shared Living Coordinator |
| 2 | 0 | Correctional Treatment Services Director |
| 1 | 0 | Developmental Disabilities Director Residential Services |
| 6 | 3 | Developmental Disabilities Regional Program Director |
| 7 | 0 | Developmental Disabilities Program Administrator |
| 11 | 3 | Developmental Disabilities Residential Unit Manager |
| 2 | 0 | Director DHSS Community Services |
| 1 | 0 | Director Alcohol/Drug Services |
| 3 | 0 | Director of Professional Services |
| 1 | 0 | Managed Care Systems Administrator |
| 1 | 0 | Residents Protection Administrator, LTC |
| 5 | 1 | Vocational Rehabilitation District Administrator |
| 1 | 0 | Vocational Rehabilitation Deputy Director |
| 6 | 0 | Youth Rehabilitation Program Manager |
| 2 | 1 | Senior Child Development Specialist |
| 1 | 0 | Psychiatric Social Service Director II |
| 4 | 0 | Correctional Treatment Administrator |
| 4 | 0 | Director of Community Health Services |
| 1 | 0 | Chaplain I |
| 3 | 0 | Chaplain II |
| 1 | 0 | Manager of Chaplaincy Services |

| | | |
|----|-----|--|
| 23 | 12 | Psychologist |
| 11 | 4 | Psychologist Supervisor |
| 3 | 0 | Psychology Manager |
| 3 | 1 | Psychological Assistant |
| 0 | n/a | Therapist I** |
| 0 | n/a | Therapist II** |
| 4 | 1 | Therapist III |
| 33 | 14 | Youth Rehabilitation Treatment Specialist |
| 19 | 8 | Youth Rehabilitation Master Treatment Specialist |
| 14 | 4 | Youth Rehabilitation Treatment Supervisor |
| 4 | 0 | Curator |
| 4 | 0 | Cultural Conservation Program Manager |
| 1 | 0 | Natural Heritage Program Manager |
| 0 | n/a | Library Associate** |
| 3 | 0 | Senior Librarian |
| 10 | 0 | Administrative Librarian |
| 1 | 0 | Labor Market Economist |
| 18 | 1 | Developmental Disabilities Program Evaluator |
| 1 | 0 | Developmental Disabilities Director of Quality Assurance |
| 1 | 0 | DPC Assistant Hospital Director |
| 1 | 0 | Director, Statistical Analysis Center |
| 3 | 0 | Zookeeper II |
| 1 | 0 | Assistant Zoo Manager |
| 1 | 0 | Zoo Manager |
| 1 | 0 | Zoo Director |
| 8 | 0 | Analytical Chemist IV |
| 13 | 4 | Laboratory Manager I |
| 7 | 1 | Laboratory Manager II |
| 2 | 0 | Laboratory Manager III |
| 7 | 1 | Environmental Scientist I |
| 28 | 6 | Environmental Scientist II |
| 58 | 7 | Environmental Scientist III |
| 25 | 3 | Environmental Scientist IV |
| 6 | 0 | Environmental Scientist V |
| 4 | 1 | Hydrologist I |
| 12 | 2 | Hydrologist II |
| 3 | 0 | Hydrologist III |
| 9 | 0 | Hydrologist IV |
| 1 | 0 | Hydrologist V |
| 2 | 0 | Hydrologist VI |
| 0 | 0 | Microbiologist I** |

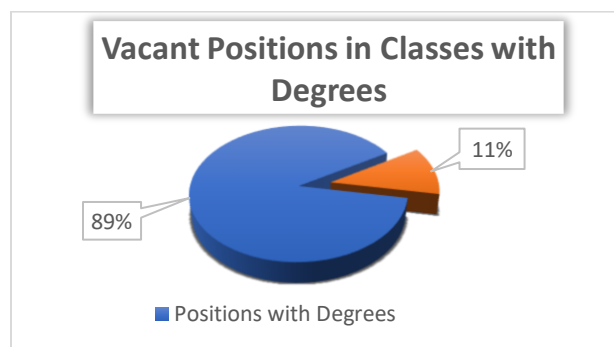
| | | |
|----|---|--|
| 16 | 1 | Microbiologist II |
| 7 | 2 | Microbiologist III |
| 1 | 0 | Laboratory Certification and Compliance Specialist |
| 1 | 0 | Quality Assurance Laboratory Manager |
| 1 | 0 | State Emergency On-Scene Coordinator |
| 3 | 0 | State Emergency Senior On-Scene Coordinator |
| 1 | 1 | State Emergency Prevention and Response Admin |
| 1 | 0 | Laboratory Biosafety and Mitigation Officer |
| 12 | 2 | Environmental Program Manager I |
| 34 | 2 | Environmental Program Manager II |
| 21 | 3 | Environmental Program Administrator |
| 3 | 3 | Forester |
| 4 | 0 | Senior Forester |
| 2 | 0 | Regional Forester |
| 1 | 1 | Environmental Specialist I |
| 8 | 0 | Environmental Specialist II |
| 10 | 1 | Environmental Specialist III |
| 1 | 1 | Environmental Specialist V |
| 4 | 0 | Environmental Specialist Supervisor |
| 1 | 0 | Environmental Specialist Manager |
| 3 | 0 | Fish and Wildlife Regional Manager |
| 26 | 8 | Mediation Arbitration Officer |
| 12 | 2 | Nutritionist I |
| 5 | 0 | Nutritionist II |
| 6 | 1 | Nutritionist III |
| 1 | 0 | Forensic DNA Analyst |
| 5 | 1 | Senior Forensic DNA Analyst |

