State of Delaware

Executive Branch Workforce

EEO Representation Summary
Fiscal Year 2024

December 2024

Delaware Department of Human Resources
Division of Diversity, Equity and Inclusion

STATE OF DELAWARE
EXECUTIVE BRANCH AGENCIES
FY2024 EEO/AA REPRESENTATION SUMMARY

Introduction

The State of Delaware is an Equal Opportunity Employer and values a diverse workforce. We strongly encourage and seek out a workforce representative of Delaware, including race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation gender identity, or expression.

Equal Employment Opportunity (EEO) Statement: The State of Delaware is an Equal Opportunity Employer and values a diverse workforce. We strongly encourage and seek out a workforce representative of Delaware including race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity, or expression.

Governor Carney's *Executive Order 30, Delaware's Continuing Commitment to a Respectful Workplace,* directs that each Executive Branch Agency shall maintain and file annually an Equal Employment Opportunity/Affirmative Action (EEO/AA) Plan with the Department of Human Resources which is submitted to the Governor's Office on or before the end of the calendar year. This report is a compilation of the FY24 Executive Branch EEO/AA Report and FY25 Action Plans submitted in compliance with Executive Order 30.

This report reflects EEO-4 workforce data for FY24 drawn from the Payroll Human Resource Statewide Technology Database (PHRST) as of June 30, 2024. It is a representation of Executive Branch agencies only and includes exempt, merit, and union employees from the following agencies: *Agriculture, Correction, Education, Finance, Health and Social Services, Housing Authority, Human Resources, Labor, Management and Budget, National Guard, Natural Resources and Environmental Control, Safety and Homeland Security, State Police, Services for Children, Youth and Their Families, Information Technology, and Transportation.* In the total counts, Casual/Seasonal staff are excluded, as EEO-4 reporting focuses solely on full-time equivalent positions. In addition, this report does not delineate gender identifiers other than male/female.

Assignment to respective EEO-4 Job categories is based upon guidelines set forth by the Federal EEO-4 Guidelines. To simplify and standardize the method of reporting, all jobs are considered as belonging to one of the following broad job categories: Officials and Administrators, Professionals, Technicians, Protective Services, Office & Clerical, Paraprofessionals, Skilled Craft, and Service Maintenance. For Executive Branch Agencies, job categories are assigned based on position descriptions and assignment in the PHRST system. When an Agency does not have jobs in a particular EEO-4 job category, there will be a notation of NA.

Questions or inquiries regarding the content of this report may be directed to Brian Shannon, Senior Diversity, Equity & Inclusion Lead Data Analyst, Department of Human Resources, Division of Diversity, Equity, and Inclusion at (302) 577-8700 or email brian.shannon@delaware.gov.

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Leadership Commitment

Executive Branch Cabinet Secretaries have each affirmed their commitment to the Respectful Workplace and Anti-Discrimination Policy; a copy of their individually signed commitment is included in the Appendix of this report.

Each agency's initial individual report provides a brief overview of the agency's mission, vision, mission-related functions, organizational chart, and succinct narrative of the status of its accomplishments or challenges as described in their FY23-24 action plan with emphasis on progress across three key areas: (1) Management and Supervisory Accountability, (2) Workplace Environment/Climate, and (3) Recruitment and Retention. These three areas were derived from common themes emerging across narratives, aspirations, and aims, from an overview of FY23-24 Executive Branch agency EEO data reports and action statements.

Additionally, each agency's report represents workforce data tables and purposeful planning across the restructured strategic priorities as illustrated in the Equal Employment Opportunity/Affirmative Action Annual Report/Plan Requirements for Executive Branch Agencies. The three strategic priorities align with the internal DHR Division of Diversity, Equity and Inclusion Plan for 2022-2025:

- **Strategic Priority 1: Workplace Environment, Climate, and Culture**
- **Strategic Priority 2: Management and Supervisory Effectiveness**
- **Strategic Priority 3: Professional Development, Education, and Awareness**

The emphasis on the three key strategic priorities in FY24-25 is to construct an efficient process within which to assess and evaluate each agency's progress toward the achievement of actionable and measurable objectives within the short and mid-term operating schedule of each agency. Each agency will have the opportunity to self-assess its activities, identify and address challenges, and work toward the elimination of barriers over the course of the fiscal year.

Next Steps:

The FY24 data reports and FY25 plans serve as strategic, action-oriented management tools for Cabinet Secretaries and their respective Departments. The Department of Human Resources and the Division of Diversity, Equity and Inclusion leadership look forward to ongoing discussions about the FY24 Executive Branch EEO/AA Report and implementation of the FY25 Action Plans with the Governor and individual Cabinet Secretaries

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REGIONAL LABOR MARKET PERCENTAGES VERSUS DELAWARE LABOR MARKET PERCENTAGES

This report includes Regional Labor Market percentages among the eight EEO-4 categories which include officials and administrators, professionals, technicians, protective services, paraprofessionals, office and clerical, skilled craft, and service maintenance. The Regional Labor Market percentages represent the availability of Delaware's minority population, females, and males respectively in the labor force of both Delaware and the surrounding region. Updated every 10 years following the US Census, these figures serve as a benchmark for assessing representation within our state workforce.

The data on the Regional EEO-4 representation is derived from the U.S. Census Bureau's American Community Survey 2014-2018 and 5-year EEO Estimates. The information was prepared by Thomas Dougherty, Chief, Office of Occupational and Labor Market Information at the Delaware Department of Labor. These Regional Labor Market statistics will set a baseline for future Delaware EEO-4 category reporting beginning in FY21 until new Delaware regional EEO-4 representation data becomes available every 10 years following the US Census. Executive Branch Agency Employee data is obtained from PHRST as of June 30, 2024. The following reflects a brief overview of overall Executive Branch Agency EEO-4 workforce demographics as of June 30, 2024:

Table 1

Minority % of Delaware Labor Market				Change
EEO-4 CATEGORY	Minority Regional Labor Market %	FY23 Delaware Minority Labor Market	FY24 Delaware Minority Labor Market	FY23 vs. FY24 Delaware Minority Labor Market
1 Officials &Administrators	25%	29%	30%	1%
2 Professionals	29%	39%	41%	2%
3 Technicians	38%	22%	24%	2%
4 Protective Services	37%	40%	43%	3%
5 Paraprofessional	34%	62%	60%	-2%
6 Office & Clerical	31%	41%	44%	3%
7 Skilled Craft	26%	16%	17%	1%
8 Service Maintenance	45%	50%	55%	5%

Table 2

Female % of Delaware Labor Market				Change
EEO-4 CATEGORY	Female Regional Labor Market %	FY23 Delaware Female Labor Market %	FY24 Delaware Female Labor Market %	FY23 vs. FY24 Delaware Female Labor Market %
1 Officials &Administrators	45%	63%	63%	0%
2 Professionals	59%	66%	67%	1%
3 Technicians	50%	29%	30%	1%
4 Protective Services	19%	19%	19%	0%
5 Paraprofessional	77%	71%	71%	0%
6 Office & Clerical	65%	87%	87%	0%
7 Skilled Craft	6%	3%	4%	1%
8 Service Maintenance	44%	38%	39%	1%

Tables 1 and 2 illustrate the Regional Labor Market percentages versus the State of Delaware EEO-4 workforce representation for minorities and females for the past two years, by EEO-4 job category. The change illustrates either growth or regression during FY24.

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Executive Branch Demographics at a Glance:

According to the DE QuickFacts from the U.S. Census Bureau, Delaware's population increased from approximately 989,946 (as of April 1st, 2020), to 1,031,890 (as of July 1st, 2023), marking a 4.2% increase. Among the total, 41.1% are minorities (race and ethnicity) and 51.6% are females. In comparison, the Executive Branch Agency Workforce consists of 40.3% minorities and 52.9% females.

The two largest minority groups residing in Delaware are Black or African Americans (24.1% of the total population) and Hispanic or Latino (11.1% of the total population). Contrasting this, the Executive Branch Agency Workforce consists of 29.7% Black or African Americans (+5.6%) and 4.7% Hispanic/Latinos (-6.4%).

Overall Executive Branch Workforce - Table 3

- Overall, in FY24 Executive Branch employment levels increased in comparison to FY23, with approximately 12,808 Executive Branch employees across all agencies in FY24 versus 12,560 employees in FY23 for a (1.97%) change.
- In FY24 minorities (male/female combined) represented 5,162 (40.3%) of the State's 12,808 employee workforce, a 1.3% increase as compared to FY23.
- At 6,781, females represent (52.9%) of the State's workforce, a 0.9% increase from FY23.
- Minority females comprise 3,153 or (46.5%) of the female workforce, and (24.6%) of the total workforce.
- At 6,027 Males represent (47.1%) of the State's workforce, a 0.9% decrease from FY23.
- Minority males comprise 2,009 or (33%) of the male workforce, and (15.7%) of the total workforce.
- Employees who voluntarily self-identified as having a disability include 229 females, and 215 males for a total of 444 employees.

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Executive Branch FY2024
EEO-4 Status Report
(Without Casual/Seasonal)
June 30, 2024

Table 3

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	319	86	10	15	0	3	6	439	36.6%	21	519	182	26	19	0	0	16	762	63.4%	27	1201	363	30.2%
2 Professionals	1123	342	57	89	4	3	37	1655	33.4%	80	1789	1094	184	134	3	10	91	3305	66.6%	122	4960	2048	41.3%
3 Technicians	397	60	10	8	0	4	11	490	69.6%	20	139	56	12	4	0	1	2	214	30.4%	1	704	168	23.9%
4 Protective Services	1238	572	115	21	3	9	45	2003	80.5%	45	191	249	24	6	0	3	11	484	19.5%	3	2487	1058	42.5%
5 Para Professional	110	167	22	4	0	2	9	314	29.2%	13	315	369	35	14	0	2	26	761	70.8%	20	1075	650	60.5%
6 Office & Clerical	99	39	14	3	0	1	4	160	12.8%	13	599	366	54	33	1	11	28	1092	87.2%	52	1252	554	44.2%
7 Skilled Craft	631	64	28	10	0	7	17	757	96.4%	12	22	4	2	0	0	0	0	28	3.6%	1	785	132	16.8%
8 Service Maintenance	101	90	8	4	0	1	5	209	60.8%	11	54	68	5	3	0	2	3	135	39.2%	3	344	189	54.9%
Totals	4018	1420	264	154	7	30	134	6027	47.1%	215	3628	2388	342	213	4	29	177	6781	52.9%	229	12808	5162	40%

Table 3 illustrates the total FY24 workforce demographics for all Executive Branch agencies by race/ethnicity and gender. This is an overview of the entire State of Delaware Executive Branch EEO-4 Workforce by EEO-4 job category. The total counts in this table do not include casual/seasonal employees or employees that voluntarily self-identified as having a disability.

Table 3 data were obtained from the PHRST system as of 06/30/2024.

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Labor Market Representation

The following labor market representation tables (Tables 4, 5, and 6), respectively, illustrate the Delaware regional labor market by demographic groupings. Each table provides a breakdown by race and ethnicity to help further illustrate comparisons and cross-tabulations within each demographic grouping.

Minority Labor Market Representation – Table 4

- Minority employees overall (male and female), are highly represented in the Paraprofessionals EEO-4 job category at (60%), followed by Service Maintenance (55%), and Office Clerical respectively at (44%). However, minorities continue to experience underrepresentation in the Technician (-14%) and Skilled Craft (-9%) job categories, consistent with trends in FY23.

Female Labor Market Representation – Table 5

- Females represent over half the workforce in the following categories: Office and Clerical (87%), Paraprofessionals (71%), Professionals (67%), and Officials and Administrators (63%). However, females are under-represented in the following categories: Technicians (-20%), Paraprofessionals (-6%), Service Maintenance (-5%), and Skilled Craft (-2%).

Male Labor Market Representation – Table 6

- Overall, underrepresentation for male employees exists in three EEO-4 categories: Office and Clerical (-22%), Officials and Administrators (-18%), and Professionals (-8%)

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Minority Labor Market Representation FY2024

Table 4

(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	30%	6%	22%	3%	3%	0%	0%	2%
2 Professionals	29%	41%	12%	29%	5%	4%	0%	0%	3%
3 Technicians	38%	24%	-14%	16%	3%	2%	0%	1%	2%
4 Protective Services	37%	43%	6%	33%	6%	1%	0%	0%	2%
5 Para Professional	34%	60%	27%	50%	5%	2%	0%	0%	3%
6 Office & Clerical	31%	44%	13%	32%	5%	3%	0%	1%	3%
7 Skilled Craft	26%	17%	-9%	9%	4%	1%	0%	1%	2%
8 Service Maintenance	45%	55%	10%	46%	4%	2%	0%	1%	2%

Female Labor Market Representation FY2024

Table 5

(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	63%	18%	43%	15%	2%	2%	0%	0%	1%
2 Professionals	59%	67%	8%	36%	22%	4%	3%	0%	0%	2%
3 Technicians	50%	30%	-20%	20%	8%	2%	1%	0%	0%	0%
4 Protective Services	19%	19%	0%	8%	10%	1%	0%	0%	0%	0%
5 Para Professional	77%	71%	-6%	29%	34%	3%	1%	0%	0%	2%
6 Office & Clerical	65%	87%	22%	48%	29%	4%	3%	0%	1%	2%
7 Skilled Craft	6%	4%	-2%	3%	1%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	39%	-5%	16%	20%	1%	1%	0%	1%	1%

Male Labor Market Representation FY2024

Table 6

(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	37%	-18%	27%	7%	1%	1%	0%	0%	0%
2 Professionals	41%	33%	-8%	23%	7%	1%	2%	0%	0%	1%
3 Technicians	50%	70%	20%	56%	9%	1%	1%	0%	1%	2%
4 Protective Services	81%	81%	0%	50%	23%	5%	1%	0%	0%	2%
5 Para Professional	23%	29%	6%	10%	16%	2%	0%	0%	0%	1%
6 Office & Clerical	35%	13%	-22%	8%	3%	1%	0%	0%	0%	0%
7 Skilled Craft	94%	96%	2%	80%	8%	4%	1%	0%	1%	2%
8 Service Maintenance	56%	61%	5%	29%	26%	2%	1%	0%	0%	1%

Tables 4, 5, and 6 illustrate the variance between the Regional Labor Market and Executive Branch demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 4, 5, and 6 data were obtained from the PHRST system as of 06/30/2024.

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Table 7

Minority Representation Trends FY 22, 23, 24

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	4%	4%	6%
2 Professionals	10%	10%	12%
3 Technicians	-16%	-16%	-14%
4 Protective Services	3%	3%	6%
5 Paraprofessional	25%	28%	27%
6 Office & Clerical	10%	10%	13%
7 Skilled Craft	-10%	-10%	-9%
8 Service Maintenance	6%	5%	10%

Table 8

Female Representation Trends FY 22, 23, 24

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	17%	18%	18%
2 Professionals	7%	7%	8%
3 Technicians	-21%	-21%	-20%
4 Protective Services	0%	0%	0%
5 Paraprofessional	-6%	-6%	-6%
6 Office & Clerical	22%	22%	22%
7 Skilled Craft	-3%	-3%	-2%
8 Service Maintenance	-5%	-6%	-5%

Table 9

Male Representation Trends FY 22, 23, 24

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-17%	-18%	-18%
2 Professionals	-7%	-7%	-8%
3 Technicians	21%	21%	20%
4 Protective Services	0%	0%	0%
5 Paraprofessional	6%	6%	6%
6 Office & Clerical	-22%	-22%	-22%
7 Skilled Craft	3%	3%	2%
8 Service Maintenance	5%	6%	5%

Tables 7, 8, and 9 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 7, 8, and 9 data were obtained from the PHRST system as of 06/30/2024.

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APPLICANT PIPELINE

In FY24, 49,592 people applied online to Executive Branch agency jobs, an 14.2%* increase from FY23 in which 43,426 applied. This figure includes applicants for all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual/Seasonal Recruitments. While most executive branch agencies use the Delaware Employment Link as their primary recruitment mechanism, it's important to note that *Education, National Guard, Housing Authority, and State Police* recruit on their own platforms.

*Delaware State Housing Authority(DSHA) and Delaware National Guard(DNG) Recruitment data was not available for the FY23 applicant count, but is included in the FY24 data, partially contributing to the high percentage increase in applicants. Removing DNG and DSHA data from FY24 still results in a 9.4% increase in total applicants

Figure 10

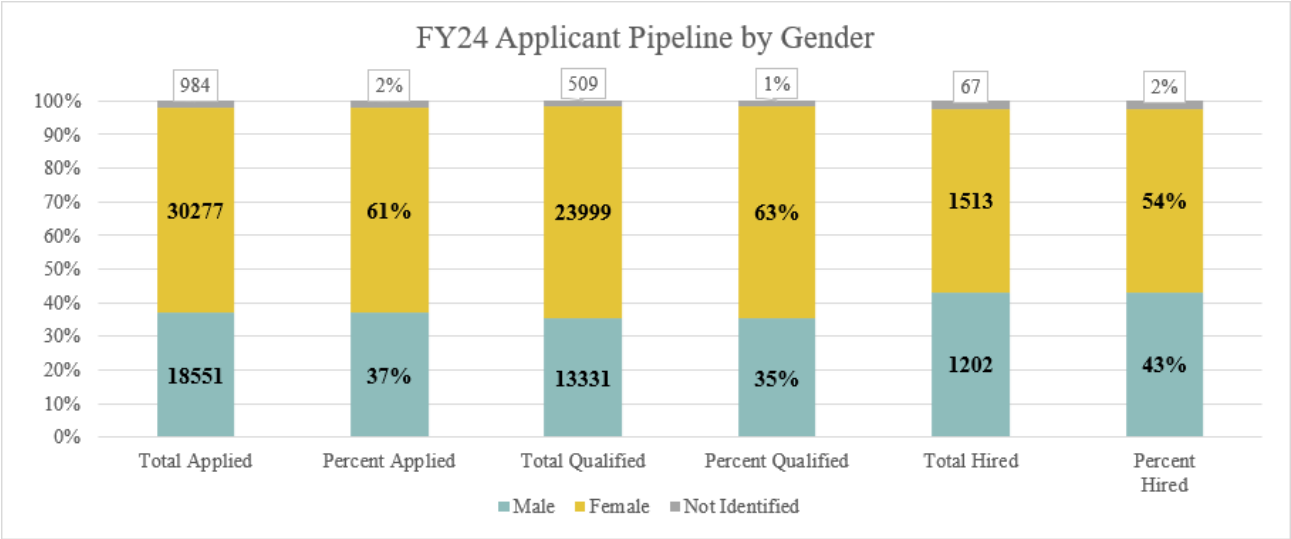
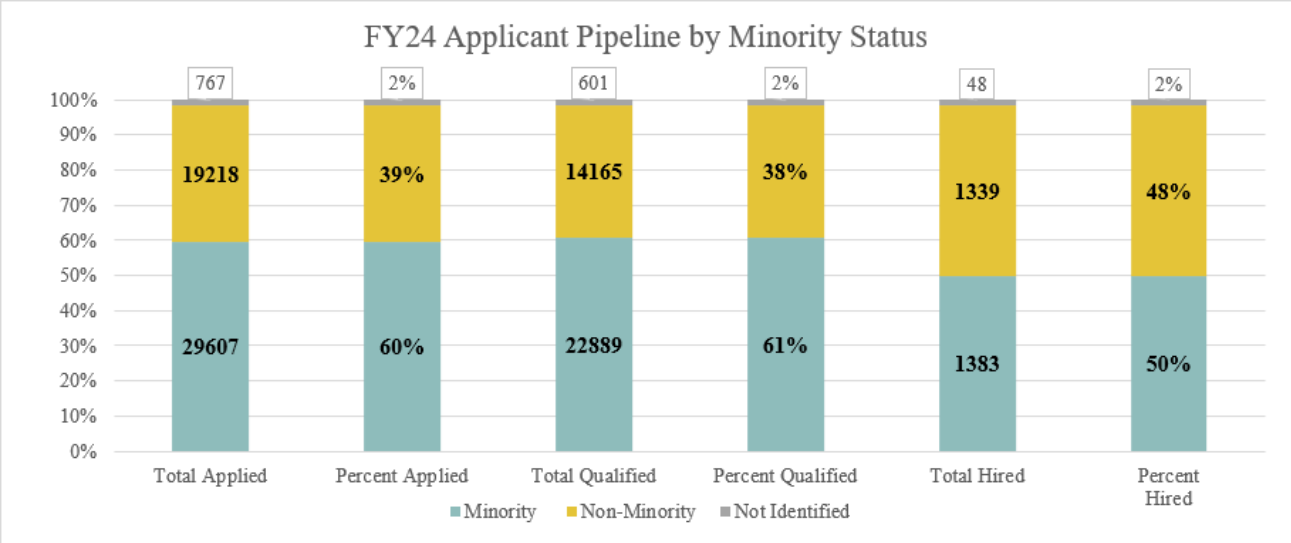


Figure 11



Figures 10 and 11 illustrate the total applicants who applied to State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov by minority status and gender. Further illustrated are the total number of applicants who were found qualified and hired, also by minority status and gender. This data represents those who applied to any posted job in FY23, including casual/seasonal jobs.

Figures 10 and 11 data were obtained from the Delaware Employment Link (JobAps) recruitment system and internal records as of 06/30/2024

Hiring Times

Table 12

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	56.0	36.0
FY24	51.6	34.8
Change FY23 vs FY24	**-4.4**	**-1.2**

Figure 13

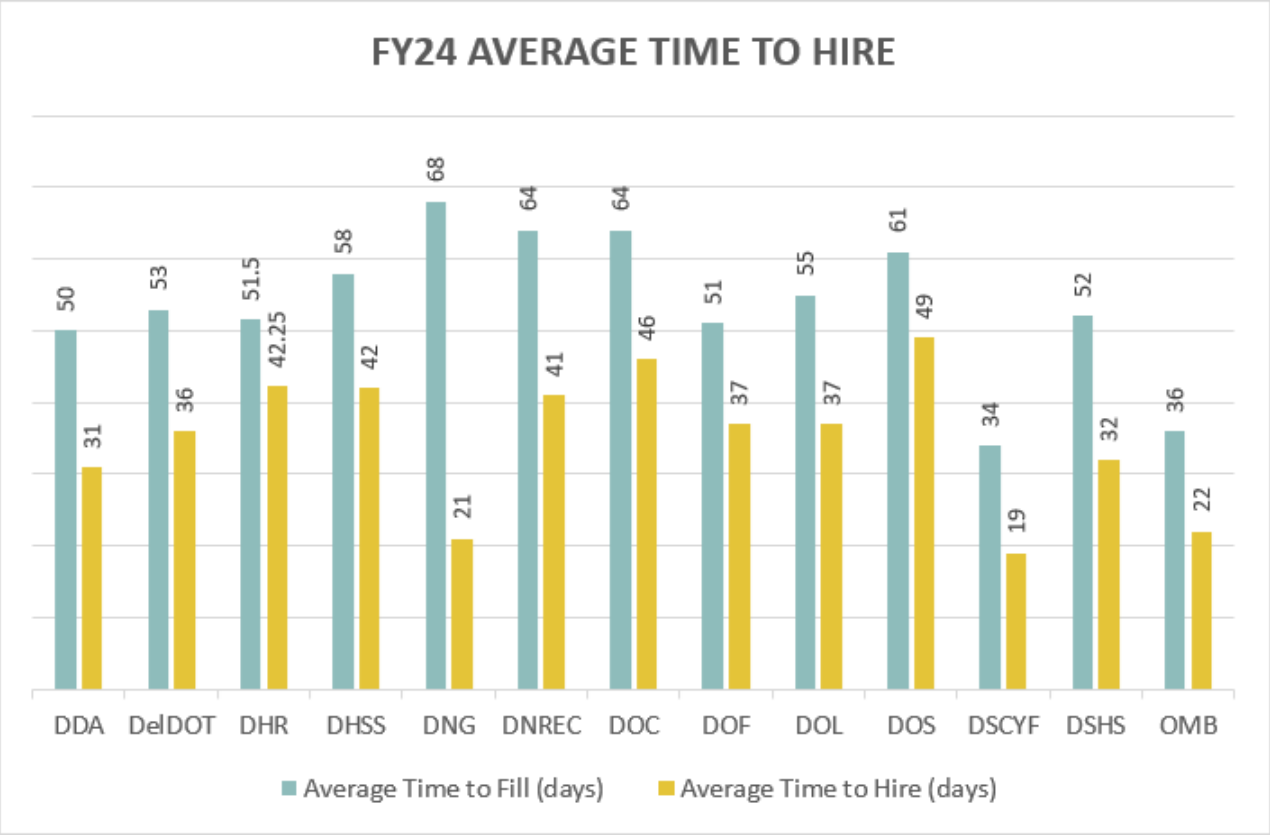


Table 12 and Figure 13 illustrate the average time in calendar days it takes to hire for vacant jobs and *measure the hiring manager's effectiveness in making hires.*

- Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.
- Time-to-Hire is measured by the number of calendar days from the time the referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 12 and Figure 13 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2023.

Recruitment Times

Table 14

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to- Referral (days)
FY23	5.0	6.0
FY24	4.4	4.0
Change FY23 vs FY24	**-0.6**	**-2.0**

Figure 15

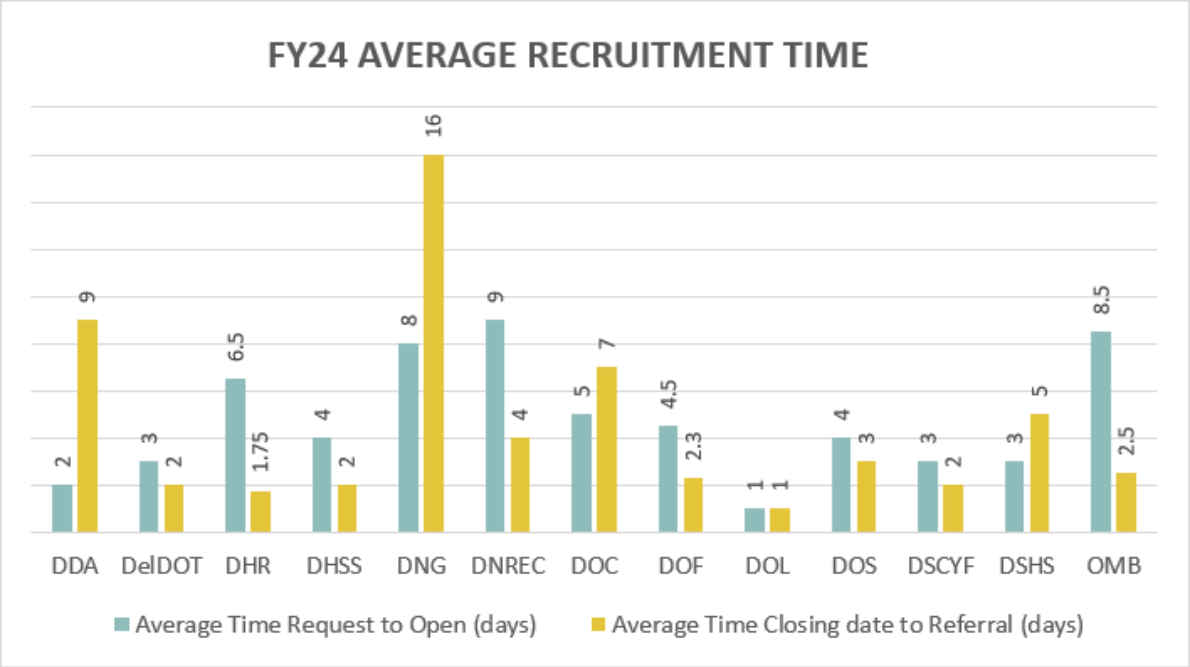


Table 14 and Figure 15 illustrate the average time in calendar days it takes to post recruitments for vacant jobs and *measure HR's effectiveness in processing recruitments.*

- Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.
- Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Table 14 and Figure 15 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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Table 16

AGENCY COMPLAINT LOG SUMMARY TABLE FY24																		
ALL EXECUTIVE BRANCH AGENCIES																		
Total Complaints by Gender As of 6/30/24		DOT	DHR	DHSS	DOC	DOE	DOF	DOL	DOS	DSCYF	DSHA	DSP	DTI	OMB	DNREC	DDA	DNG	DSHS
Male	63	15	0	6	17	1	0	7	5	2	1	1	1	0	3	0	0	4
Woman	92	12	0	24	16	1	2	14	3	3	5	1	0	2	4	1	0	4
Other	17	0	0	0	0	0	0	17	0	0	0	0	0	0	0	0	0	0
Total	172	27	0	30	33	2	2	38	8	5	6	2	1	2	7	1	0	8
Total Complaints by Race/Ethnicity As of 6/30/24		DOT	DHR	DHSS	DOC	DOE	DOF	DOL	DOS	DSCYF	DSHA	DSP	DTI	OMB	DNREC	DDA	DNG	DSHS
Black - African American	64	12	0	11	13	0	1	9	1	4	5	0	0	1	1	0	0	6
Asian	2	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Hispanic/Latinx	5	0	0	2	0	0	0	2	1	0	0	0	0	0	0	0	0	0
Native American/Alaskan Native	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not identified	19	0	0	2	0	0	0	17	0	0	0	0	0	0	0	0	0	0
Pacific Islander/Native Hawaiian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or more races	3	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
White	79	14	0	14	19	2	1	8	6	1	1	2	1	1	6	1	0	2
Total	172	27	0	30	33	2	2	38	8	5	6	2	1	2	7	1	0	8
Total Complaints by Employment Status As of 6/30/24		DOT	DHR	DHSS	DOC	DOE	DOF	DOL	DOS	DSCYF	DSHA	DSP	DTI	OMB	DNREC	DDA	DNG	DSHS
Merit	142	27	0	22	33	0	2	35	5	5	0	0	0	1	5	0	0	7
Non-Merit Exempt	14	0	0	1	0	2	0	0	1	0	6	2	1	0	0	1	0	0
Casual/Seasonal	8	0	0	1	0	0	0	3	2	0	0	0	0	0	1	0	0	1
Temp/Contract	6	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	170	27	0	30	33	2	2	38	8	5	6	2	1	1	6	1	0	8
Total Complaints by Category As of 6/30/24		DOT	DHR	DHSS	DOC	DOE	DOF	DOL	DOS	DSCYF	DSHA	DSP	DTI	OMB	DNREC	DDA	DNG	DSHS
Informal	46	27	0	0	0	0	0	7	2	0	5	0	1	0	3	1	0	0
Formal	118	0	0	30	33	0	2	31	3	5	1	2	0	0	4	0	0	7
External	6	0	0	0	0	2	0	0	3	0	0	0	0	0	0	0	0	1
Total	170	27	0	30	33	2	2	38	8	5	6	2	1	0	7	1	0	8
Total Complaints by Type As of 6/30/24		DOT	DHR	DHSS	DOC	DOE	DOF	DOL	DOS	DSCYF	DSHA	DSP	DTI	OMB	DNREC	DDA	DNG	DSHS
ADA	4	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0
Discrimination	22	1	0	3	0	1	1	1	2	1	1	2	0	2	1	0	0	6
Gender	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Generic Issue	9	1	0	0	0	0	0	2	0	0	2	0	0	0	4	0	0	0
Other	8	0	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0
Harassment	14	1	0	1	6	1	0	3	2	0	0	0	0	0	0	0	0	0
Hostile Work Environment	62	16	0	19	15	0	0	5	3	0	0	0	0	0	2	1	0	1
Merit Rule	22	0	0	0	0	0	1	21	0	0	0	0	0	0	0	0	0	0
Misconduct	12	4	0	0	1	0	0	2	0	0	3	0	1	0	0	0	0	1
Retaliation	8	0	0	1	3	0	0	0	1	3	0	0	0	0	0	0	0	0
Sexual Harassment	12	3	0	2	4	0	0	1	0	2	0	0	0	0	0	0	0	0
Workplace Violence	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	174	26	0	30	33	2	2	38	8	8	6	2	1	2	7	1	0	8
Total Complaints by Current Status As of 6/30/24		DOT	DHR	DHSS	DOC	DOE	DOF	DOL	DOS	DSCYF	DSHA	DSP	DTI	OMB	DNREC	DDA	DNG	DSHS
Open	31	7	0	7	2	0	0	4	2	2	0	1	0	1	0	0	0	5
Closed	141	20	0	23	31	2	2	34	6	3	6	1	1	1	7	1	0	3
Total	172	27	0	30	33	2	2	38	8	5	6	2	1	2	7	1	0	8
Total Complaints by Resolution As of 6/30/24		DOT	DHR	DHSS	DOC	DOE	DOF	DOL	DOS	DSCYF	DSHA	DSP	DTI	OMB	DNREC	DDA	DNG	DSHS
To be Determined	31	7	0	7	2	0	0	4	2	2	0	1	0	1	0	1	0	4
Substantiated	31	9	0	5	7	0	0	2	2	0	3	0	1	0	2	0	0	0
Unsubstantiated	110	11	0	18	24	2	2	32	4	3	3	1	0	1	5	0	0	4
Total	172	27	0	30	33	2	2	38	8	5	6	2	1	2	7	1	0	8

Table 16 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution for each agency. *Table 16 data were obtained from agency internal records during FY24.*

STATE OF DELAWARE
EXECUTIVE BRANCH AGENCIES
FY2024 EEO/AA REPRESENTATION SUMMARY

Table 17

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	77	17%	122	19%	58%
Total Female Minority Disciplines	124	27%	199	31%	60%
Total Male Non-Minority Disciplines	137	30%	169	26%	23%
Total Male Minority Disciplines	121	26%	154	24%	27%
Total Disciplines	**459**	**100%**	**644**	**100%**	**40%**
SEPARATIONS					
Total Female Non-Minority Separations	449	27%	346	23%	-23%
Total Female Minority Separations	464	28%	435	29%	-6%
Total Male Non-Minority Separations	446	27%	411	27%	-8%
Total Male Minority Separations	307	18%	303	20%	-1%
Total Separations	**1666**	**100%**	**1495**	**100%**	**-10%**
NEW HIRES					
Total Female Non-Minority New Hires	631	28%	522	23%	-17%
Total Female Minority New Hires	797	36%	626	28%	-21%
Total Male Non-Minority New Hires	445	20%	597	27%	34%
Total Male Minority New Hires	367	16%	481	22%	31%
Total New Hires	**2240**	**100%**	**2226**	**100%**	**-1%**
PROMOTIONS					
Total Female Non-Minority Promotions	450	26%	550	26%	22%
Total Female Minority Promotions	370	21%	435	21%	18%
Total Male Non-Minority Promotions	614	36%	693	33%	13%
Total Male Minority Promotions	290	17%	403	19%	39%
Total Promotions	**1724**	**100%**	**2081**	**100%**	**21%**

Table 17 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status for all Executive Branch Agencies.

Table 17 data were obtained from the PHRST system as of 06/30/2024.

STATE OF DELAWARE
EXECUTIVE BRANCH AGENCIES
FY2024 EEO/AA REPRESENTATION SUMMARY

Conclusion

The comprehensive information presented in this report demonstrates to internal and external stakeholders that the State of Delaware is committed to achieving a workplace culture that fully embraces diversity, equity, and inclusion. The best strategy to promote an inclusive workplace - free of discrimination - is to lead, plan, educate, engage, and communicate the value of the State's workforce enterprise wide.

The FY24 report required EEO/AA leads from each Executive Branch agency to review and discuss with their respective Cabinet Secretary the EEO/AA data workbooks and FY24 Action Plans, the type of support and resources needed to attain the strategic priorities outlined in the individual agency plans and gain the Cabinet Secretary's commitment to actively pursue the achievement of the strategic priorities, goals, and objectives outlined in the plan. This process facilitates a system of accountability and ownership to effect change.

The focus on three key strategic priorities in FY23-24 is illustrated in the Equal Employment Opportunity/Affirmative Action Annual Report/Plan Requirements for Executive Branch Agencies and further outlined in this report. The three strategic objectives are:

- Strategic Priority 1: Workplace Environment, Climate, and Culture
- Strategic Priority 2: Management and Supervisory Effectiveness
- Strategic Priority 3: Professional Development, Education, and Awareness

The aims outlined in each agency's FY25 Action Plan demonstrate the commitment of the Carney Administration to set achievable, transformative culture changes across Executive Branch agencies.

The DHR Cabinet Secretary and Chief Diversity Officer are scheduled to meet regularly with each agency Cabinet Secretary and HR Director to monitor compliance with the individual agency's EEO/AA reports and identify opportunities to address workforce diversity, equity, and inclusion matters.