*Data as of 12/16/2024

**This level is part of a career ladder; employees are currently at higher levels.

VACANCY RATES

The pie chart below shows the total vacancy rate by percent for positions in classes requiring degrees, which is currently at 11%. 89% are filled.



SECTION 5: JOB REQUIREMENT PROJECT FINDINGS

In accordance with HCR 76 (d) and (e), the following section provides information and findings from DHR's 18-month review of bachelor's degree requirements for state positions in more than 10 state agencies. This section also details specific findings for recent changes implemented to the job requirements for Family Service positions, impacting more than 350 positions within the Department of Services for Children, Youth and their Families and the Department of Health and Social Services.

SUMMARY

As detailed in Section 2, DHR has reviewed the degree requirements for hundreds of state positions. About twenty-five years ago, there was an initiative to add degree requirements to state jobs. However, our review and practical experience shows a degree can be an unnecessary barrier to employing otherwise qualified professionals.

This section provides Job Requirement Project findings for classes in the occupations of Family Services, Human Resources, and Probation and Parole. These classes previously required a bachelor's degree to qualify. In lieu of a degree, applicants may now qualify with relevant work experience. The department also simplified the application process to expand the applicant pool. These changes impact close to 500 positions and more than 10 state agencies.

*“These important and practical changes will expand our talent pool and give more qualified individuals an opportunity for a career in state government,” said **Governor Carney**. “By aligning job requirements with professional experience, and placing more attention on the skills of an individual candidate, we will better serve Delawareans.”*

APPROACH

To assess findings, DHR reviewed and analyzed recruitment and other statistics such as vacancy rates, the total number of applications received, the total number of qualified/not qualified applicants, and other data. This data was assessed for time periods both before and after job requirement changes for each class. *Note: The dates reviewed vary depending on the date job requirement changes were implemented for each class.*

FINDINGS

- 1) Decreased vacancy rates.
- 2) Increased number of applications received.
- 3) Decreased number of applicants who are Not Qualified (NQ).

Although there are some fluctuations in the data, post-job requirement change data shows overall lower vacancy rates, a higher number of applications received, and a lower number of applicants NQ. In some classes DHR can confirm hires and promotions for those who are qualified based on relevant work experience (no degree); which will continue to be assessed over time.

DETAILS BY OCCUPATION

Family Service Review

The Family Service Specialist class series provides, coordinates, and monitors the delivery of professional social services for children, youth, and their families; or adult special populations and families; to resolve problems involving client abuse, neglect, dependency, antisocial behavior, exploitation, and family dysfunction.

DHR removed the bachelor's degree as a mandatory requirement for the Family Service class series in July 2023, allowing applicants to qualify with relevant work experience in lieu of the bachelor's degree. Changes also included applying an applicant's experience or education throughout the remaining levels in the class series and reducing the number of job requirements.

Below is a summary of changes to the vacancy rate, number of applications received, and number of applicants not qualified:

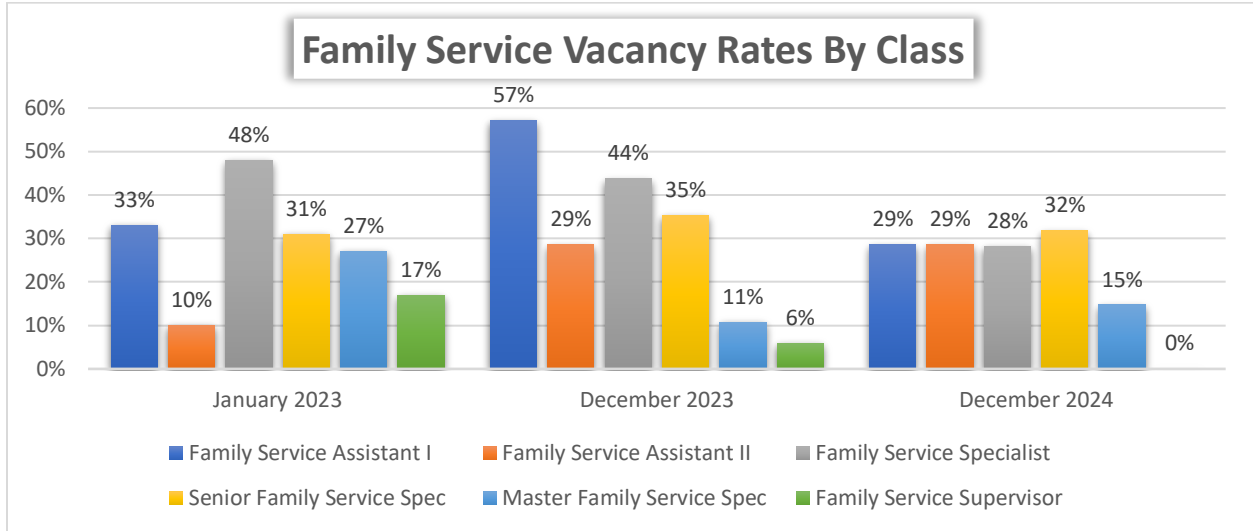
Recent changes to job requirements in the Family Service class series have led to a notable decrease in vacancy rates across various levels, with an overall reduction of 6%. Additionally, there has been a significant increase (575%) in the number of applications received for these positions. After the degree requirement was eliminated, there was a decrease of about 13% of applicants who did not meet the job requirements. These shifts indicate that updating job requirements can positively impact both vacancy rates and the applicant pool.

Impact and Changes Vacancy Rates

Although there was an increase in vacancy rates for some Family Service classes from January 2023 (before change) to December 2023 (after change), the overall trend when comparing data before and after the job requirement changes shows decreasing vacancy rates.

For example, the Family Service Specialist, which is the entry level to the professional career ladder series, the vacancy rate has decreased from 48% in January 2023 to 28% in December 2024. For the Master Family Service Specialist, which is the highest level in the professional career ladder series, the vacancy rate has decreased from 27% in January 2023 to 15% in December 2024. The vacancy rate for the Family Service Supervisor has decreased from 17% in January 2023 to 0% in December 2024.

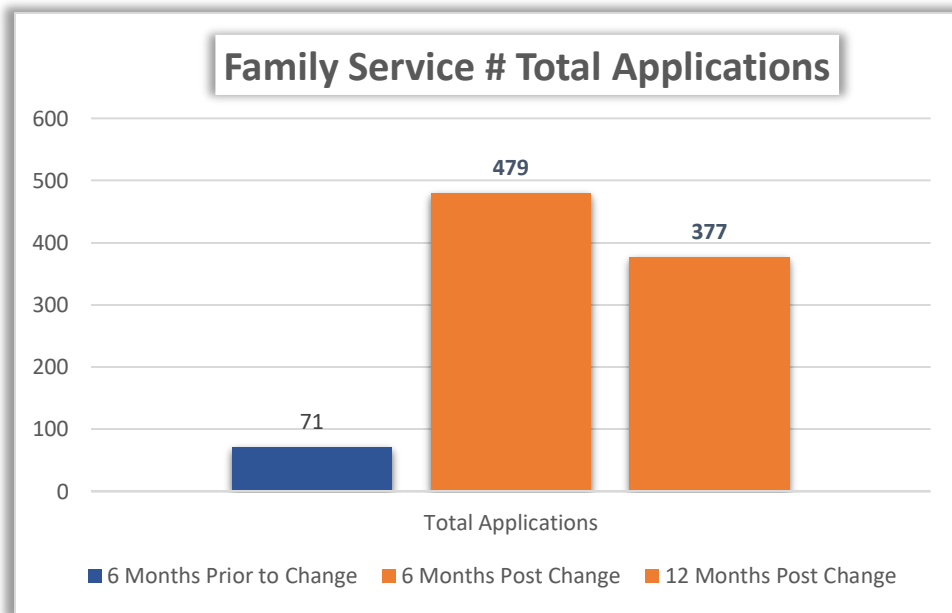
Note: vacancy rates were reviewed at 1-year intervals prior to and post-job requirement changes.



Impact and Changes Number of Applications

There has been a significant increase in the number of applications received for Family Service classes since the job requirements were changed. In the 6 months immediately following the change, there was a 575% increase in applications. At the 12-month mark, applications slightly decreased in number; however, with a total number of 377 applications, it remains significantly higher than 71 applications received 6 months prior to the change.