For more information please contact:

Delaware Department of Human Resources

Office of Diversity and Inclusion

13 Reads Way, Suite 201

New Castle, Delaware 19720

Phone: (302) 577-8700

Email: DHR_Diversity@Delaware.gov

STATE OF DELAWARE
EXECUTIVE BRANCH AGENCIES
FY2024 EEO/AA REPRESENTATION SUMMARY

DELAWARE DEPARTMENT OF
AGRICULTURE

State of Delaware

Department of Agriculture

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Agriculture (DDA)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

DELAWARE DEPARTMENT OF
AGRICULTURE

2320 South DuPont Highway
Dover, Delaware 19901
AGRICULTURE.DELAWARE.GOV

Telephone: (302) 698-4500
Toll Free: (800) 282 8685
Fax: (302) 697-6287

MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Michael T. Scuse
Cabinet Secretary
Michael.Scuse@delaware.gov

Debbie Carey, HR Administrator
Debbie.Carey@delaware.gov

DATE: September 10 ,2024

SUBJECT: **Department of Agriculture FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of Agriculture FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Department of Agriculture (DDA)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

STATE OF DELAWARE
Department of Agriculture (DDA)
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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Michael T. Scuse. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Agriculture's personnel difficulties improved during FY24, though specific positions remain hard to fill, and we do not have the volume of applicants that we saw 5-10 years ago. With recent salary increases, state positions feel more competitive. Last year we reported that increased vacancies in state positions were providing opportunities for those looking to fast track their career. We saw employees quickly promoted into management at other agencies, where that path might have taken 10 years before. Of course, we hope those novice managers do well. We're also proud that our staff use of tuition reimbursement and leadership training increased. We made an effort to educate staff about these opportunities to boost their careers. Most of those taking advantage of these programs are women.

Our Time-to-Fill and Time-to-Hire metrics increased. These metrics are likely increased by some of our hard to fill positions being frequently extended and the logistics of interviewing for positions with specialized skills. DDA's hiring of minorities increased over previous years, though it is still below the percent qualified. Some of this probably reflects lower interest from minorities in production agriculture and natural sciences – patterns also seen in higher education in Delaware. Interestingly, 18% of applicants this year did not disclose their minority status, compared to almost zero last year. This could mean that our true minority hiring figures are higher, even double (doubtful, but possible), what we know. DDA's hiring statistics suffers from low absolute numbers. With only 22 new hires last year, individual hiring decisions have an outsized impact on our percentages and can create wide swings year to year. As an absolute number, our minority hires increased 75%.

DDA worked with DHR on a maintenance review of fiscal and trainer positions which we believe will greatly benefit retention. DDA used all platforms of social media (Twitter, Facebook, LinkedIn, Handshake, and Glassdoor) on job postings. DDA staff participated in the career fairs organized by DHR, University of Delaware, Smyrna High School Future Farmers of America (FFA) and the State FFA Convention. DDA also hosted interns from FFA and participated in the Department of State's FLii Program (Future Leaders Internship Initiative). We also hosted a student from Lake Forest High School's work-based learning program and plan to host more in the future.

One interesting observation of our personnel data is that the Department of Agriculture has been fairly successful at hiring female staff in many roles, but struggles to hire minorities. We believe one reason for this is that Department of Agriculture staff tend to reflect those in the agriculture industry as a whole. Minority participation in agriculture is a topic receiving great attention nationally. Hiring staff with experience in agriculture makes sense, because those individuals often have the skills we need. Also, agriculture is often described as a family affair and it is typical for some family members to be directly involved in farm operations while others play support roles which, in modern times, include earning external income and medical benefits to support the farm/family. It is natural for people to be attracted to careers at our department where they can fill that need while helping the industry they love.

Over the long-term, we would expect that as the demographic makeup of agriculture change, that of our staff will follow. We have several initiatives that seek to increase the involvement of underserved populations in agriculture. We continue planning an incubator farm in coordination with Delaware State University and Delaware Technical and Community College. We supported the first Black Farmers Conference and the annual Small Farms Conference at DSU. We created a new equipment loan program targeting new farmers. And we offered two grant programs through the Delaware Farm and Food Policy Council to support local food systems. We hope that these will attract, train, and support a new generation of diverse farmers entering the industry from non-farm backgrounds.

DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Administration	14
Agricultural Compliance	7
Food Products Inspection	17
Forest Service	19
Harness Racing Commission & Standardbred Racing	8
Pesticide Compliance	8
Planning	3
Plant Industries	11
Poultry & Animal Health	7
Thoroughbred Racing Commision	5
Weights & Measures	8
Nutrient Management	5
Aglands Foundation	2
TOTAL	**114**

STATE OF DELAWARE
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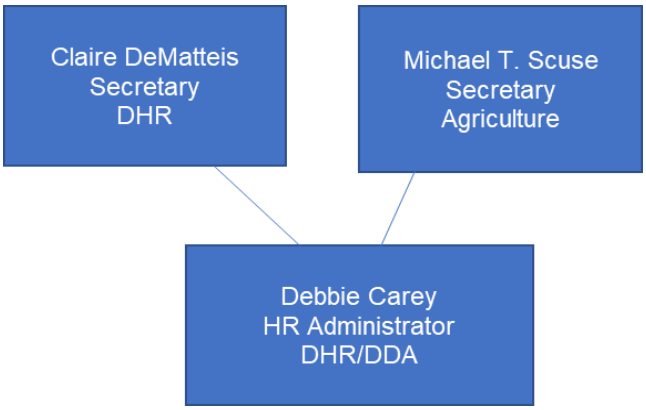
FY2024/FY2025 EEO REPORT AND ACTION PLAN

RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of Agricultures oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The HR Administrator, Debbie Carey, (302) 698-4510, Debbie.Carey@delaware.gov implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

- Carry out all EEO/AA functions for the Department, including those duties and obligations described in Executive Order Number 30.
- Ensure that Affirmative Action efforts are included in the Performance Plans of managers and supervisors so that they can be held accountable.
- Analyze statistical data to determine problem areas and Department needs for Affirmative Action and workforce diversity planning.
- Develop strategies and a plan of action to correct specific EEO problem areas within the Department.
- Assist managers in their understanding and compliance with EEO/AA.
- Investigate and facilitate the resolution of discrimination complaints.
- Meet with managers/supervisors to assure compliance with the EEO/AA and fair employment practices.
- Review the process of selecting candidates for all positions to determine if artificial barriers prevent the advancement of women and minorities.
- Inform and update management on current developments in equal employment law.
- Promote equal opportunity for all employees in training and advancement.

ORGANIZATIONAL CHART:



STATE OF DELAWARE
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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	No overall workplace environment/climate issues need to be addressed.	Continue a positive work environment with zero complaints, increasing employee satisfaction and retention.	None	*1 Complaint this year. o Employee resigned ▪ Regarding Clear job responsibilities and communication. ▪ Open door policy ▪ Exit interviews with Secretary Scuse o Secretary engages with employees	Ongoing
SP-1 Goal 2	Continue and increase outreach to groups of underrepresented Delawareans to increase their participation in agriculture as a profession and at Dept of Agriculture as a workplace.	Participate in 4 career fairs, host 4 interns Seek other collaborations with underrepresented groups/schools. Increase hiring of underrepresented candidates at all levels.	None	*Internal job fairs to schools Smyrna UD- Scuse was a speaker *Attended Governors Fair *Hired 1 interns for the year *Try to hire at least 2 in secretary's office	Ongoing

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Reduce the amount of time to fill vacant positions which could result in losing highly skilled candidates.	Reduce the number of average number of days from 26 to 20 days.	Hiring managers	• Conservation techs (Hard to fill) ○ Approval for blanket salary (95%) ○ Hired 2 ○ Started interviewing back in February.	Ongoing
SP-2 Goal 2	Increase manager/supervisor knowledge of management resources and training available to them	100% completion of manager resource training, topics including – Performance review, merit rules, employee assistance program, ADA, and cultural diversity and inclusion	Administration/HR	• New supervisory curriculum in DLC • Forwarding Cultural heritage Month Information • Encourage staff to participate in monthly webinars offered by DE&I	Ongoing
SP-2 Goal 3	Recruit staff to participate in the GEAR Continuous Improvement	Recruit at least 2 staff	Administration, Managers, HR	• GEAR-1 employee signed up ○ 1 on waiting list (only one	Ongoing as long as program is offered

	Practitioner and Frontline Leadership programs			can participate)
				• Delaware LEAD
				  ○ 2 managers participating
				• Leadership Essentials
				  ○ 1 employee	

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Continue our tuition reimbursement program.	Increase employee participation by at least one each year.	Managers/supervisors, HR	• 1 employee In Master's program • Never denied anyone from participating (have enough resources) • Send out email reminder to the whole department and talk about it in managers meeting • Talk about it an employee recognitions events • Generally, have 1-2 each year ○ Most 4 at one time	Ongoing

SP-3 Goal 2	Recruit staff to participate in the GEAR Continuous Improvement Practitioner and Frontline Leadership programs	Recruit at least 2 staff	Administration, Managers, HR	• GEAR-1 employee signed up
				  ○ 1 on waiting list (only one can participate)
				• Delaware LEAD
				  ○ 2 managers participating
				• Leadership Essentials
				  ○ 1 employee
					Ongoing as long as program is offered.

SECTION IV: WORKFORCE ANALYSIS

Department of Agriculture WORKFORCE ANALYSIS OVERVIEW:

The Department of Agriculture is underrepresented in six EEO-4 categories but only has 119 employees, so opportunities to change their demographics are limited. Minorities represent 15% of the DDA workforce, down 1% from last year.

Below are observable trends that affect DDA's opportunity to increase diversity in its workforce:

- DDA employee satisfaction and retention levels are high. However, the high retention rate limits recruitment which provides opportunities to increase diversity. DDA's relatively small size in terms of personnel often limits internal promotional opportunities, especially when considering the high employee retention rates. The most common explanation employees provide for leaving is salary and a lack of promotional opportunities.
- DDA requires managers to participate in DE&I-related training every year.
- DDA hiring tends to reflect the minority composition of the agriculture industry because those candidates often demonstrate greater interest and knowledge of Department programs and the specific skills we seek. A drawback of generalized position descriptions (such as environmental scientist) is that a candidate that is technically qualified may not have the specific science background we need, such as an air quality scientist applying for a plant science role.
- With limited personnel, it is difficult for DDA to attend job fairs and other events that would attract a diverse talent pool. However, DDA staff participated in four job fairs and hosted two interns from minority-focused programs. Providing staff time for this work is always a challenge.
- Recruiting and retention have been difficult for the Meat Inspector classification. This classification is designated as essential and requires specialized training in order to obtain the required federal license. It is difficult to compete with USDA which offers higher salaries.
- Competition is high from other State Agencies and the Federal Government in the industry in which DDA functions.
- Several Seasonal Agricultural Commodity Inspectors are on-call positions, which makes it difficult to attract applicants.
- Weights and Measures and Conservation Technicians receive training from DDA to become CDL drivers. Such employees are then often promoted competitively to other agencies which also hire CDL drivers, such as DELDOT and DNREC.
- DDA works with some local agriculture programs and is interested in partnering with more diverse schools.

In summary, DDA succeeds in creating a work environment that results in overall employee satisfaction and retention. However, DDA's resources are limited, and they must find ways to attract diverse talent pools to their positions as vacancies occur. Partnering with Delaware State University and the High School Pathways programs to offer internship/job shadowing opportunities could help to expose students to their work. DDA's workforce planning and subsequent recruitment efforts should be broad in scope but focus on positions with high turnover such as Meat Inspectors, Weights and Measures, and Conservation Technicians.

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Department of Agriculture DEMOGRAPHICS AT A GLANCE:

The total number of Agriculture EEO-4 eligible employees as of June 30, 2024, is 114.

The Agriculture EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the Agriculture workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare Agriculture workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. Agriculture does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 15% of the total Agriculture workforce, a 1% decrease from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-17%)
    - Professional (-17%)
    - Technicians (-8%)
    - Protective Services (-37%)
    - Office & Clerical (-18%)
    - Skilled Craft (-26%)

Female Representation:

- Females represent 51% of the total Agriculture workforce, a 4% decrease from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-7%)
    - Professionals (-1%)
    - Technicians (-21%)
    - Skilled Craft (-6%)

Male Representation:

- Males represent 49% of the Agriculture workforce, a 4% increase from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Protective Services (-31%)
    - Office & Clerical (-29%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	8	0	0	0	0	0	0	8	62%	0	4	0	1	0	0	0	0	5	38%	0	13	1	8%
2 Professionals	18	1	1	0	0	1	0	21	43%	1	25	0	1	2	0	0	0	28	57%	0	49	6	12%
3 Technicians	16	3	0	0	0	0	0	19	70%	0	3	2	2	1	0	0	0	8	30%	0	27	8	30%
4 Protective Services	0	0	0	0	0	0	0	0	0%	0	2	0	0	0	0	0	0	2	100%	0	2	0	0%
5 Para Professional	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
6 Office & Clerical	0	0	0	0	0	0	0	0	0%	0	13	1	0	0	0	0	1	15	100%	1	15	2	13%
7 Skilled Craft	8	0	0	0	0	0	0	8	100%	0	0	0	0	0	0	0	0	0	0%	0	8	0	0%
8 Service Maintenance	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
Totals	50	4	1	0	0	1	0	56	49%	1	47	3	4	3	0	0	1	58	51%	1	114	17	15%

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	8%	-17%	0%	8%	0%	0%	0%	0%
2 Professionals	29%	12%	-17%	2%	4%	4%	0%	2%	0%
3 Technicians	38%	30%	-8%	19%	7%	4%	0%	0%	0%
4 Protective Services	37%	0%	-37%	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	0%	NA	0%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	13%	-18%	7%	0%	0%	0%	0%	7%
7 Skilled Craft	26%	0%	-26%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	38%	-7%	31%	0%	8%	0%	0%	0%	0%
2 Professionals	59%	57%	-1%	51%	0%	2%	4%	0%	0%	0%
3 Technicians	50%	30%	-20%	11%	7%	7%	4%	0%	0%	0%
4 Protective Services	19%	100%	81%	100%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	0%	NA	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	100%	35%	87%	7%	0%	0%	0%	0%	7%
7 Skilled Craft	6%	0%	-6%	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	62%	7%	62%	0%	0%	0%	0%	0%	0%
2 Professionals	41%	43%	1%	37%	2%	2%	0%	0%	2%	0%
3 Technicians	50%	70%	20%	59%	11%	0%	0%	0%	0%	0%
4 Protective Services	81%	0%	-81%	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	0%	NA	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	0%	-35%	0%	0%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	100%	6%	100%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-10%	-17%	-17%
2 Professionals	-20%	-13%	-17%
3 Technicians	-13%	-6%	-8%
4 Protective Services	23%	-37%	-37%
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	-19%	-25%	-18%
7 Skilled Craft	-26%	-26%	-26%
8 Service Maintenance	NA	NA	NA

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-2%	-7%	-7%
2 Professionals	-1%	0%	-1%
3 Technicians	-4%	-2%	-20%
4 Protective Services	21%	31%	81%
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	29%	29%	35%
7 Skilled Craft	-6%	-6%	-6%
8 Service Maintenance	NA	NA	NA

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	2%	7%	7%
2 Professionals	1%	0%	1%
3 Technicians	4%	2%	20%
4 Protective Services	-21%	-31%	-81%
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	-29%	-29%	-35%
7 Skilled Craft	6%	6%	6%
8 Service Maintenance	NA	NA	NA

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	0
Woman	1
Other	0
Total	**1**

Total Complaints by Race/Ethnicity	
Black - African American	0
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	1
Total	**1**

Total Complaints by Employment Status	
Merit	0
Non-Merit Exempt	1
Casual/Seasonal	0
Total	**1**

Total Complaints by Category	
Informal	1
Formal	0
External	0
Total	**1**

Total Complaints by type	
ADA	0
Discrimination	0
Gender	0
Generic Issue	0
Harassment	0
Hostile Work Environment	1
Merit Rule	0
Misconduct	0
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**1**

Total Compaints by Current Status	
Open	0
Closed	1
Total	**1**

Total Complaints by Resolution	
To be Determined	1
Substantiated	0
Unsubstantiated	0
Total	**1**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	1	50%	0%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	0	0%	1	50%	0%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**0**	**0%**	**2**	**100%**	**0%**
SEPARATIONS					
Total Female Non-Minority Separations	13	52%	12	48%	-8%
Total Female Minority Separations	2	8%	4	16%	100%
Total Male Non-Minority Separations	8	32%	8	32%	0%
Total Male Minority Separations	2	8%	1	4%	-50%
Total Separations	**25**	**100%**	**25**	**100%**	**0%**
NEW HIRES					
Total Female Non-Minority New Hires	15	58%	7	32%	-53%
Total Female Minority New Hires	3	12%	2	9%	-33%
Total Male Non-Minority New Hires	6	23%	12	55%	100%
Total Male Minority New Hires	2	8%	1	5%	-50%
Total New Hires	**26**	**100%**	**22**	**100%**	**-15%**
PROMOTIONS					
Total Female Non-Minority Promotions	5	45%	12	55%	140%
Total Female Minority Promotions	2	18%	0	0%	-100%
Total Male Non-Minority Promotions	3	27%	10	45%	233%
Total Male Minority Promotions	1	9%	0	0%	-100%
Total Promotions	**11**	**100%**	**22**	**100%**	**100%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

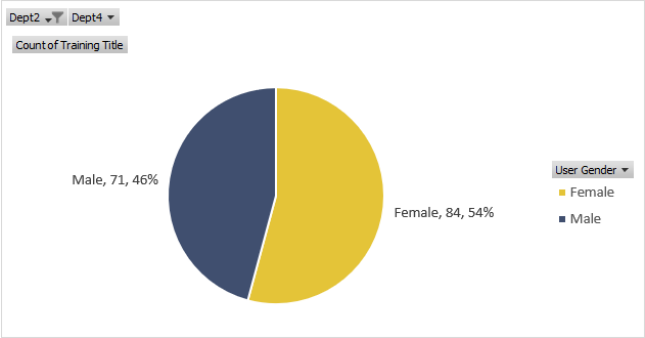


Figure 11

Training by Race and Ethnicity

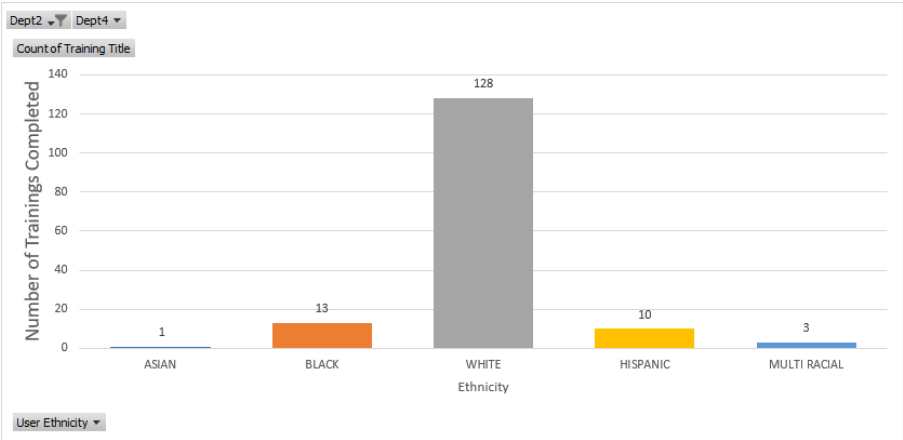
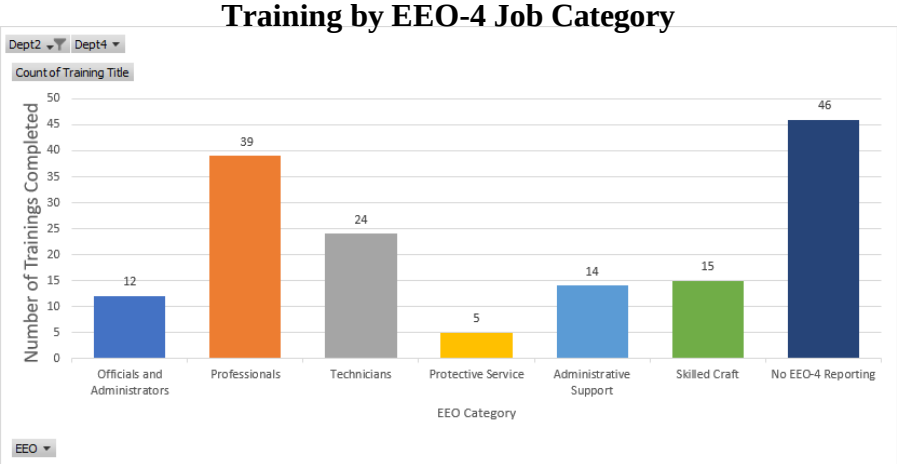


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	3
Total Non-Minority Female	3
Total Minority Female	0
Total Male	1
Total Non-Minority Male	1
Total Minority Male	0
Total Employees Requesting Tuition Reimbursement	**4**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	1
Total Request for Accommodations	1
Total Request Accommodated	1
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	100%	1	0%	0	0%	0	0%	0	8%	1
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	0%	0	50%	1	0%	0	50%	1	0%	0	17%	2
Hispanic or Latino	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	22%	2	22%	2	44%	4	11%	1	0%	0	75%	9
Prefer Not to Identify	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Total	17%	2	33%	4	33%	4	17%	2	0%	0	100%	12

Answered	**12**
Skipped	**1**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
1	3	MGCF01	Forester	3	34%	100%	66%
2	1	MGCA03	Conservation Technician I-III	7	29%	14%	-15%
3	4	MGAB01	Meat Inspector I	5	60%	80%	20%
1	2	MGBE03	Environmental Scientist I-III	12	8%	17%	9%
1	1	MGAG02	Weights & Measures Inspector I-II	5	20%	20%	0%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MGCF01	Forester	4	26	7	15	4
MGCA03	Conservation Technician I-III	10	119	12	57	6
MGAB01	Meat Inspector I	3	20	7	13	4
MGBE03	Environmental Scientist I-III	8	98	12	56	7
MGAG02	Weights & Measures Inspector I-II	0	0	0	0	0

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
650101100	Administration	8%	7%	-1%
650102200	Ag Compliance	0%	0%	0%
650103300	Food Products	26%	28%	2%
650104400	Forestry	11%	16%	5%
650105500	Harness Racing	0%	22%	22%
650106600	Pesticides	27%	13%	-14%
650107700	Planning	0%	29%	29%
650108800	Plant Industries	8%	0%	-8%
650109900	Poultry & Animal Health	38%	80%	42%
650110010	Throughbred Racing	20%	33%	13%
650111110	Weights & Measures	0%	0%	0%
650112120	Nutrient Management	0%	18%	18%
650113130	Land Preservation	0%	0%	0%
	Department Average	**11%**	**19%**	**8%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
MGCF01	Forester	0%	0%	0%
MGCA03	Conservation Technician I-III	20%	0%	-20%
MGAB01	Meat Inspector I	267%	133%	-133%
MGBE03	Environmental Scientist I-III	0%	67%	67%
MGAG02	Weights & Measures Inspector I-II	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 349 people applied online to DDA jobs, an 18% decrease from FY23 in which 426 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

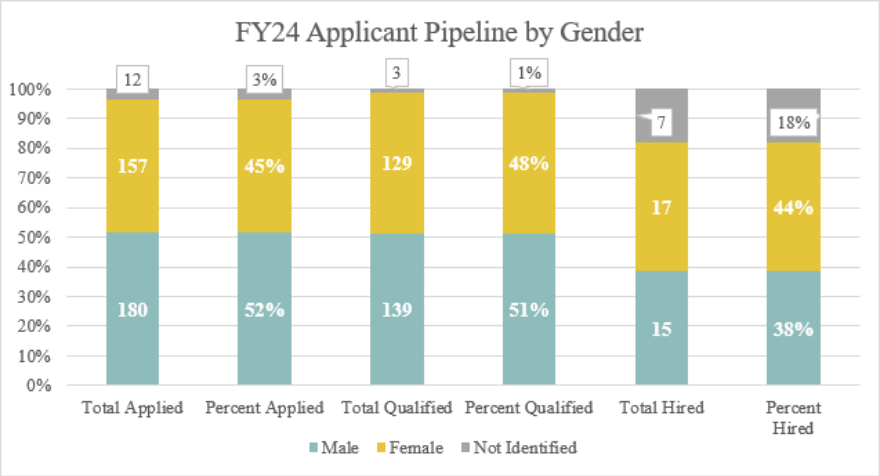
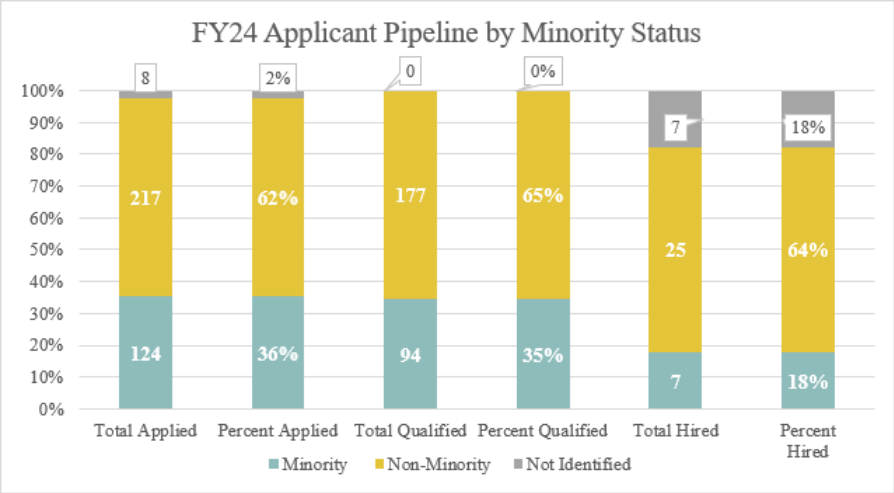


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	45	26
FY24	50	31
Change FY23 vs FY24	**5**	**5**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	2	7
FY24	2	9
Change FY23 vs FY24	**0**	**2**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	No overall workplace environment/climate issues need to be addressed.	Continue a positive work environment with zero complaints, increasing employee satisfaction and retention.	Administration and Managers	None	Ongoing
SP-1 Goal 2	Continue and increase outreach to groups of underrepresented Delawareans to increase their participation in agriculture as a profession and at Dept of Agriculture as a workplace.	Participate in 4 career fairs, host 4 interns Seek other collaborations with underrepresented groups/schools. Increase hiring of underrepresented candidates at all levels.	Administration and managers	None	Ongoing

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

* *At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Reduce the amount of time to fill vacant positions which could result in losing highly skilled candidates.	Reduce the number of average number of days from 26 to 20 days.	Hiring managers	HR will continue to work with hiring managers to shorten the hiring process.	Hiring the best talent in the shortest amount of time considering the demands in the labor market.
SP-2 Goal 2	Increase manager/supervisor knowledge of management resources and training available to them	100% completion of manager resource training, topics including – Performance review, merit rules, employee assistance program, ADA, and cultural diversity and inclusion	Administration/HR	DLC resources	Ongoing
SP-2 Goal 3	Recruit staff to participate in the GEAR Continuous Improvement Practitioner, GEAR Frontline Leadership, and LEADelaware agricultural leadership	Recruit at least 3 staff	Administration, Managers, HR	CIP and Frontline Leadership program resources, LEADelaware program	Ongoing as long as program is offered

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Continue our tuition reimbursement program.	Increase employee participation by at least one each year.	Managers/ supervisor, HR	Tuition reimbursement budget.	Ongoing
SP-3 Goal 2	Recruit staff to participate in the GEAR Continuous Improvement Practitioner, GEAR Frontline Leadership, and LEADelaware agricultural leadership	Recruit at least 3 staff	Administration, Managers, HR	CIP and Frontline Leadership program resources, LEADelaware program	Ongoing as long as program is offered

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FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Human Resources (DHR)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Jennifer Biddle
Deputy Secretary
Jennifer.Biddle@delaware.gov

Tamara Ben Addi
tamara.ben-addi@delaware.gov

DATE: September 15, 2024

SUBJECT: **DHR FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of Human Resources FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Department of Human Resources (DHR)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Secretary Claire DeMatteis. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Human Resources holds a unique role as it houses the Division of Diversity, Equity and Inclusion. This fiscal year, the division spearheaded several initiatives and made the following accomplishments:

- Hired a Senior Diversity, Equity and Inclusion Data Analyst to create new analytics, visualizations and data strategies to assist Executive Branch Agencies.
- Assisted agencies in setting up and maintaining Local Diversity committees.
- Hispanic Heritage Month virtual panel discussion held on September 27, 2023.
- Fireside chat on bridging the disability employment gap held on October 4, 2023.
- Webinar on supporting coworkers with disabilities and functional needs during emergencies held on October 5, 2023.
- Held the DEI summit on October 18, 2023. With over 350 state employees representing 20 state agencies and all branches of government, the summit, themed "Creating a Culture of Inclusive Excellence," provided an essential platform for a diverse group of state employees, agency division leaders, industry professionals, and civil rights experts to share insights and best practices. Keynote speaker Dr. Janice Bell Underwood, the Chief Diversity, Equity, Inclusion & Accessibility Officer for the Biden Administration, emphasized the importance of inclusive excellence. Governor Carney declared October as National Disability Employment Awareness Month, reinforcing the state's dedication to equal opportunities. While recognizing ongoing work, Governor Carney noted that the state workforce now reflects the demographic diversity of Delaware's population, a testament to the state's progress in promoting diversity and inclusion.
- Fireside chat on Native American Heritage held on December 7, 2023.
- Fireside chat titled, The 1963 Dream Deferred – Yet We Still Have Hope; observing the Dr. Martin Luther King, Jr. Holiday.
- Joined Governor Carney to commemorate Black History Month with community leaders and cabinet members. On February 6, 2024, Governor John Carney, joined by community leaders and advocates, signed a proclamation at the Delaware Public Archives Building, recognizing Black History Month. The event, attended by various officials, including Lt. Governor Bethany Hall-Long and State Representatives Kendra Johnson, Stephanie T. Bolden, and Lyndon Yearick, as well as various cabinet members, highlighted African American achievements, acknowledged progress and promoted ongoing efforts for equality. DHR's own Chief of Diversity Officer, Richard Potter Jr., provided remarks and emphasized the importance of honoring

past struggles against prejudice and discrimination, and fostering a culture of acceptance in communities today.

- On February 8, 2024, the Division of Diversity, Equity & Inclusion team released The Inclusive Insider. This newsletter is one of many to come which will be a valuable resource to stay informed, engaged, and connected with the ongoing initiatives and events that support our commitment to diversity, equity and inclusion.
- Black History Month lecture on The Dover Eight on February 20, 2024.
- Women's History Month, Inspired Conversations with author and coach, Dr. Sarah E. Brown on March 6, 2024.
- Women's History Month, Inspired Conversations with Dr. Bethany Hall-Long, Kim Markiewicz, Kaelea Shaner and Tamera Fair.
- DEI Town Hall held on April 30, 2024.
- Fireside chat, Asian American Native Hawaiian and Pacific Islander month, Understanding bias, intersectionality and the power of Allyship held on May 15, 2024.
- On Tuesday, May 21, 2024, the Division of Diversity, Equity, and Inclusion, in collaboration with the Governor's Office, hosted a commemorative panel discussion titled "Brown v. Board of Education 1954 U.S. Supreme Court Decision - 70 Years Later: Delaware's Role in Desegregating Public Schools." The event took place at the historic Hockessin Colored School (HCS) #107C, a key site in the desegregation movement. Moderated by Secretary Claire DeMatteis, the panel explored both the history and ongoing efforts toward educational equity. Key attendees included Governor John Carney, Representative Kendra Johnson, Richard "Mouse" Smith (President of the NAACP Delaware State Conference), David Wilk (Board Chair of Friends of the Hockessin Colored School #107C), and Beatrice "Bebe" Coker (activist and education and racial justice advocate). The panel featured Chief Justice Collins J. Seitz, Jr. of the Delaware Supreme Court, Reverend JB Redding (daughter of Louis L. Redding, Esq.), Rene Rick-Stamps (daughter of Shirley Bulah), James "Sonny" Knott (former HCS #107C student), Secretary Dr. Mark Holodick from the Department of Education, and Dr. Lanette Edwards (author and HCS #107C historian).
- 2nd Edition of the Inclusive Insider distributed on June 12, 2024 featuring Pride Month.
- Juneteenth Flyer advertising events.
- On Tuesday, June 18th, the Division of Diversity, Equity, and Inclusion attended the Pride Month proclamation signing. Held at the Delaware Public Archives, the event featured Governor Carney, Lt. Governor Hall-Long, members of the General Assembly, advocates, and community members, all coming together to recognize June as Pride Month. This significant event underscores the State of Delaware's commitment to fostering a culture of respect, inclusivity, and equality. We continue to support the LGBTQ+ community and reaffirm our dedication to promoting diversity, equity, and inclusion throughout our state workforce.
- June 25, 2024, Pride month featuring Understanding Bias that Influences our Beliefs.

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DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Office of the Secretary	107
Talent Management	29
Diversity, Equity and Inclusion	4
Employee and Labor Relations	16
Statewide Benefits	31
Office of Women's Advancement and Advocacy	3
Training and HR Solutions	16
Classification, Compensation and Talent Acquisition	47
TOTAL	**253**

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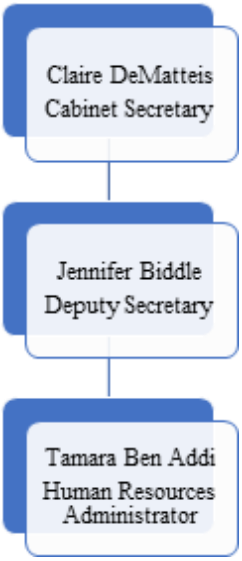
RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of the Department of Human Resources oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Human Resources Administrator/Human Resource Office, Tamara Ben Addi, 302.735.6279, tamara.ben-addi@delaware.gov implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. While our recruitment is now centralized, I provide continuous coaching and support to our Human Resource Associate in the areas of Merit Rules and Merit System Hiring rules. I often serve as a conduit for outside of the box recruitment efforts to streamline the process to result in a quicker job offer.
2. I provide guidance to hiring managers for more complex recruitments.
3. I represent the organization in grievances and external complaints.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Understand and acknowledge the diverse experiences and interactions within their teams	Lead, manage, and engage cross-functional teams by streamlining communications with employees and increasing opportunities for employees to engage in teamwork	DHR		Ongoing
SP-1 Goal 2	Promote inclusion by leveraging the knowledge of diverse groups in process improvements	Organize a team to identify best practices to support the recruitment, hiring, and engagement of underrepresented groups, including persons with disabilities and veterans	DHR		Ongoing

Talent Management:

- Implementing a new employee onboarding system, Delaware LaunchPad, across Executive Branch agencies, which advances the Department of Human Resources' centralization and modernization initiatives while assuring consistent and streamlined preboarding, onboarding, and offboarding process.
- Including Employee Benefits Services section work and staff into centralization under Talent Management.
- Partnering with DTI to implement the OKTA ILM for managing IT onboarding, offboarding, and change in a state employee's digital identity that governs access to the State's computing networks, systems, and online services.

Classification, Compensation and Talent Acquisition

Centralization of nine agencies in Classification, Compensation and/or Talent Acquisition including two of our largest agencies, DHSS and DSCYF. Centralization has resulted in streamlined processes and results in an equitable salary review of all hires, promotions, and voluntarily demotions.

- Classification finalized the Fiscal Year 2023 Maintenance Reviews which involved approximately 50 classifications and 1,200 employees across all three branches of Government for the broad classification categories of Investigators, Accounting and Training. This results in more accurately described job roles.
  - Compensation has completed a compensation review of the 761 employees in Fiscal, Investigator, Internal Auditor, Tax Auditor, and Trainer Educator class series covered under the Fiscal Year 2023 Maintenance Reviews. Compensation was able to equitable realign salaries through the advanced salary and pay equity processes.
  - Compensation facilitated the move of ~800 employees from midpoint-based salary administration plans to step plans which recognize the longevity of the employee with the department through incremental pay increases.
- Job Requirement Project initiative – continuing work that involves broadening job requirements to qualify more applicants with experience that do not have a college degree.
- In Fiscal Year 2024, we have seen a significant increase in applications submitted; additionally, applications for minorities have increased from to 58% from 60.5% from the prior fiscal year.
- Delaware State Career Fair on March 27, 2024, was successful; over 200 students and 651 job seekers attended.
  - Internship Pool has continued to grow with great success, and Talent Acquisition (TA) is working with agencies to identify areas of need. As of 6/30/2024, there were a total of 305 Intern Inquiries, and 12 interns placed through the pool. One of the interns has joined the Classification/Compensation team full-time. TA continues to work with agencies on direct hire options for these interns that would not be reflected here, specifically DHSS/DSS (human services and a combination of high school shadows and college interns). There are approximately 88 different schools, nationally, that interns are submitting interest forms.