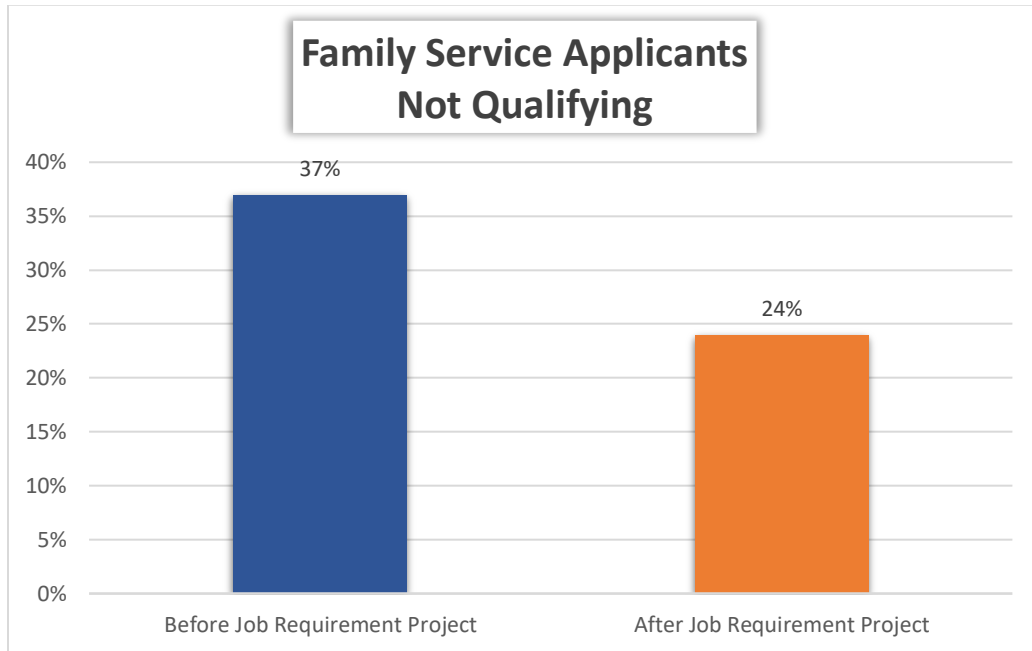
Note: The number of applications received were reviewed for a 6-month time period prior to and 12-month time period post-job requirement changes, for a total of 18 months.



Impact and Changes Applicants NQ

There was an average decrease of 13% in the number of applicants NQ following the job requirement changes to Family Service classes. Prior to the degree requirement change, 18 applicants out of 71 did not qualify because they did not have the required bachelor's degree and 8 did not qualify due to experience.

Note: Number of applicants NQ were reviewed for a 6-month time period prior to and 12-month time period post-job requirement changes, for a total of 18 months.



Human Resources Review

The Human Resource Advisor and State Human Resource Analyst class series provide professional human resource services in one or more human resource functions to state agencies and/or at the State level.

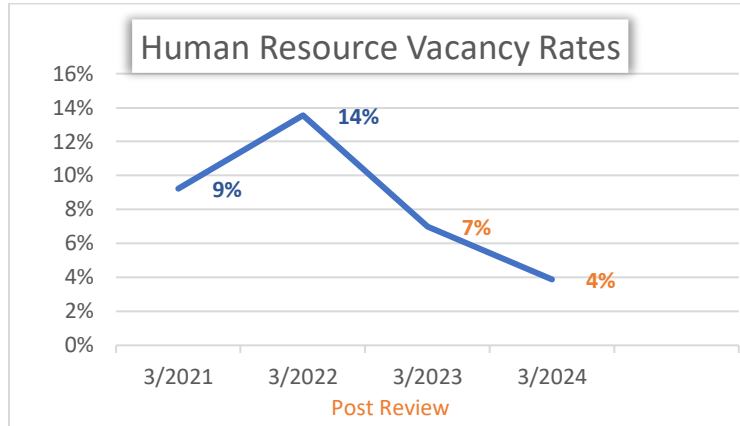
DHR removed the bachelor's degree as a mandatory requirement from both class series in March 2022, allowing applicants to qualify with relevant work experience in lieu of the bachelor's degree. Changes also included applying an applicant's experience or education throughout the remaining levels in the class series and reducing the number of job requirements.

The following sections summarize changes to the vacancy rate, number of applications received, and number of applicants not qualified.

Impact and Changes Vacancy Rates

At the time of the job requirement changes vacancy rates were at 14%. Since 2022, there has been a decrease in vacancy rates in the Human Resources classes to 7% in 2023 and 4% in 2024.