- Attended approximately 30 hiring events in the fall and spring at area colleges including Historically Black Colleges and Universities (HBCU) ranging from Schools (HBCU/Colleges/High schools), DOL, Military, Community, etc.
  - Continue to support the Employment Network Program, Selective Placement Program, and Pathways program. For FY2024 we had 2 hires in the Employment Network program and 37 applicants. For Selective Placement we have had 3 hires and 65 applicants.
    - Developed stronger partnerships surrounding the Military Spouse Transition Network program, which include DAFB and DNG Readiness programs, as well as veteran programs. We are in the early stages of partnering with the DAFB on a career fair this fall (2024). We also made a Military Spouse Transition Network hire within Talent Acquisition.
    - Developed stronger partnerships with the Governor's office and DelDOT, with their Work Based Learning programs for students throughout the state. Have participated in all events hosted by the Governor's office and DelDOT that we have been invited to. We were requested to offer support throughout the events by offering resume building workshops, as well as discussions with students to introduce state employment opportunities, etc.
    - Began conducting Career Counseling twice monthly due to the high demand of 1:1 requests within the department from outreach and event attendance.
    - Partnered with ABC Marketing Company to continue State of Delaware Recruitment Campaign for a wide variety of hard to fill positions. This outreach has boosted DOC, DSCYF, and DHSS interest, and we continue to build better outreach for Trades and Nursing/Healthcare roles as well.

- Partnering with Delaware Department of Labor, Division of Paid Leave and OMB PHRST to conduct planning meetings for the implementation of the state's paid family medical insurance leave program.

- Updating and implementing almost 200 Statewide Policies, Templates and Forms, in support of enacted Federal and State legislation and/or Governor's initiatives to promote consistency and efficiency.

- Expanded workplace planning function and launched several strategic workforce initiatives to improve recruitment and retention. These initiatives include a comprehensive recruitment, marketing, and social media campaign, legislation to promote delayed retirement, advanced data analysis for retention support, a standardized new employee onboarding process, and flexible work schedules.

Employee and Labor Relations:

- Centralized DOF and DSCYF Employee and Labor Relations under the Department of Human Resources/Division of Employee and Labor Relations
- Negotiated 20 Collective Bargaining Agreements with the respective Unions.
- Continued the Quarterly Agency ER/LR meetings to improve statewide agency HR efficiency and consistency. Also centralized ER/LR best practices for state agencies on the Ben Rep site.
- Created a new process and policy for handling Standard of Conduct (SOC) grievances.
- In addition to providing quarterly instruction through DLC of "Fundamentals of Employee and Labor Relations", ELR also has added "Hearing Officer" training to the DLC portfolio.

Trainings and HR solutions

Provides training and organizational services to employees and agencies statewide.

- Centralized training positions providing training services to DNREC, DelDOT, DOS, and the Statewide Benefits Office under the Department of Human Resources/Division of Training and HR Solutions.
- Provided diversity training to over 4,000 employees.
- Meeting biweekly to streamline and improve efficiency and consistency for improved service delivery.
- Streamlined the required policy acknowledgements and training into five curriculums delivered through the Delaware Learning Center. The curriculums are designed to ensure consistency in the delivery of training and policies to new and existing employees.
- Increased compliance with policy acknowledgements by 13% through consistent delivery.

Statewide Benefits Office:

- Expanded employee health benefit coverage to support women's health.
- Proposed and received approval for health plan benefit changes related to Mental Health Parity and Addiction Equity Act (MHPAEA).
- Implemented legislation mandating coverage of annual behavioral health well checks.
- Developed and implemented training and communication strategies related to education and resources for prevalent chronic conditions and preventable diseases, use of preferred sites for laboratory testing, imaging, and acute medical episodes, use of high-quality/high-value providers, preventive care, and wellness/care management programs.
- Created a new website content for Men's* Health, Women's* Health and LGBTQIA+ Health. **In this context, "men" and "women" refer to sex assigned at birth or noted on a birth certificate, not gender identity.*
- Added coverage of weight loss medications and began offering bariatric surgery coverage exclusively through Centers of Excellence surgeons and facilities.
- Proposed and received approval for changes to the Group Health Insurance Plan Eligibility and Enrollment Rules to eliminate the waiting period for new employees to receive state share employer contributions toward health care.

- Proposed and received approval for changes to the Disability Insurance Program Rules & Regulations including a new section on "Stay at Work Assistance".
- Updated the State Employee Benefit Committee's Group Health Insurance Plan Strategic Framework with emphasis on strategies and tactics that support "healthy lifestyles" and "risk reduction".

Office of Women's Advancement and Advocacy:

- Women's Hall of Fame event
- She's On Her Way Awards luncheon
- Launched a state employee programming workgroup that meets quarterly to provide input on OWAA programming.
- Released a report on Delaware Women and Construction and a white paper on Title IX Athletics.
- Released fact sheets on Housing insecurity and Equal Pay.
- Conducted four salary negotiation trainings with over 100 participants.
- Developed and distributed lactation room guidelines

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Develop leadership and supervisory education initiatives for HR professionals, including but not limited to communication skills, strategic thinking, and problem-solving skills	Increased participation in Training leading to increased knowledge and skills for professional HR employees.	DHR Training and Development DHR Personnel Management DHR Diversity and Inclusion Managers and Supervisors		

The Division of Training and HR Solutions has completed the following:

- Through the Blue-Collar Program (19 Del. C §3402 b), the Department of Human Resources supported training for over 3,000 employees in pay grades 12 and below. Of the $100,000 allocated to the program, the Department of Human Resources spent $99,609.65 (99.6% of the allocated funds) for career development training initiatives such as USCG boat captain and drone pilot training, two levels of training on physical plant and maintenance, and a NRMCA Flatworks training for skilled craft positions, HVAC system variable frequency drives training, three Microsoft Excel training courses, two writing courses, medical terminology, interviewing techniques, managing risks and misunderstandings, Spanish for the workplace, and stress management. Supporting respectful workplaces training included diversity and inclusion, overcoming confirmation bias, managing difficult conversations, managing conflict, ADA accommodations, conducting investigations and handling complaints, de-escalation training. Leadership training included controlling rumors, empowerment and accountability, decision making, leading high-performance teams, change management, and conduct performance reviews.
- Issued a confidentiality agreement to new Department of Human Resources employees through the Delaware Learning Center. This automates the notification of new hires of the agreement and their responsibilities to ensure the confidentiality of employee information.
- Training with a focus on diversity, equity, and inclusion were provided to employees through the Delaware Learning Center with the top five courses listed below. These numbers are lower than last year due to the two-year renewal cycle for A Respectful Workplace, required again in September 2024. These numbers primarily reflect training required for new hires.

A Respectful Workplace	2262
ADA Made Simple	2203

Respect Gender & Sexual Differences & Assert Yourself	2145
Gender Identity Harassment in the Workplace	2083
Inclusion & Diversity - Why Good Intentions Aren't Enough	422

With technology as a focus to assist the Department of Human Resources in delivering centralized services, DHR's Training and HR Solutions implemented and expanded work on several technology projects:

- Implemented a new contract for a recruitment system to replace an expired contract, enabling the State to continue to improve the recruitment and application processes.
- Implemented an electronic content management system that included scanning three million paper personnel records. The solution was implemented, and scanning was successfully completed for all agencies supported by the Department of Human Resources with over 3M documents scanned. DHR's employee records are managed completely electronically in the system, improving access and security, and saving valuable space. Scanning of additional human resource documents is underway for classification, compensation, employee and labor relations. This successful project implementation was selected in 2024 as a recipient of the Delaware Government Efficiency and Accountability Review (GEAR) – P3 Innovation and Efficiency Award, part of the Governor's Team Excellence Award program.
- Began implementation of a statewide onboarding and offboarding system called Delaware Launchpad. The solution is configured, and the first two phase agencies are using the system.
- Finalized requirements and vendor demonstration scripts as part of the ERP Modernization Project to guide the human resources needs to replace the legacy human resources information system.
- Implemented five new curricula for new hires, supervisors, required policies, and standards of conduct in September 2023. This new approach streamlines DHR's approach to manage required training and policy acknowledgements. In the first month of implementation, compliance increased by 56%. This success process improvement was selected for the GEAR – P3 Trailblazer Award in 2024.

The Department of Human Resources manages certificate programs that support employee career development.

- DHR has 29 employees enrolled in the Human Resources Certification Program and 3 graduates. Employees have three years to complete this program. There are a total of 32 employees across the State currently enrolled in the program.
- DHR has three employees enrolled in the Frontline Leadership certificate program out of a total of 81 participants. One employee graduated from the program in 2024. Five DHR employees completed Leadership Essentials requirements for a certificate of completion this year and there are 27 total graduates. Leadership Essentials is a pre-requisite to apply for Frontline Leadership. Both programs are part of the iLEAD Delaware Leadership Program, created in 2021 and fulfill the knowledge of supervision requirement for individuals applying for supervisory positions. There are 179 graduates of the program statewide and 2672 participants in progress.
- DHR has eight Continuous Improvement Practitioner (CIP) Program graduates. This program is designed to increase the State's internal capacity to promote, facilitate, and implement systematic and sustainable improvement efforts by developing groups of skilled practitioners to lead and support those efforts, there are 118 statewide graduates.
- Developed a Project and Process Leadership program as part of the iLEAD Delaware Leadership Program. This program support GEAR's initiative to build the bench strength of continuous improvement practitioners in the State. The program launch is planned for September 2024.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Ensure all employees are taking advantage of professional, personal, and leadership development opportunities.	All employees have attended at least one professional development initiative	Managers / Supervisors	Fiscal note	Ongoing

During HR Roundtable meetings; which are attended by all HR Leads in the Executive Branch, as well as non-Executive Branch organizations; the Division of Statewide Training and HR Solutions provides updates on educational opportunities that are being rolled out in an effort to trickle-down advertise to agency staff.

SECTION IV: WORKFORCE ANALYSIS

Department of Human Resources WORKFORCE ANALYSIS OVERVIEW:

The Department of Human Resources (DHR) remains at parity in every category. We believe that this success is attributed to the following:

- Maintaining career fields that are currently female dominant.
- Open communication and updates from the Cabinet Secretary and employees.
- Social media presence maintained by DHR's Talent Acquisition section.
- Vocalized goals from each division that have a statewide, strategic impact.
- Training, technology and pay comparable to the private sector.
- Compliance with statewide recruitment laws, rules and regulations.

While DHR maintains parity in each category, we remain vigilant in continuing to attract male applicants to our female dominated categories. This includes advertising on social media and attendance at job fairs.

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Department of Human Resources DEMOGRAPHICS AT A GLANCE:

The total number of Department of Human Resources EEO-4 eligible employees as of June 30, 2024, is 250.

The Department of Human Resources EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the its workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare this agency workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. The Department of Human Resources has an additional reduction in categories hired based on maintenance review results. We do not house positions in the Technician, Protective Services, Skilled Craft or Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 44% of the total agency workforce, a 1% increase from FY23.

Female Representation:

- Females represent 86% of the total agency workforce, a 2% decrease from FY23.

Male Representation:

- Males represent 14% of the agency workforce, a 2% increase from FY23.

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	7	3	0	0	0	0	0	10	12%	2	49	19	3	1	0	0	1	73	88%	2	83	27	33%
2 Professionals	9	6	0	0	0	0	0	15	13%	1	48	39	5	4	0	0	6	102	87%	9	117	60	51%
3 Technicians	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
4 Protective Services	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
5 Para Professional	2	1	0	0	0	0	1	4	13%	0	13	7	3	2	0	0	3	28	88%	2	32	17	53%
6 Office & Clerical	5	1	0	0	0	0	0	6	33%	3	6	2	1	1	0	0	2	12	67%	2	18	7	39%
7 Skilled Craft	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
8 Service Maintenance	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
Totals	**23**	**11**	**0**	**0**	**0**	**0**	**1**	**35**	**14%**	**6**	**116**	**67**	**12**	**8**	**0**	**0**	**12**	**215**	**86%**	**15**	**250**	**111**	**44%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Table 2

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	33%	8%	27%	4%	1%	0%	0%	1%
2 Professionals	29%	51%	22%	38%	4%	3%	0%	0%	5%
3 Technicians	38%	0%	NA	0%	0%	0%	0%	0%	0%
4 Protective Services	37%	0%	NA	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	53%	19%	25%	9%	6%	0%	0%	13%
6 Office & Clerical	31%	39%	8%	17%	6%	6%	0%	0%	11%
7 Skilled Craft	26%	0%	NA	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

Table 3

Female Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	88%	43%	59%	23%	4%	1%	0%	0%	1%
2 Professionals	59%	87%	29%	41%	33%	4%	3%	0%	0%	5%
3 Technicians	50%	0%	NA	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	88%	11%	41%	22%	9%	6%	0%	0%	9%
6 Office & Clerical	65%	67%	2%	33%	11%	6%	6%	0%	0%	11%
7 Skilled Craft	6%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Table 4

Male Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	12%	-43%	8%	4%	0%	0%	0%	0%	0%
2 Professionals	41%	13%	-29%	8%	5%	0%	0%	0%	0%	0%
3 Technicians	50%	0%	NA	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	13%	-11%	6%	3%	0%	0%	0%	0%	3%
6 Office & Clerical	35%	33%	-2%	28%	6%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	9%	12%	8%
2 Professionals	14%	16%	22%
3 Technicians	NA	NA	NA
4 Protective Services	NA	NA	NA
5 Paraprofessional	28%	15%	19%
6 Office & Clerical	14%	19%	8%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	NA	NA	NA

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	47%	46%	43%
2 Professionals	29%	25%	29%
3 Technicians	NA	NA	NA
4 Protective Services	NA	NA	NA
5 Paraprofessional	20%	18%	11%
6 Office & Clerical	26%	25%	2%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	NA	NA	NA

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-47%	-46%	-43%
2 Professionals	-29%	-25%	-29%
3 Technicians	-50%	NA	NA
4 Protective Services	NA	NA	NA
5 Paraprofessional	-20%	-18%	-11%
6 Office & Clerical	-26%	-25%	-2%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	NA	NA	NA

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

There have been no complaints this year at DHR

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	0	0%	0%
Total Female Minority Disciplines	1	100%	2	100%	100%
Total Male Non-Minority Disciplines	0	0%	0	0%	0%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**1**	**100%**	**2**	**100%**	**100%**
SEPARATIONS					
Total Female Non-Minority Separations	2	11%	17	43%	750%
Total Female Minority Separations	13	68%	16	40%	23%
Total Male Non-Minority Separations	1	5%	5	13%	400%
Total Male Minority Separations	3	16%	2	5%	-33%
Total Separations	**19**	**100%**	**40**	**100%**	**111%**
NEW HIRES					
Total Female Non-Minority New Hires	15	31%	14	35%	-7%
Total Female Minority New Hires	21	43%	20	50%	-5%
Total Male Non-Minority New Hires	10	20%	3	8%	-70%
Total Male Minority New Hires	3	6%	3	8%	0%
Total New Hires	**49**	**100%**	**40**	**100%**	**-18%**
PROMOTIONS					
Total Female Non-Minority Promotions	7	32%	37	52%	429%
Total Female Minority Promotions	13	59%	23	32%	77%
Total Male Non-Minority Promotions	1	5%	8	11%	700%
Total Male Minority Promotions	1	5%	3	4%	200%
Total Promotions	**22**	**100%**	**71**	**100%**	**223%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

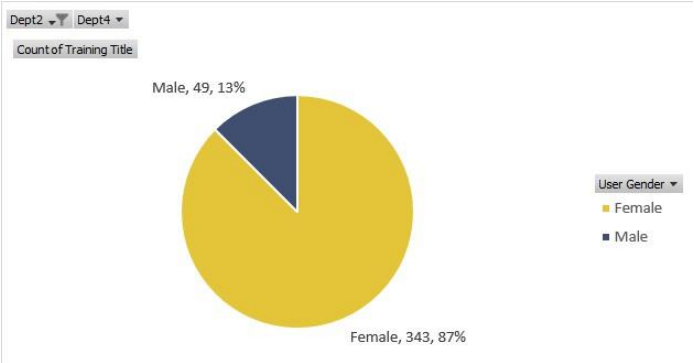


Figure 11

Training by Race and Ethnicity

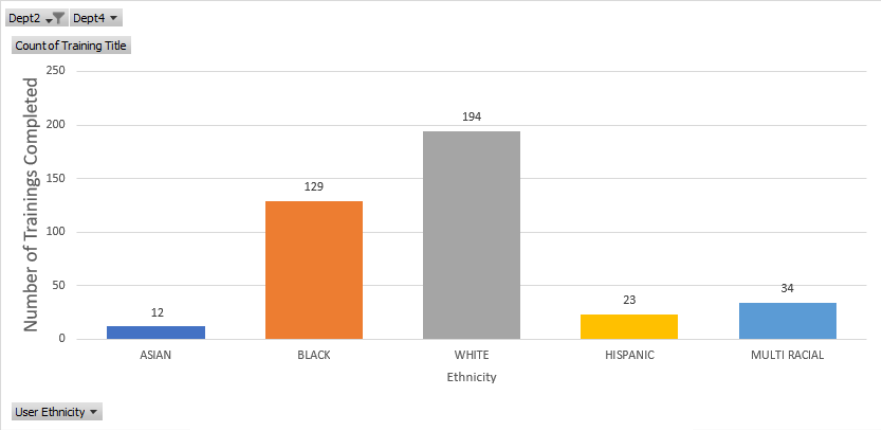
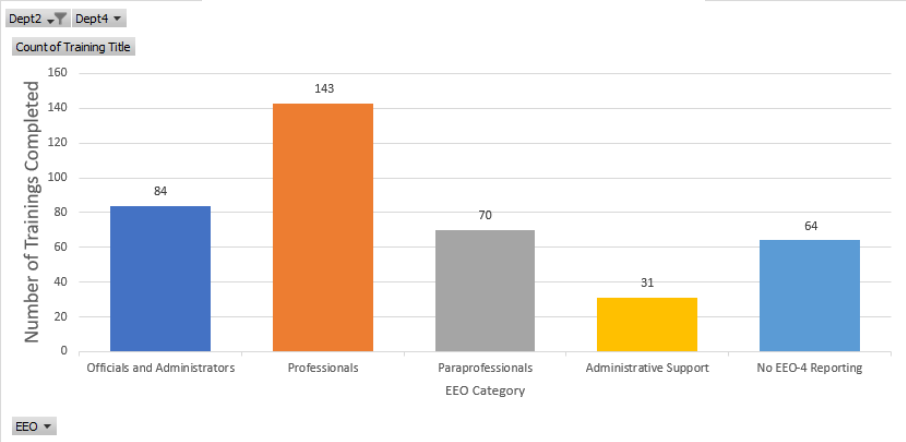


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	3
Total Non-Minority Female	2
Total Minority Female	1
Total Male	1
Total Non-Minority Male	1
Total Minority Male	0
Total Employees Requesting Tuition Reimbursement	**4**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	21
Total Request for Accommodations	6
Total Request Accommodated	4
Total Selective Placement Candidates Interviewed	1
Total Selective Placement Candidates Hired	1

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	100%	1	0%	0	0%	0	0%	0	0%	0	5%	1
Asian	0%	0	0%	0	0%	0	0%	0	100%	1	5%	1
Black or African American	86%	6	14%	1	0%	0	0%	0	0%	0	33%	7
Hispanic or Latino	0%	0	100%	1	0%	0	0%	0	0%	0	5%	1
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	44%	4	33%	3	11%	1	0%	0	11%	1	43%	9
Prefer Not to Identify	0%	0	50%	1	50%	1	0%	0	0%	0	10%	2
Total	52%	11	29%	6	10%	2	0%	0	10%	2	100%	21

Answered	**21**
Skipped	**9**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

DHR HAS NO HARD TO FILL VACANCIES

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
160101010	DHR/Ofc of the Secty/OMB	0%	0%	0%
160101011	DHR/Ofc of the Secty/DTI	0%	50%	50%
160101016	DHR/Ofc of the Secty/DHR	0%	61%	61%
160101020	DHR/Ofc of the Secty/State	62%	0%	-62%
160101025	DHR/Ofc of the Secty/Finance	0%	29%	29%
160101035	DHR/Ofc of the Secty/DHSS	15%	43%	28%
160101037	DHR/Ofc of the Secty/DSCYF	9%	0%	-9%
160101038	DHR/Ofc of the Secty/DOC	15%	0%	-15%
160101040	DHR/Ofc of the Secty/DNREC	0%	0%	0%
160101045	DHR/Ofc of the Secty/DSHS	0%	8%	8%
160101055	DHR/Ofc of the Secty/DelDOT	4%	0%	-4%
160101060	DHR/Ofc of the Secty/DOL	20%	0%	-20%
160101065	DHR/Ofc of the Secty/Deptof Ag	0%	8%	8%
160101100	DHR / Office of the Secretary	8%	11%	3%
160201200	DHR/Division of Talent Mgmt	0%	0%	0%
160202200	DHR/DivTalnMgmt/StaffDev&Trng	0%	16%	16%
160301300	DHR/Div of DvrsityEqutyInclusn	0%	0%	0%
160401400	DHR/Div of EE & Lbr Relations	25%	16%	-9%
160501500	DHR/Div of Statewide Benefits	5%	0%	-5%
160502500	DHR/Div Stwide Ben/InsCvrgOffc	0%	18%	18%
160601600	DHR/Ofc of Women's Advcmt&Advc	0%	0%	0%
	Department Average	**8%**	**12%**	**5%**

Table 19

DHR HAS NO HARD TO FILL VACANCIES

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 1715 people applied online to DHR jobs, a 9.3% increase from FY23 in which 1569 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

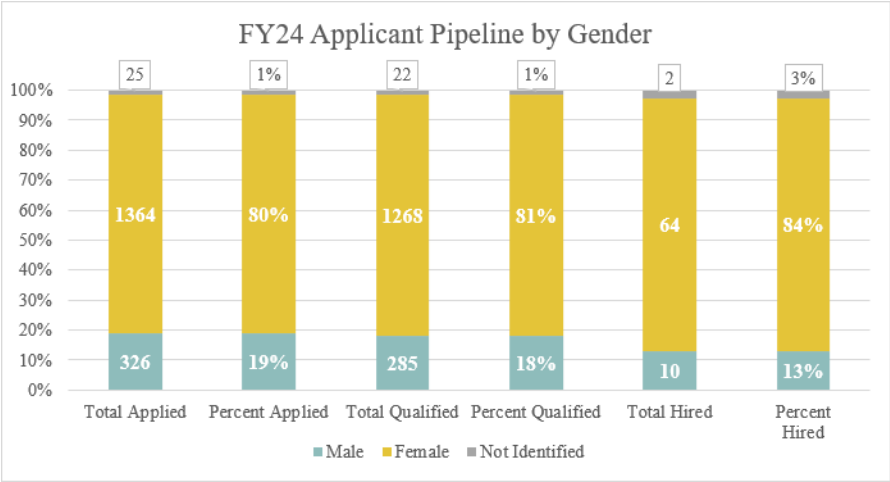
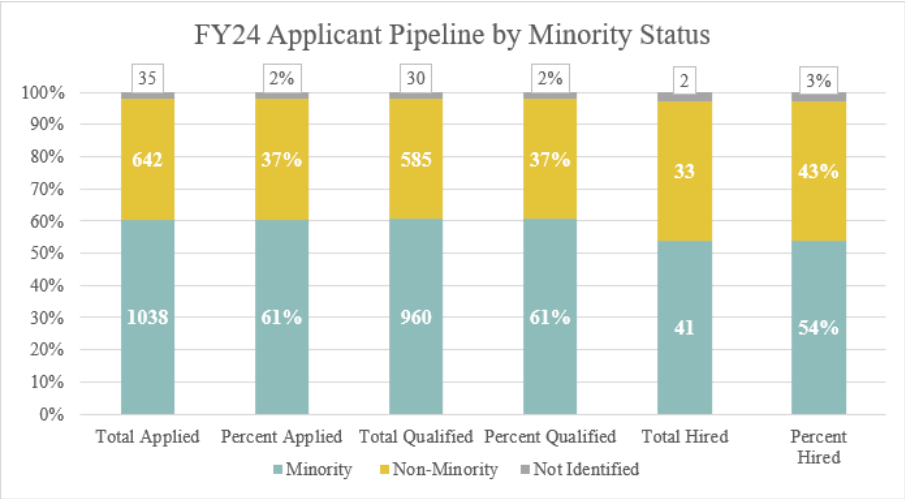


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	43	31
FY24	51.5	42.25
Change FY23 vs FY24	**8.5**	**11.25**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	4	2
FY24	6.5	1.75
Change FY23 vs FY24	**2.5**	**-0.25**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

STATE OF DELAWARE
Department of Human Resources (DHR)
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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Continue to promote CHM to determine whether or not we are creating the awareness to create an inclusive environment within DHR	Attendance rate of DHR employees and survey results 5% of DRH Employees will attend a Cultural Heritage Month Event	DHR DEI Team and Local Diversity Committee	Cultural Heritage Month Event Calendar and Marketing Materials	Ongoing
SP-1 Goal 2	Promote inclusion by leveraging the knowledge of diverse groups in process improvements	Organize a team to identify best practices to support the recruitment, hiring, and engagement of underrepresented groups, including persons with disabilities and veterans	DHR		Ongoing

STATE OF DELAWARE
Department of Human Resources (DHR)
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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

* *At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Develop leadership and supervisory education initiatives for HR professionals, including but not limited to communication skills, strategic thinking, and problem-solving skills	Increased participation in training leading to increased knowledge and skills for professional HR employees. Increase Participation by 5%	DHR Training and Development DHR Diversity and Inclusion Managers and Supervisor		Ongoing
SP-2 Goal 2	Cultural Heritage Month	25% of Management and Supervisors will participate in the Cultural Heritage Month Events to increase their knowledge of Inclusiveness in the Workplace	DHR Training and Development DHR Diversity and Inclusion Managers and Supervisor		June 2024

STATE OF DELAWARE
Department of Human Resources (DHR)
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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Ensure all employees are taking advantage of professional, personal, and leadership development opportunities.	All employees have attended three selected DEI professional development opportunities	Managers / Supervisors	Fiscal note	Ongoing

STATE OF DELAWARE
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State of Delaware

Department of Health and Social Services (DHSS)

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
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Delaware Health and Social Services

Office of the Secretary

1901 N. DUPONT HIGHWAY, NEW CASTLE, DE 19720 * TELEPHONE: 302-255-9040 FAX: 302-255-4429

MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Josette D. Manning, Esq.
Cabinet Secretary, Department of Health and Social Services
Josette.Manning@delaware.gov

Sue B. Weber, MSM
HR Director/Lead
Susan.Weber@delaware.gov

DATE: September 6, 2024

SUBJECT: **DHSS FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of Health and Social Services FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section III:	FY23 Accomplishments: (July 1, 2023 - June 30, 2024) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Josette D. Manning, Esq., Delaware Department of Health and Social Services (DHSS) Cabinet Secretary. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Delaware Department of Health and Social Services (DHSS) continues to promote a diverse work force in which employees and clients are valued, respected and experience a sense of belonging. DHSS continues to monitor alignment with labor market benchmarks for race and sex, while focusing on a broad set of characteristics including but not limited to age, disability, religion, sexual orientation, and identity.

Aggressively recruiting nurses (RNs, LPNs, CNAs) and other healthcare staff remains a priority. The agency's current incentive program has been effective in attracting and retaining the following classifications: Certified Nursing Assistant, Licensed Practical Nurses I-III, Registered Nurse I-III, and Nursing Supervisors. In addition, through a partnership with the Department of Human Resources, a CNA Tuition Assistance Program has been in effect since January 2024.

DHSS is committed to employee development and creating opportunities for advancement that lead to employee satisfaction and increased retention. Divisions have implemented succession planning strategies to encourage existing staff to apply for promotional opportunities. Knowledge transfer strategies have been successful in addressing operational needs when vacancies occur. DHSS continues its "Leadership Academy" which provides employees seeking advancement into leadership positions with broad-based knowledge regarding the Department, exposure to the duties of leadership members, and an opportunity to research and propose innovations.

The Division of Social Services (DSS) and Division of State Service Centers (DSSC) merged on July 1, 2024 and are now under the umbrella of DSS. The main objective of the merger is to streamline and improve operational procedures to enhance the client experience through improved service delivery, and the delivery of holistic, person-centered care that meet service users' evolving needs. While change can be challenging, we expect improvements in communication, coordination and overall workplace culture.

Divisions continue to attend employee training in areas of trauma awareness to support an inclusive workplace culture. Additionally, promoting awareness of the state's Workplace Wellness Policy and Procedure to encourage employees' personal health and wellness is a priority. Other continued initiatives related to DHSS's diversity and inclusivity goals include:

- DHSS Town Hall meetings held monthly and facilitated by the DHSS Secretary, and divisional Town Halls with division leadership to facilitate information and encourage communication.
- DHSS Book Drive meetings which encourage book discussions on various books or themes which promote dialogue related to cultural awareness.

STATE OF DELAWARE
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DEPARTMENT SUMMARY	
Name of Division	**# of Employees[1]**
Office of the Secretary and Administration (OSEC – ADMIN)	506
Division of Child Support Services	160
Division of Developmental Disabilities Services (DDDS)	304
Division of Health Care Quality (DHCQ)	56
Division of Medicaid and Medical Assistance (DMMA)	174
Division of Public Health (DPH)	610
Division of Services for Aging and Adults with Physical Disabilities (DSAAPD)	424
Division of Social Services (DSS)	454
Division of State Service Centers	3
Division of Substance Abuse and Mental Health (DSAMH)	424
Division for the Visually Impaired (DVI)	54
TOTAL	**3169**

[1] Division totals represent full-time employees. It is important to note that DHSS employees hundreds of casual/seasonal employees as a critical part of the workforce.

STATE OF DELAWARE
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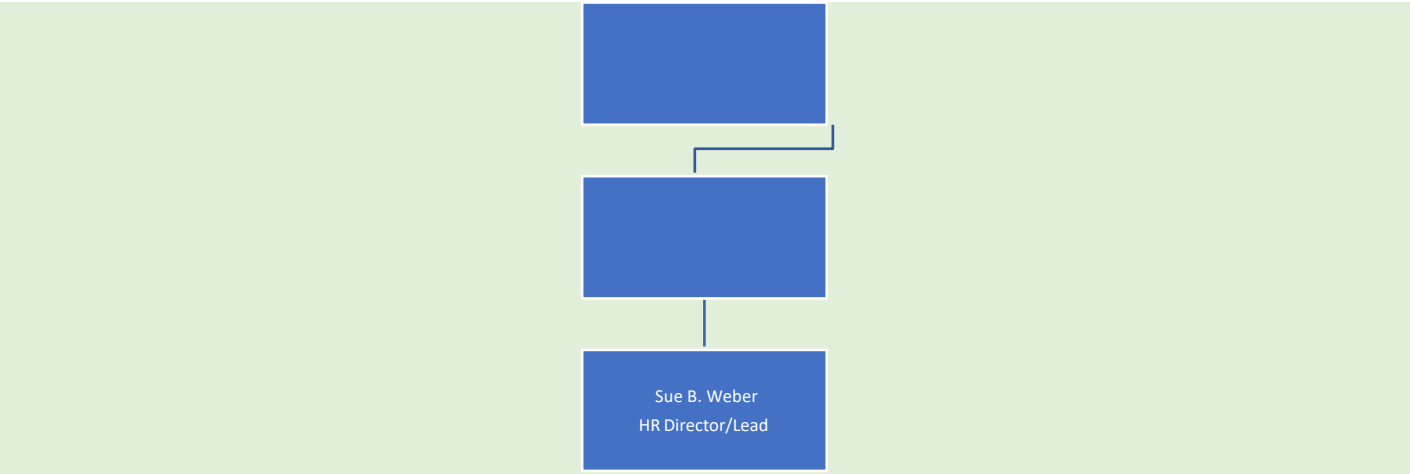
RESPONSIBILITIES FOR IMPLEMENTATION:

The ultimate responsibility for the implementation of the Department's EEO Report and Action Plan rests with the DHSS Cabinet Secretary. The Secretary oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Deputy Cabinet Secretaries and Division Directors affirm commitment to the Plan and associated action items by demonstrating their leadership in implementing the expectations and activities required by the Action Plan. The Human Resource Director/Agency Lead, Sue Weber, 302-735-6219, Susan.Weber@delaware.gov, implements the EEO Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The duties and responsibilities include:

1. Providing oversight of Departmental compliance with Executive Order Number Eight, the State of Delaware Respectful Workplace and Anti-Discrimination Policy, and applicable state and federal laws.
2. Drafting, maintaining, and distributing the Department's EEO Report and Action Plan.
3. Serving as the official liaison with relevant State organizations as designated by the Cabinet Secretary, including, but not limited to, the Department of Human Resources/Office of Diversity and Inclusion.
4. Consulting with Department leadership and Division staff on workforce diversity, equity, and inclusion issues.
5. Ensuring that all EEO procedures and requirements outlined in this Plan are followed.
6. Promoting diversity, equal employment opportunity, and inclusion initiatives and providing technical assistance on such issues as recruitment, interviewing, and adhering to applicable regulations and laws governing EEO.
7. Identifying and recommending initiatives that integrate diversity, equity, and inclusion into all aspects of the employment lifecycle.

ORGANIZATIONAL CHART:



STATE OF DELAWARE
Department of Health and Social Services (DHSS)
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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Succession Planning	Ability to continue operations while experiencing employment gaps. Measure # of promotions	DHSS-DHR Managers and Supervisors DHR Classification and Compensation	Performance Review	Performance Reviews were completed in certain work units, with follow up Performance Improvement Plans implemented, where needed. Promotions totaled nearly 250, as high performers were identified within DHSS.
SP- 1 Goal 2	Task the DHSS Local Diversity Committee to ensure the workforce participates in DHR's Cultural Heritage month activities as a means of engaging the DHSS workforce in meaningful conversations about DEI topics	DHSS Employee attendance at Cultural heritage month events Survey responses related to DEI in their workplace	DHSS-DHR DHSS Local Diversity Committee DHR's DEI Team	Cultural Heritage Month Activities and Marketing Material	Approximately 300 DHSS employees attended DHR cultural heritage events. Steps were taken to build the DHSS Local Diversity Committee which will be active in FY25.
SP- 1 Goal 3	Utilize Maintenance Review to provide more career ladders	Measured by the # of career ladders added in Maintenance Review Identification of positions that can have a career ladder	DHR Classification and Compensation DHSS-DHR	DHR Classification and Compensation DHSS Division Feedback	Career Ladder positions resulting from Maintenance Reviews: Fiscal Associate Fiscal Advisor Investigator Training and Education Spec.

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage, and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

* *At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Increase DHSS management and leadership capability to engage, motivate and retain its workforce by utilizing Inclusive leadership training	Participation of managers in inclusive leadership training Spotlight on managers who exemplify inclusive Leadership	DHSS-DHR DHR DEI Team	Inclusive Leadership Training and Curriculum	DHSS and DHR collaboration is underway to identify training opportunities/expectations for new supervisors (iLEAD)
SP-2 Goal 2	Increase Participation in the Leadership Academy to ensure that managers are effective in leading their workforce to achieving the mission of DHSS	Participation of Managers in the Leadership Academy	DHSS-DHR	Marketing of Leadership Academy during DHSS Town Hall and in materials delivered via email	20 DHSS employees participated and graduated from the DHSS Leadership Academy
SP-2 Goal 3	Pilot the DHSS performance review process to introduce a 360-degree component focused on supervisor and management effectiveness.	Supervisor and management effective ratings on DHSS employee pulse surveys meet an initial targeted rating of at least 75% effectiveness within the year one rating timeframe.	DHSS-DHR Division Directors Managers and Supervisors	Development of the performance review process	The performance review process is well underway with an evaluation of 360-degree options continuing in FY25.

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Increase DHSS management and leadership capability to engage, motivate, and retain its workforce by utilizing inclusive leadership training	Participation of managers in inclusive leadership training Spotlight on managers who exemplify inclusive leadership	DHSS HR DHR DEI Team	Inclusive Leadership Training and Curriculum	DHSS and DHR collaboration is underway to identify training opportunities/expectations for new supervisors (iLEAD)
SP- 3 Goal 2	Utilize Maintenance Review to provide more career ladders	Measured by the # of career ladders added in Maintenance Review Identification of positions that can have a career ladder	DHR Classification and Compensation DHSS HR	DHR Classification and Compensation DHSS Division Feedback	Career Ladder positions resulting from Maintenance Reviews: Fiscal Associate Fiscal Advisor Investigator Training and Education Spec.
SP- 3 Goal 3	Utilize DHR's Cultural Heritage month activities to engage the DHSS workforce in meaningful conversations about DEI topics	DHSS Employee attendance at Cultural heritage month events Survey responses related to DEI in their workplace	DHSS HR DHSS Local Diversity Committee DHR's DEI Team	Cultural Heritage Month Activities and Marketing Material	Approximately 300 DHSS employees attended DHR cultural heritage events. Steps were taken to build the DHSS Local Diversity Committee which will be active in FY25.
SP-3 Goal 4	Succession Planning	Ability to continue operations while experiencing employment gaps. Measure # of promotions	DHSS DHR Managers and Supervisors DHR Classification and Compensation	Performance Review	Performance Reviews were completed, with follow up Performance Improvement Plans implemented, where needed. Promotions totaled nearly 250, as high performers were identified within DHSS.