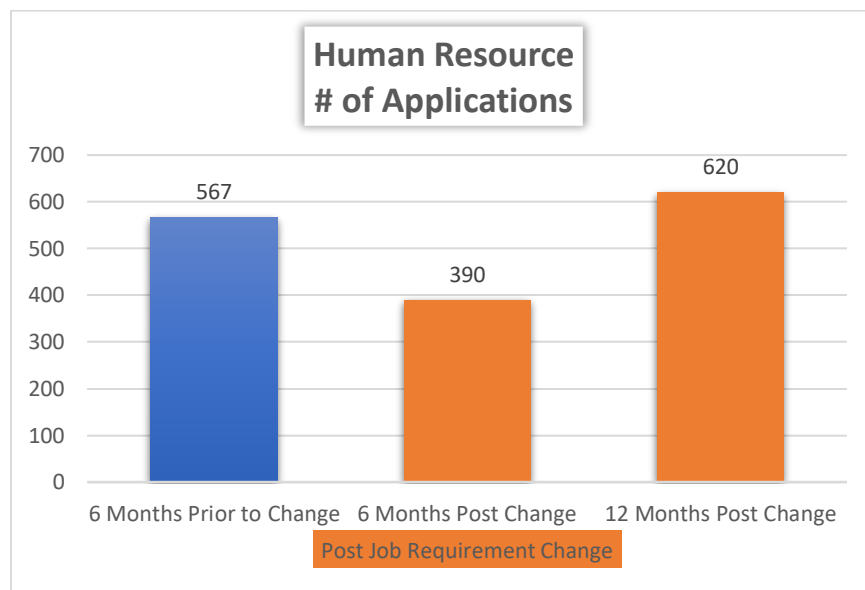
Note: vacancy rates were reviewed at 1-year intervals prior to and post-job requirement changes.



Impact and Changes Number of Applications

There has been an overall increase in the number of applications received for Human Resource classes since the job requirements were changed. Although in the 6 months immediately following the change, there was a decrease, this was followed by a total increase in applications of about 9% at 12 months post job requirement change.

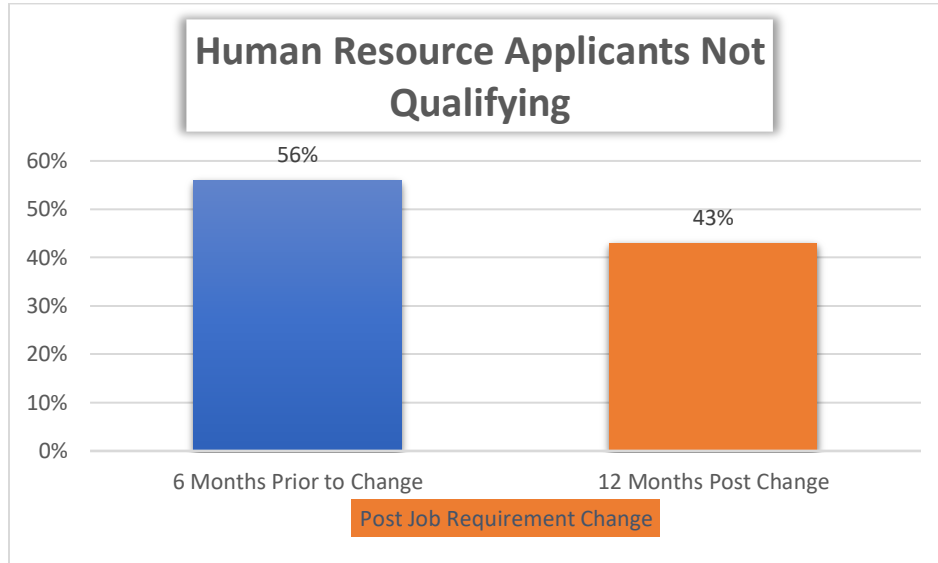
Note: The number of applications received were reviewed for a 6-month time period prior to and 12-month time period post-job requirement changes, for a total of 18 months.



Impact and Changes Applicants NQ

There was an average decrease of 13% in the number of applicants NQ following the job requirement changes to Human Resource classes.

Note: Number of applicants NQ were reviewed for a 6-month time period prior to and 12-month time period post-job requirement changes, for a total of 18 months.



Probation and Parole Review

The Probation and Parole Officer job description details work performed to motivate and ensure offenders comply with the terms of court-imposed probation or conditions of release from correctional facilities. Work is performed to provide rehabilitation/prevent incarceration as well as to protect the community from possible risk.