SECTION IV: WORKFORCE ANALYSIS

DHSS WORKFORCE ANALYSIS OVERVIEW:

The Department of Health and Social Services is underrepresented in one EEO-4 category. DHSS has 3,169 full time employees and minorities represent 54% of the DHSS workforce. It is important to note that DHSS employees hundreds of casual/seasonal employees as part of the workforce.

Below are observable trends that affect DHSS's opportunity to increase diversity in their workforce:

- Competition is high for nursing talent among State Agencies, local hospitals, and nursing homes. DHSS introduced a Tuition Assistance Certified Nursing Assistant Program, maintained incentives for nursing positions, partnered with the Department of Human Resources to hold a job fair on the DHSS campus, and engaged in targeted recruitment efforts.
- DHSS is underrepresented in the Skilled Craft EEO-4 category, specifically as it relates to females.
- DHSS has 42 job classifications defined as hard-to-fill. The majority are Nursing and Behavioral Health Case Manager positions.
- While turnover rates changed slightly in nearly all divisions, the Department turnover rate average remained the same at 14%.
- DHSS continues to require manager education on leadership/supervisory skills to improve workplace culture and equity. In addition, continued efforts to facilitate succession planning by using performance plans, performance reviews, and gap analysis, is underway.
- Males are under-represented in all EEO-4 categories.
- Females are not under-represented in any EEO-4 categories.
- Employee separations decreased by 5%.
- DHSS Divisions were all represented at the 2024 State of Delaware Job Fair, an event which included over 1,000 job seekers.
- The average Time to Fill was reduced by 23 days compared to FY23.
- The average Time to Hire was reduced by 16 days compared to FY23.

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

DHSS DEMOGRAPHICS AT A GLANCE:

The total number of DHSS EEO-4 eligible employees as of June 30, 2024, is 3169.

The DHSS EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DHSS workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DHSS workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 54% of the total DHSS workforce, a 2% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Skilled Craft

Female Representation:

- Females represent 74% of the total DHSS workforce, the same as in FY23.
- Females are not under-represented in any EEO-4 category.

Male Representation:

- Males represent 26% of the DHSS workforce, the same as in FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-30%)
    - Professionals (-21%)
    - Technicians (-5%)
    - Protective Services (-19%)
    - Paraprofessional (-4%)
    - Office and Clerical (-27%)
    - Skilled Craft (-2%)
    - Service Maintenance (-4%)

EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	66	23	0	3	0	1	2	**95**	**25.2%**	6	164	86	13	10	0	0	9	**282**	**74.8%**	16	**377**	**147**	**39.0%**
2 Professionals	176	102	17	29	0	1	9	**334**	**20.8%**	21	570	530	81	54	2	2	35	**1274**	**79.2%**	65	**1608**	**862**	**53.6%**
3 Technicians	25	11	0	3	0	1	3	**43**	**44.8%**	2	18	29	4	1	0	0	1	**53**	**55.2%**	0	**96**	**53**	**55.2%**
4 Protective Services	28	28	2	0	0	0	2	**60**	**61.9%**	4	25	9	2	0	0	1	0	**37**	**38.1%**	1	**97**	**44**	**45.4%**
5 Para Professional	13	44	5	4	0	0	2	**68**	**19.6%**	5	90	169	8	6	0	0	6	**279**	**80.4%**	11	**347**	**244**	**70.3%**
6 Office & Clerical	10	14	3	1	0	0	0	**28**	**8.1%**	4	134	140	19	12	1	3	9	**318**	**91.9%**	27	**346**	**202**	**58.4%**
7 Skilled Craft	58	4	2	3	0	0	3	**70**	**92.1%**	0	3	3	0	0	0	0	0	**6**	**7.9%**	0	**76**	**15**	**19.7%**
8 Service Maintenance	42	64	3	2	0	1	2	**114**	**51.8%**	8	36	59	5	3	0	2	1	**106**	**48.2%**	1	**220**	**142**	**64.5%**
Totals	**418**	**290**	**32**	**45**	**0**	**4**	**23**	**812**	**25.6%**	**50**	**1040**	**1025**	**132**	**86**	**3**	**8**	**61**	**2355**	**74.4%**	**121**	**3167**	**1709**	**54.0%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.[2]

Table 1 data were obtained from the PHRST system as of 06/30/2024.

[2] The table notes a total of 3167 DHSS employees which is two less than the total number of employees reported in the Department Summary on page 5, and throughout the document. This is a result of the fact that this table does not include category 'N No EEO-4 Reporting'. The DSAAPD report identifies these two employees.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	39%	14%	29%	3%	3%	0%	0%	3%
2 Professionals	29%	54%	25%	39%	6%	5%	0%	0%	3%
3 Technicians	38%	55%	18%	42%	4%	4%	0%	1%	4%
4 Protective Services	37%	45%	9%	38%	4%	0%	0%	1%	2%
5 Para Professional	34%	70%	37%	61%	4%	3%	0%	0%	2%
6 Office & Clerical	31%	58%	27%	45%	6%	4%	0%	1%	3%
7 Skilled Craft	26%	20%	-6%	9%	3%	4%	0%	0%	4%
8 Service Maintenance	45%	65%	19%	56%	4%	2%	0%	1%	1%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	75%	30%	44%	23%	3%	3%	0%	0%	2%
2 Professionals	59%	79%	21%	35%	33%	5%	3%	0%	0%	2%
3 Technicians	50%	55%	5%	19%	30%	4%	1%	0%	0%	1%
4 Protective Services	19%	38%	19%	26%	9%	2%	0%	0%	1%	0%
5 Para Professional	77%	80%	4%	26%	49%	2%	2%	0%	0%	2%
6 Office & Clerical	65%	92%	27%	39%	40%	5%	3%	0%	1%	3%
7 Skilled Craft	6%	8%	2%	4%	4%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	48%	4%	16%	27%	2%	1%	0%	1%	0%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	25%	-30%	18%	6%	0%	1%	0%	0%	1%
2 Professionals	41%	21%	-21%	11%	6%	1%	2%	0%	0%	1%
3 Technicians	50%	45%	-5%	26%	11%	0%	3%	0%	1%	3%
4 Protective Services	81%	62%	-19%	29%	29%	2%	0%	0%	0%	2%
5 Para Professional	23%	20%	-4%	4%	13%	1%	1%	0%	0%	1%
6 Office & Clerical	35%	8%	-27%	3%	4%	1%	0%	0%	0%	0%
7 Skilled Craft	94%	92%	-2%	76%	5%	3%	4%	0%	0%	4%
8 Service Maintenance	56%	52%	-4%	19%	29%	1%	1%	0%	0%	1%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	10%	9%	14%
2 Professionals	23%	23%	25%
3 Technicians	14%	14%	18%
4 Protective Services	9%	8%	9%
5 Paraprofessional	37%	37%	37%
6 Office & Clerical	21%	21%	27%
7 Skilled Craft	-6%	-6%	-6%
8 Service Maintenance	15%	15%	19%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	30%	30%	30%
2 Professionals	20%	19%	21%
3 Technicians	10%	4%	5%
4 Protective Services	17%	19%	19%
5 Paraprofessional	5%	3%	4%
6 Office & Clerical	25%	24%	27%
7 Skilled Craft	4%	3%	2%
8 Service Maintenance	7%	5%	4%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-30%	-30%	-30%
2 Professionals	-20%	-19%	-21%
3 Technicians	-4%	-4%	-5%
4 Protective Services	-18%	-19%	-19%
5 Paraprofessional	-4%	-3%	-4%
6 Office & Clerical	-24%	-24%	-27%
7 Skilled Craft	-3%	-3%	-2%
8 Service Maintenance	-4%	-5%	-4%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	6
Woman	24
Other	0
Total	**30**

Total Complaints by Race/Ethnicity	
Black - African American	11
Asian	0
Hispanic/Latinx	2
Native American/ Alaskan Native	0
Not Identified	2
Pacific Islander/Native Hawaiian	0
Two or more races	1
White	14
Total	**30**

Total Complaints by Employment Status	
Merit	22
Non-Merit Exempt	1
Casual/Seasonal	1
Temporary	6
Total	**30**

Total Complaints by Category	
Informal	0
Formal	30
External	0
Total	**30**

Total Complaints by type	
ADA	0
Discrimination	3
Gender	0
Generic Issue	0
Harassment	1
Hostile Work Environment	19
Merit Rule	0
Misconduct	0
Retaliation	1
Sexual Harassment	2
Workplace Violence	0
Other	4
Total	**30**

Total Complaints by Current Status	
Open	7
Closed	23
Total	**30**

Total Complaints by Resolution	
To be Determined	7
Substantiated	5
Unsubstantiated	18
Total	**30**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	2	12%	56	26%	2700%
Total Female Minority Disciplines	9	53%	98	46%	989%
Total Male Non-Minority Disciplines	3	18%	24	11%	700%
Total Male Minority Disciplines	3	18%	34	16%	1033%
Total Disciplines	**17**	**100%**	**212**	**100%**	**1147%**
SEPARATIONS					
Total Female Non-Minority Separations	131	31%	119	30%	-9%
Total Female Minority Separations	185	43%	179	44%	-3%
Total Male Non-Minority Separations	56	13%	51	13%	-9%
Total Male Minority Separations	54	13%	54	13%	0%
Total Separations	**426**	**100%**	**403**	**100%**	**-5%**
NEW HIRES					
Total Female Non-Minority New Hires	247	33%	140	28%	-43%
Total Female Minority New Hires	344	45%	223	45%	-35%
Total Male Non-Minority New Hires	93	12%	62	13%	-33%
Total Male Minority New Hires	73	10%	70	14%	-4%
Total New Hires	**757**	**100%**	**495**	**100%**	**-35%**
PROMOTIONS					
Total Female Non-Minority Promotions	126	39%	98	40%	-22%
Total Female Minority Promotions	113	35%	87	36%	-23%
Total Male Non-Minority Promotions	41	13%	32	13%	-22%
Total Male Minority Promotions	43	13%	26	11%	-40%
Total Promotions	**323**	**100%**	**243**	**100%**	**-25%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

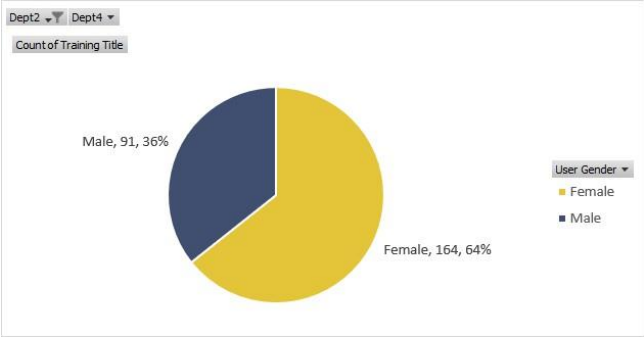


Figure 11

Training by Race and Ethnicity

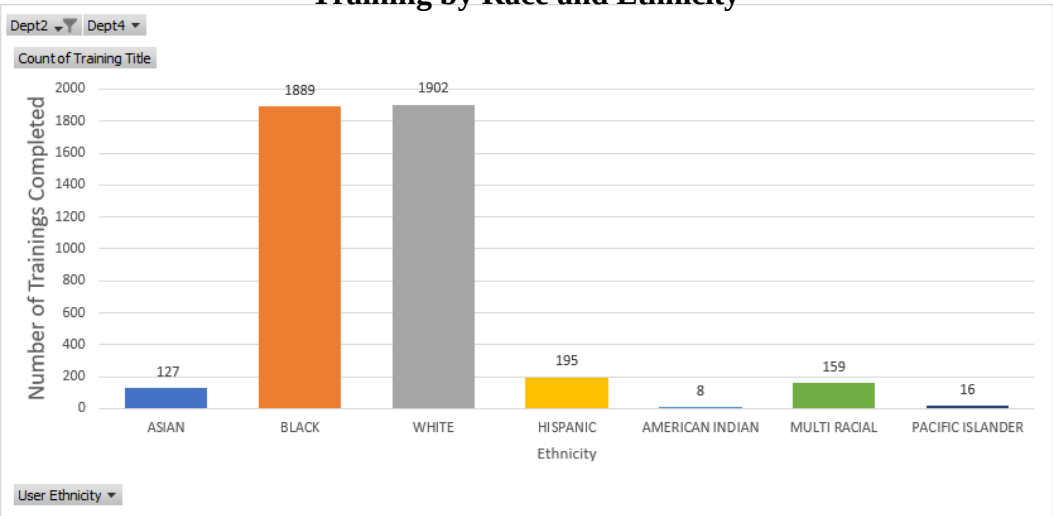
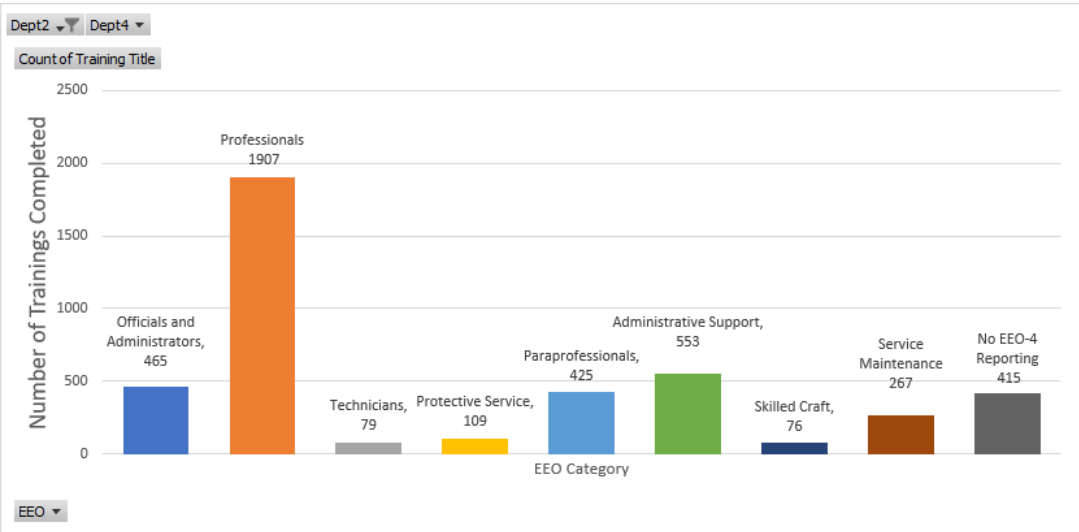


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	15
Total Non-Minority Female	7
Total Minority Female	8
Total Male	2
Total Non-Minority Male	1
Total Minority Male	1
Total Employees Requesting Tuition Reimbursement	**17**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	171
Total Request for Accommodations	75
Total Request Accommodated	39
Total Selective Placement Candidates Interviewed	4
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	16%	5	25%	8	22%	7	22%	7	16%	5	33%	32
Hispanic or Latino	60%	3	0%	0	0%	0	40%	2	0%	0	5%	5
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	20%	11	34%	19	20%	11	14%	8	13%	7	58%	56
Prefer Not to Identify	67%	2	0%	0	0%	0	0%	0	33%	1	3%	3
Total	22%	21	28%	27	19%	18	18%	17	14%	13	100%	96
											Answered	96
											Skipped	9