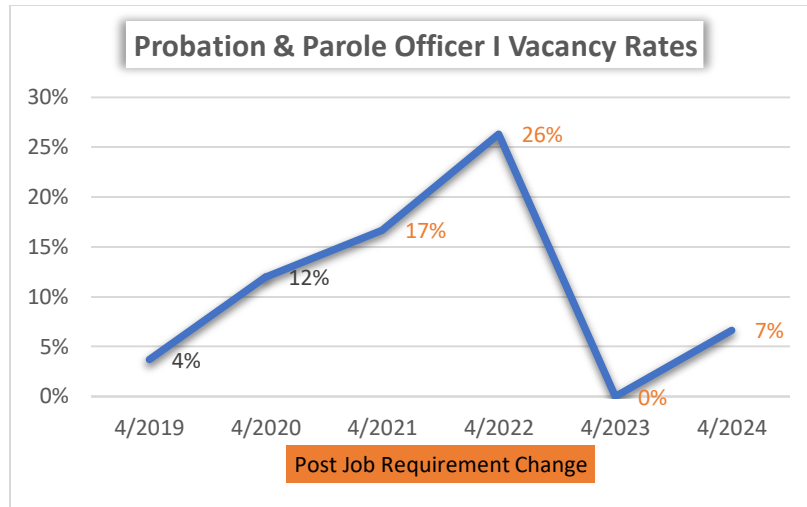
DHR removed the bachelor's degree as a mandatory requirement and made other clarifying changes to the Probation and Parole Officer in April 2020.

The following sections summarize changes to the vacancy rate, number of applications received, and number of applicants not qualified.

Impact and Changes Vacancy Rates

Probation and Parole Officer vacancies decreased to 0 in 2023 and in 2024 the vacancy rate was 7%.

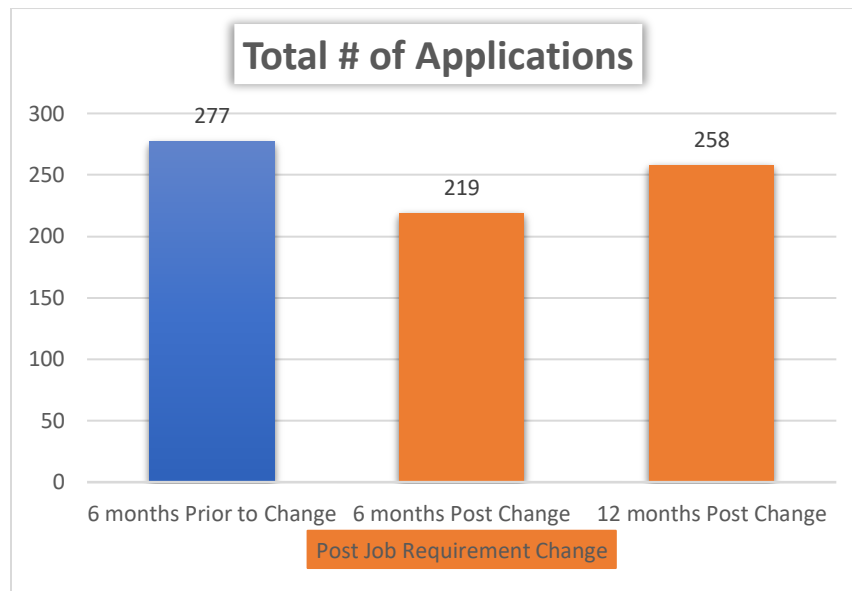
Note: vacancy rates were reviewed at 1-year intervals prior to and post-job requirement changes.



Impact and Changes Number of Applications

In the 6 months immediately following the change in job requirements, there was a decrease in the number of applications, followed by a total increase of 18% at 12 months post job requirement change.

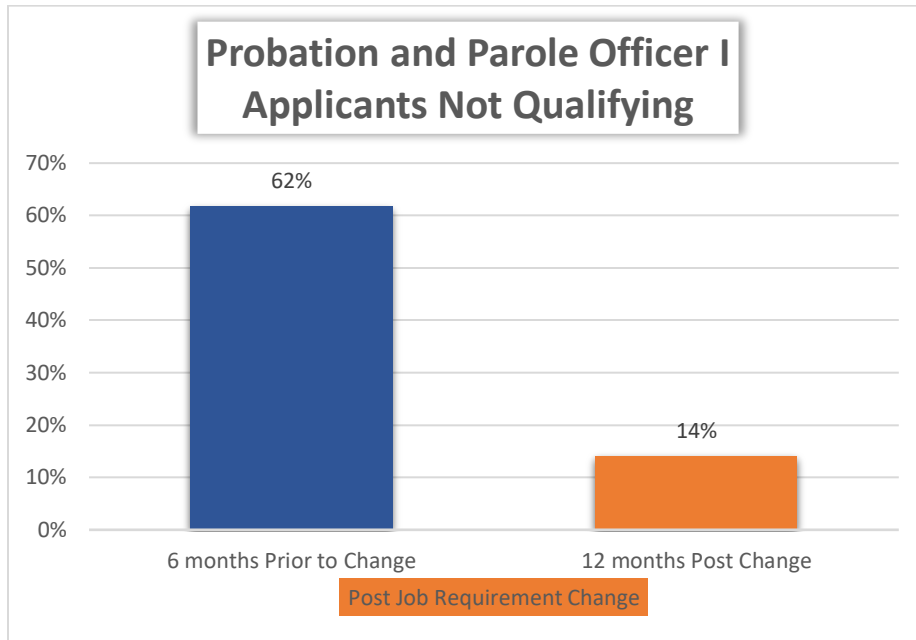
Note: The number of applications received were reviewed for a 6-month time period prior to and 12-month time period post-job requirement changes, for a total of 18 months.



Impact and Changes Applicants NQ

Although there was not a significant increase in number of applications received, there was an average decrease of 48% in the number of applicants NQ following the job requirement changes to the Probation and Parole Officer I class.

Note: Number of applicants NQ were reviewed for a 6-month time period prior to and 12-month time period post-job requirement changes, for a total of 18 months.



SECTION 6: CONCLUSIONS AND RECOMMENDATIONS

As the data has demonstrated, the review of degree and other job requirement changes over an 18-month period has shown positive results in an overall decrease in state job vacancy rates, an increase in the number of applications received, and decreasing the number of applicants rated as not qualified.

Implementation of the job requirement changes on Family Services, Human Resources, and Probation and Parole is a critical first step in broadening applicant pools, removing applicant barriers, and providing an inclusive pathway for individuals to enter the state's workforce while providing a strategy to meet recruitment and hiring needs.

RECOMMENDATIONS

Based on the above conclusions, DHR recommends the following:

- 1) Continue to review degrees and other job requirements through the Job Requirement Project and regular Maintenance Reviews for the remaining 181 classes with mandatory degrees.
- 2) Extend similar changes to other state jobs where applicable.
- 3) Study results of job requirement changes, including continued study of changes in hiring behavior (hiring applicants with relevant work experience in lieu of a degree).
- 4) Implement strategies for improvements based on findings.

CLASSES RECENTLY COMPLETED

The following is a list of classes recently reviewed, in which degrees were removed:

- Public Utility Analyst class series
- State Accountant (management levels)
- Assistant Director, Financial Management services

DHR also created four new class series for Business Analyst, Lean Continuous Improvement Analyst, Project Manager, and Change Management Specialist that typically require a degree in other states, however, applicants may qualify through experience and certifications for these new state jobs.

CLASSES CURRENTLY UNDER REVIEW

The following is a list of classes under review with mandatory degrees:

| Total # of Positions (filled & vacant) | Class Titles Requiring any Type of Degree |
|--|---|
| 31 | Fiscal Management Analyst |
| 10 | Senior Fiscal Management Analyst |
| 132 | Family Crisis Therapist |
| 55 | Family Crisis Therapist Supervisor |
| 12 | Environmental Program Manager I |
| 34 | Environmental Program Manager II |
| 21 | Environmental Program Administrator |
| 7 | Environmental Scientist I |
| 28 | Environmental Scientist II |
| 58 | Environmental Scientist III |
| 25 | Environmental Scientist IV |
| 6 | Environmental Scientist V |
| 0 | Microbiologist I |
| 16 | Microbiologist II |
| 7 | Microbiologist III |
| 3 | Zookeeper II |
| 1 | Assistant Zoo Manager |
| 1 | Zoo Manager |
| 1 | Zoo Director |



RESOURCES FOR FURTHER ANALYSIS

The Department of Human Resources provides access to the following tools to assist prospective and current employees in finding information quickly and efficiently.

Merit Rules: <https://merb.delaware.gov/state-merit-rules/>

Delaware Code: <https://delcode.delaware.gov/>

Del Code Title 24: Professions and Occupations:
<https://delcode.delaware.gov/title24/index.html>

Delaware Code Title 29: State Government, Chapter 59: Merit System of Personnel Administration, Subchapter III. Rules:
<https://delcode.delaware.gov/title29/c059/sc03/index.html>

29 Del. C. § 5917. Competitive recruitment:
<https://delcode.delaware.gov/title29/c059/sc03/index.html>

Department of Human Resources Website: <https://dhr.delaware.gov/>

The State of Delaware Department of Human Resources (DHR) website is available to internal and external candidates. It provides information regarding statewide human resource programs, policies, and procedures, as well as relevant human resources information for state agencies, employees, and job seekers.

Policies and Procedures: <https://dhr.delaware.gov/policies/index.shtml>

Classification and Compensation: <https://dhr.delaware.gov/classcomp/index.shtml>

Job Titles: <https://jobapscloud.com/de/auditor/classreports.asp>

Occupational Groupings: <https://jobapscloud.com/de/auditor/OccGroups.asp>

Career Ladders: <https://jobapscloud.com/de/auditor/ClassReports.asp?Ladder=Y>

Anti-nepotism policy & procedure: <https://dhr.delaware.gov/policies/documents/anti-nepotism-policy.pdf>

Employee Onboarding and Offboarding Policy:
<https://dhr.delaware.gov/policies/documents/onboarding-offboarding.pdf>

Delaware Employment Link: <https://statejobs.delaware.gov/>

Job Seeker Resources: <https://statejobs.delaware.gov/explore/index.shtml>

Division of Professional Regulation List of Professions: <https://dpr.delaware.gov/>

Office of Management and Budget Fiscal Year (FY) 2025 Budget Epilogue: [Bill Detail - Delaware General Assembly](#)

Delaware.gov, Delaware News Press Release:

<https://news.delaware.gov/2024/01/11/governor-carney-expands-opportunities-for-careers-in-state-government/>

APPENDIX A: DEFINITIONS

Hiring Manager: the agency DHR team is responsible for the Agency's strategies, tactics, and processes for identifying, and recruiting talent.

Career Ladder: A hierarchy of classes within a class series, established and approved by the DHR Secretary, which permits employee movement along a career path without competition upon meeting all promotional standards.

Central Talent Acquisition (CTA): The central DHR team is responsible for the State's strategies, tactics, and processes for identifying, and recruiting talent, in addition to administering the State's Recruitment/Hiring system.

Class: All Merit positions that are sufficiently similar in duties, responsibilities, and job requirements to use the same salary range and title. (Example – Engineer I, Fiscal Advisor I, Office Manager, or Forester).

Job Requirements: minimum entry requirements, including selective requirements, which must be met for an individual to be eligible for appointment to a Classified position or to take an examination. These requirements typically include minimum levels or types of education, training or experience or completion of specified examinations. The DHR Secretary may approve documented equivalencies.

Classification: the analysis of the duties and responsibilities of a position and its assignment by the DHR Secretary to a class.

Classified Service: In the State of Delaware refers to all state employment positions that are covered by the Merit System, excluding certain positions such as elected officials, heads of state agencies, and specific exempt positions - Classified service and exemptions. Employees in the Classified Service have completed their initial probationary period and are subject to the rules and regulations of the Merit System, which aim to ensure fair and equitable treatment in hiring, promotion, and other personnel actions - Classified service and exemptions.

Class Series: The progression of classes in the same line of work reflecting different degrees of responsibility and difficulty of duties such as Management Analyst I, Management Analyst II, and Management Analyst III.

Class Specification: A written description of the distinguishing characteristics of all positions in a class. It includes typical duties, responsibilities, job requirements, the *Class Code* and *Class Title*, and salary range.

Class Title: A class title is descriptive of the work performed by a class such as Engineer, Nurse, and Planner.

DEL: Delaware Employment Link, the State's Recruitment/Hiring System.

Employee: Any person holding a position in the Classified Service.

Hiring Packet: All required forms and disclosures that the selected candidate must meet before making an offer are included in a packet to be reviewed by the Hiring Manager and either ATA or CTA.

Job Requirements: The minimum entry requirements, including selective requirements, which must be met for an individual to be eligible for appointment to a Classified position or to take an examination. These requirements typically include minimum levels or types of education, training or experience or completion of specified examinations. The DHR Secretary may approve documented equivalencies.

Levels of Work: Describe the primary duties performed at each level in a class series.

Maintenance Review: Any such reclassifications/regrades that the DHR Secretary determines to be warranted because of the classification maintenance reviews regularly scheduled by DHR.

Merit Employee: An employee who has satisfactorily completed the initial probationary period for a Classified position.

Merit Rules, State of Delaware: The State of Delaware Merit Rules, commonly referred to as the Merit Rules (MR), apply to initial probationary, Merit, and limited term employees, except as otherwise specified, and are in effect until they are amended or modified by the Merit Employee Relations Board or are amended, modified, or superseded by amendment to 29 *Del. C. Ch 59*.

New Hires: An applicant/candidate who has been offered employment with a State Agency.

Occupational Group: A listing of Merit classes broadly by occupation.

Position: A position is a combination of duties and responsibilities that require the services of an employee or what human resources refers to as an incumbent. Each *position* is assigned a budgeted position number (BP) that does not change. A position exists whether it's filled or vacant.

- **Merit** - Classified positions covered by the Merit Rules.
- **Merit Comparable** -These are *Positions* that for salary determination purposes, are assigned pursuant to the State Budget Act. These *Classification titles* and/or pay grades are comparable to the titles and/or pay grades of similar positions in the classified service. These *Positions* are excluded from classified service but are comparable to a Merit Class for salary determination purposes. (29 *Del. C. Ch 59*).
- **Exempt** - Positions that are excluded from classified service per 19 *Del. C § 5903*. Not all exempt positions are Merit Comparable.

Supervisor: A person in a position who, on a regular and continuing basis, plans, assigns, reviews, disciplines, recommends hire, termination, and promotion and completes and

approves performance plans of two or more Classified employees excluding casual, seasonal, and contractual employees.