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
4	2	MDGB05	Advance Practice Nurse	15.00	100%	13%	-87%
2	0	MADA05	App.Support Project Leader	19.00	11%	0%	-11%
2	1	MDGB06/MUDG04	Assistant Nursing Director	5.00	29%	20%	-9%
31	119	UDCD02/UDCD32	Certified Nursing Assistant	287.00	11%	41%	31%
1	1	MDEB02	Chief Physician	3.00	33%	33%	0%
2	0	MDEC04	Chief Psychiatrist	2.00	100%	0%	-100%
9	6	UDGZ02	Compliance Nurse	23.00	39%	26%	-13%
3	3	UDCZ02	Dental Assistant	5.00	60%	60%	0%
0	0	MUDE01	Dental Director	1.00	0%	0%	0%
2	3	MDEA01	Dentist	3.00	67%	100%	33%
2	0	MDAB01	Epidemiologist I	3.00	67%	0%	-67%
4	3	MDAB02	Epidemiologist II	15.00	29%	20%	-9%
1	3	MDAB03	Epidemiologist III	6.00	33%	50%	17%
0	0	MDAB04	Epidemiologist IV	2.00	0%	0%	0%
0	1	UDGA01/MDGA01/ UDGA11	Licensed Practical Nurse I	4.00	0%	25%	25%
N/A	0	UDGA02/UDGA03/ UDGA12/MDGA02	Licensed Practical Nurse II	3.00	N/A	0%	N/A
14	25	UDGA03/UDGA13/ MDGA03	Licensed Practical Nurse III	62.00	18%	40%	22%
3	5	MDGZ01/UDGZ01	Nurse Consultant	7.00	43%	71%	29%
0	0	MDGB07	Nursing Administrator	2.00	0%	0%	0%
14	18	UDCD01	Nursing Assistant	38.00	48%	0%	-48%
0	0	MUDG01	Nursing Director	5.00	0%	0%	0%
5	6	MDGB04/UDGY04/ UDGY14	Nursing Supervisor	58	9%	10%	2%
3	0	UDFA01	Nutritionist I	12	25%	0%	-25%
0	0	UDFA02	Nutritionist II	5	0%	0%	0%
1	1	MDFA03	Nutritionist III	6	17%	17%	0%
1	1	MDEB01	Physician	3	33%	33%	0%
10	6	MDBC01	Program Compliance Specialist I	21	48%	29%	-19%
15	18	MDDR02	Psychiatric Social Worker II	21	71%	86%	14%
N/A	8	MDDR03/UDDR03/ UDDR33	Psychiatric Social Worker III	30	N/A	27%	N/A
3	2	MDEC03	Psychiatrist III	8	38%	25%	-13%
5	6	MDIA01	Psychologist	10	50%	60%	10%
4	6	UDGB01/MDGB01	Registered Nurse I	9	50%	67%	17%
5	4	UDGB02/MDGB02	Registered Nurse II	7	83%	57%	-26%
82	65	UDGB03/MDGB03/ UDGB13/MDGY03	Registered Nurse III	205	38%	32%	-7%
0	0	UCBD02	Senior Food Service Worker	5	0%	0%	0%
16	8	MADA04	Sr. Application Support Specialist	39	40%	3%	-37%
7	1	MADZ21	Sr. Systems Software Specialist	8	88%	0%	-88%
8	6	MACZ10	Teacher (DHSS/DVI)	25	32%	24%	-8%
3	6	MADF03	Telecom/Network Tech III	6	11%	100%	89%
1	1	MDKA04/UDKA04	Therapist III	4	25%	25%	0%
1	1	MDKA01	Therapy Assistant	3	33%	33%	0%
4	0	MACE02	Trainer/Educator III (New Title: Training and Education Specialist III)	33	67%	0%	-67%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	**Class Title**	**# Times Posted in FY24**	**Total # Aps Received**	**Average # Aps Received**	**Total # Aps Qualified**	**Average # Aps Qualified**
MDGB05	Advance Practice Nurse	3	3	1	2	1
MADA05	App.Support Project Leader	1	9	9	2	2
MDGB06/MUDG04	Assistant Nursing Director	5	33	7	9	2
UDCD02/UDCD32	Certified Nursing Assistant	10	165	17	73	7
MDEB02	Chief Physician	4	8	2	2	1
MDEC04	Chief Psychiatrist	0	0	0	0	0
UDGZ02	Compliance Nurse	3	31	10	24	8
UDCZ02	Dental Assistant	1	10	10	0	0
MUDE01	Dental Director	0	0	0	0	0
MDAB01	Epidemiologist I	3	82	27	47	16
MDAB02	Epidemiologist II	7	169	24	71	10
MDAB03	Epidemiologist III	3	23	8	12	4
MDAB04	Epidemiologist IV	0	0	0	0	0
UDGA01/MDGA01/ UDGA11	Licensed Practical Nurse I	9	35	4	28	3
UDGA02/UDGA03/ UDGA12/MDGA02	Licensed Practical Nurse II	9	34	4	24	3
UDGA03/UDGA13/ MDGA03	Licensed Practical Nurse III	8	38	5	23	3
MDGZ01/UDGZ01	Nurse Consultant	4	29	7	9	2
MDGB07	Nursing Administrator	0	0	0	0	0
UDCD01	Nursing Assistant	4	75	19	64	16
MUDG01	Nursing Director	0	0	0	0	0
MDGB04/UDGY04/ UDGY14	Nursing Supervisor	13	91	7	64	5
MDFA01/UDFA01	Nutritionist I	5	24	5	6	1
MDFA02/UDFA02	Nutritionist II	0	0	0	0	0
MDFA03	Nutritionist III	1	5	5	2	2
MDEB01	Physician	0	0	0	0	0
MDBC01	Program Compliance Specialist I	7	134	19	67	10
MDDR02	Psychiatric Social Worker II (New Title: Behavioral Health Case Manager II)	13	126	10	85	7
MDDR03/UDDR03/ UDDR33	Psychiatric Social Worker III (New Title: Behavioral Health Case Manager III)	10	86	9	67	7
MDEC03	Psychiatrist III	0	0	0	0	0
MDIA01	Psychologist	2	4	2	3	2
UDGB01/MDGB01	Registered Nurse I	7	22	3	13	2
UDGB02/MDGB02	Registered Nurse II	7	18	3	16	2
UDGB03/MDGB03/ UDGB13/MDGY03	Registered Nurse III	25	187	7	126	5
MBDZ01/UBDZ09/UB DZ10/UBDI01/UBDI02	Security Officer	7	142	20	48	7
MADA04	Sr. Application Support Specialist	9	63	7	31	3
UCBD02	Senior Food Service Worker	1	9	9	2	2
MADZ21	Sr. Systems Software Specialist	4	13	3	9	2
MACZ10	Teacher (DHSS/DVI)	0	0	0	0	0
MADF03	Telecom/Network Tech III	5	36	7	24	5
MDKA04/UDKA04	Therapist III	1	10	10	1	1
MDKA01	Therapy Assistant	5	29	6	2	0
MACE02	Trainer/Educator III ((New Title: Training and Education Specialist III)	2	4	2	1	1

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
350100000	DHSS/OSEC/Administration	11%	11%	0%
350200000	DHSS/Medicaid & Medical Assist	12%	13%	2%
350500000	DHSS/Public Health	16%	14%	-3%
350600000	DHSS/Substance Abuse &Mental Health	16%	14%	-2%
350700000	DHSS/Social Services	8%	10%	2%
350800000	DHSS/Visually Impaired	17%	12%	-5%
350900000	DHSS/Health Care Quality	15%	18%	3%
351000000	DHSS/Child Support Services	16%	9%	-7%
351100000	DHSS/Developmental Disabilities	17%	18%	2%
351200000	DHSS/State Service Centers	14%	26%	11%
351400000	DHSS/Svcs Aging & Adults w/ Phys Dis	15%	14%	-1%
	Department Average	**14%**	**14%**	**0%**

Table 19

Turnover by Hard-to-Fill Jobs				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**% Change FY24 vs FY23**
MDGB05	Advance Practice Nurse	0%	0%	0%
MADA05	Application Support Project Leader	6%	0%	-6%
MDGB06/MUDG04	Assistant Nurse Director	0%	22%	22%
UDCD02/UDCD32	Certified Nursing Assistant	0%	17%	17%
MDEB02	Chief Physician	0%	50%	50%
MDEC04	Chief Psychiatrist	0%	0%	0%
UDGZ02	Compliance Nurse	0%	11%	11%
UDCZ02	Dental Assistant	0%	0%	0%
MUDE01	Dental Director	0%	0%	0%
MDAB01	Epidemologist I	33%	0%	-33%
MDAB02	Epidemologist II	0%	0%	0%
MDAB03	Epidemologist III	50%	0%	-50%
MDAB04	Epidemologist IV	50%	0%	-50%
MDGA01/UDGA01/UDGA11	License Pratical Nurse I	0%	0%	0%
MDGA02/UDGA02	License Pratical Nurse II	0%	0%	0%
MDGA03/UDGA03	License Pratical Nurse III	0%	28%	28%
MDGZ01/UDGZ01	Nurse Consultant	0%	25%	25%
MDGB07	Nursing Administrator	0%	0%	0%
MDCDO1/UDCD01	Nursing Assistant	10%	26%	16%
MUDG01	Nursing Director	0%	0%	0%
MDGB04/UDGY04/UDGY14	Nursing Supervisor	22%	7%	-15%
MDFA01/UDFA01	Nutrionist I	0%	0%	0%
MDFA02/UDFA02	Nutritionist II	0%	0%	0%
MDFA03	Nutrionist III	0%	0%	0%
MDEB01	Physician	0%	0%	0%
MDBC01	Program Compliance Specialist I	0%	13%	13%
MDDR02/UDDR02/UDDR22	Psychiatric Social Worker II (New Title: Behavioral Health Case Manager II)	16%	14%	-3%
MDDR03/UDDR03/UDDR33	Psychiatric Social Worker III (New Title: Behavioral Health Case Manager III)	2%	17%	15%
MDEC03	Psychiatrist III	10%	0%	-10%
MDIA01	Psychologist	57%	13%	-44%
MDGB01/UDGB01/UDGB11	Registered Nurse I	0%	0%	0%
MDGB02/UDGB02/UDGB22	Registered Nurse II	0%	0%	0%
MDGY03/MDGB03/UDGB03 /UDGB13	Registered Nurse III	8%	9%	1%
MBDZ01/UBDZ09/UBDZ10/ UBDI01/UBDI02	Security Officer	0%	7%	7%
MADA04	Senior Application Support Specialist	3%	3%	0%
UCBD02/MCBD02	Senior Food Service Worker	0%	0%	0%
MADZ21	Senior System Software Specialist	17%	18%	2%
MACZ10	Teacher (DHSS/DVI)	11%	0%	-11%
MADF03	Telecommunication/Network Technician III	4%	0%	-4%
MDKA04	Therapist III	0%	0%	0%
MDKA01	Therapy Assistant	0%	0%	0%
MACE02	Trainer/Educator III (New Title: Training and Education Specialist III)	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 14,909 people applied online to DHSS jobs, an increase from FY23 in which 13,208 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

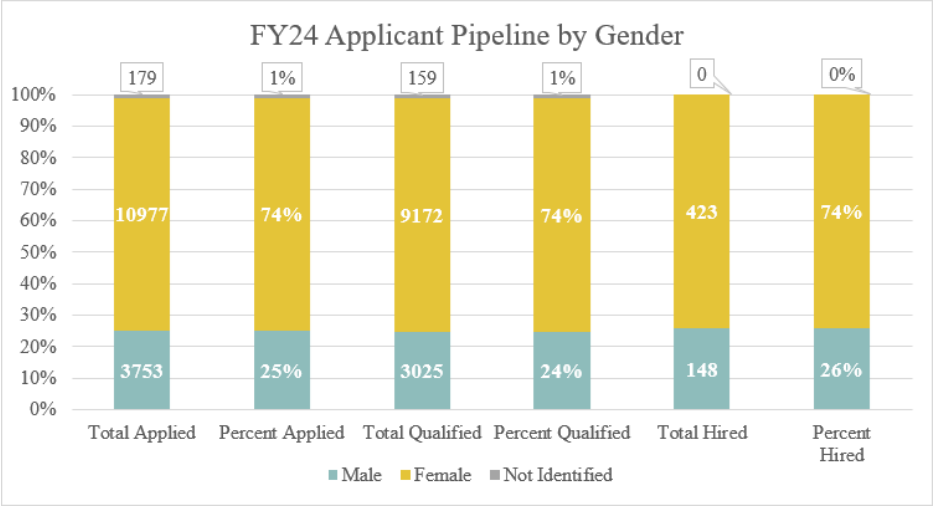
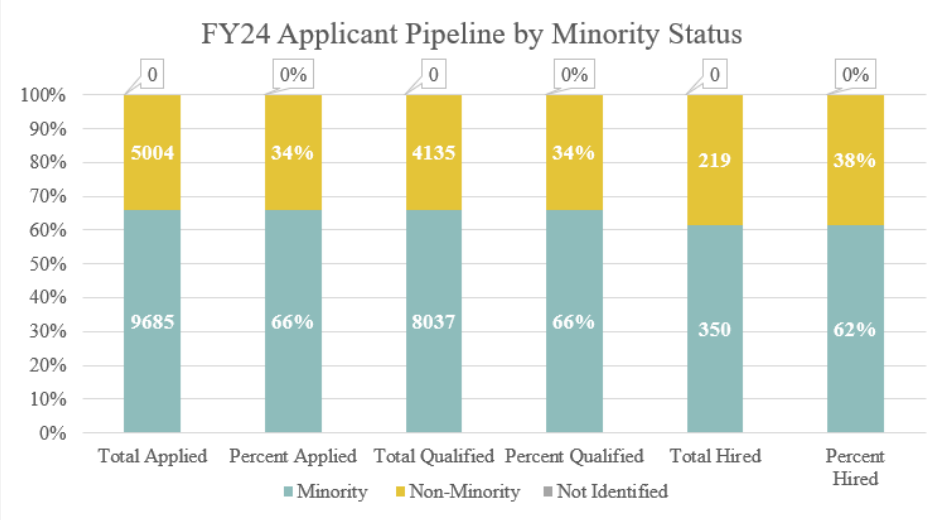


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	81	58
FY24	58	42
Change FY23 vs FY24	**-23**	**-16**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	6	4
FY24	4	2
Change FY23 vs FY24	**-2**	**-2**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Succession Planning	Number of Promotions Knowledge Gaps Identified and Filled as Part of Retirement Readiness Plan	DHSS's DHR Team DHSS Division Leadership	GEAR Certification Frontline Leadership Training DHSS Leadership Academy Standard Operating Procedures DHR Workforce Planning	June 2025
SP-1 Goal 2	Engaging the DHSS workforce in meaningful conversations about DEI&A topics	DHSS Employee attendance at DHR Cultural Heritage month events Building of a DHSS DEI&A Workgroup and introduction of events/activities/training Release of DHSS intranet pages focused on DEI&A topics	DHSS's DHR Team DHSS DEI&A Core Group	DHSS Local Diversity Committee DHR - DEI DHSS Intranet	April 2025
SP-1 Goal 3	Recruitment pipeline development	New pipelines created within communities.	DHSS's DHR Team DHR – Talent Acquisition/Recruitment	DHR Internship Program Pathways Program Selective Placement Program Community Partners	April 2025

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage, and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

* *At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Increase DHSS management and leadership capability to engage, motivate and retain its workforce by applying inclusive leadership approaches	Participation of managers in inclusive leadership training Recognition of managers who exemplify inclusive leadership Incorporation of leadership expectations within performance plans	DHSS's DHR Team DHSS Division Leadership	DHR – Training and HR Solutions (Delaware Learning Center) DHSS - DEI&A Core Group DHSS Leadership Academy DHR - DEI	June 2025
SP-2 Goal 2	360-degree feedback component incorporated in professional development activities focused on supervisor and management effectiveness	Supervisor and management 360-feedback tool piloted as part of succession planning	DHSS's DHR Team DHSS Division Leadership	DHR – Training and HR Solutions	June 2025

STATE OF DELAWARE
Department of Health and Social Services (DHSS)
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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Increase DHSS management and leadership capability to engage, motivate, and retain its workforce by applying inclusive leadership approaches	Participation of managers in inclusive leadership training Recognition of managers who exemplify inclusive leadership Incorporation of leadership expectations within performance plans	DHSS's DHR Team DHSS Division Leadership	DHR – Training and HR Solutions (Delaware Learning Center) DHSS - DEI&A Core Group DHSS Leadership Academy DHR - DEI DHSS intranet pages with HR-related content	June 2025
SP- 3 Goal 2	Evaluate potential expansion of career ladder use in DHSS	Number of career ladders used for advancement. Addition of previously unused career ladders within DHSS	DHSS's DHR Team DHSS Division Leadership	DHR Classification and Compensation DHSS Subject Matter Experts	April 2025
SP- 3 Goal 3	Engage the DHSS workforce in meaningful conversations about DEI topics	DHSS Employee attendance at DHR Cultural Heritage month events Building of a DHSS DEI&A Workgroup and introduction of events/activities/training Release of DHSS intranet pages focused on DEI&A topics	DHSS's DHR Team DHSS - DEI&A Core Group	Cultural Heritage Month Activities DHR - DEI	April 2025

State of Delaware

National Guard

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

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STATE OF DELAWARE
DELAWARE NATIONAL GUARD
JOINT FORCE HEADQUARTERS
1 VAVALA WAY
NEW CASTLE, DELAWARE 19720-2417

MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Michael R. Berry
Major General, The Adjutant General
michael.r.berry8.mil@army.mil

Mark A. Smith
mark.a.smith6.civ@army.mil

Kemberly A. HinesFairfax
kemberly.a.hinesfairfax@delaware.gov

DATE: 9/1/2004

SUBJECT: **Delaware National Guard FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Delaware National Guard FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Delaware National Guard (DNG)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section III:	FY23 Accomplishments: (July 1, 2023 - June 30, 2024) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
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STATE OF DELAWARE
Delaware National Guard (DNG)
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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Major General Michael R. Berry. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Delaware National Guard (DNG) remains committed to embed the principles of Equal Employment Opportunity (EEO) into every facet of our organization. This commitment underscores our policy to ensure that all human resource policies, practices, and programs are administered fairly and equitably. We will not tolerate unlawful discrimination, harassment, or retaliation against any individual based on race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability.

The leadership within the DNG plays a critical role in this initiative. Each leader is accountable for overseeing all aspects of employment practices—ranging from hiring and dismissal to compensation, job assignment, training, and benefits—ensuring compliance with both federal and state EEO laws. This accountability ensures that we uphold and promote an equitable workplace, reinforcing our commitment to fostering an environment where all individuals can thrive.

An integral component of our EEO policy is the protection it provides to employees and applicants. Individuals shall never face harassment or retaliation for engaging in any activity related to EEO compliance, including filing complaints or participating in investigations. This protection is vital to cultivating a culture where everyone feels safe to voice concerns and advocate for their rights.

The focus of our EEO initiative is clear: we must train and develop leaders who are prepared to navigate the complexities of a diverse military organization. Our leadership development aims to equip leaders with the skills necessary to foster an environment that emphasizes achievement and inclusivity, thereby helping individuals reach their highest potential in service to our State and Federal missions.

Supervisors are tasked with the affirmative implementation of these policies, with the expectation that they will actively work to prevent discrimination and uphold EEO principles. Every employee is equally expected to recognize and cooperate with these policies, contributing to a culture of fairness and respect.

This report presents an analysis of statistical and demographic data for Fiscal Year 2024 (FY-23), spanning from July 1, 2023, to June 30, 2024. It reflects our achievements and measures our progress toward establishing equal opportunity within the DNG. By examining this data, we gain valuable insights into our workforce composition, identify areas for improvement, and celebrate our progress in building a more equitable workplace.

Diversity, equity, inclusion, and belonging are not merely goals; they are institutional priorities that drive our mission forward. We actively invite leaders from various agencies to collaborate in fostering a culture of belonging. It is through these partnerships that we can amplify our impact and create a cohesive and supportive environment for all.

We recognize that reasonable accommodations for applicants and employees are essential to their success, particularly those with disabilities or unique religious practices. DNG provides these accommodations without incurring undue hardship, thus ensuring that everyone has equal access to opportunities within our organization.

Our EEO staff work diligently to make EEO information accessible to all employees and job seekers. We understand the importance of staying informed about evolving legislation, EEOC guidance, and executive orders.

Relevant information is prominently displayed throughout our facilities and is also accessible on our local intranet, ensuring that our workforce remains educated and aware of their rights.

Finally, our commitment to maintaining a culture that values everyone as an equal partner is paramount. We aim to position the National Guard as a leader in fair and equitable treatment, celebrating our diversity as our greatest strength. Leaders within the DNG will actively pursue excellence, working to create coalitions of shared interests that transcend color, race, or ethnicity. Together, we will foster a military organization enriched by its diverse fabric, where every member feels valued and empowered to contribute to our collective success.

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DEPARTMENT SUMMARY		
Name of Division	**# of Employees**	**# Full-Time Equivalent**
Adjutant General	1	1
Command Group	6	8
Comptroller's	5	5
Human Resource	2	2
Anti-Terrorism/Force Protection	1	1
Family Readiness	4	4
Construction Facility Management	27	29
Bethany Beach Training Site	0	1
Environmental - Army	4	4
Electronic Security Service	1	1
Security Police	24	25
Firefighter	24	30
Civil Engineers	16	17
Environmental - Air	1	1
TOTAL	**116**	**129**

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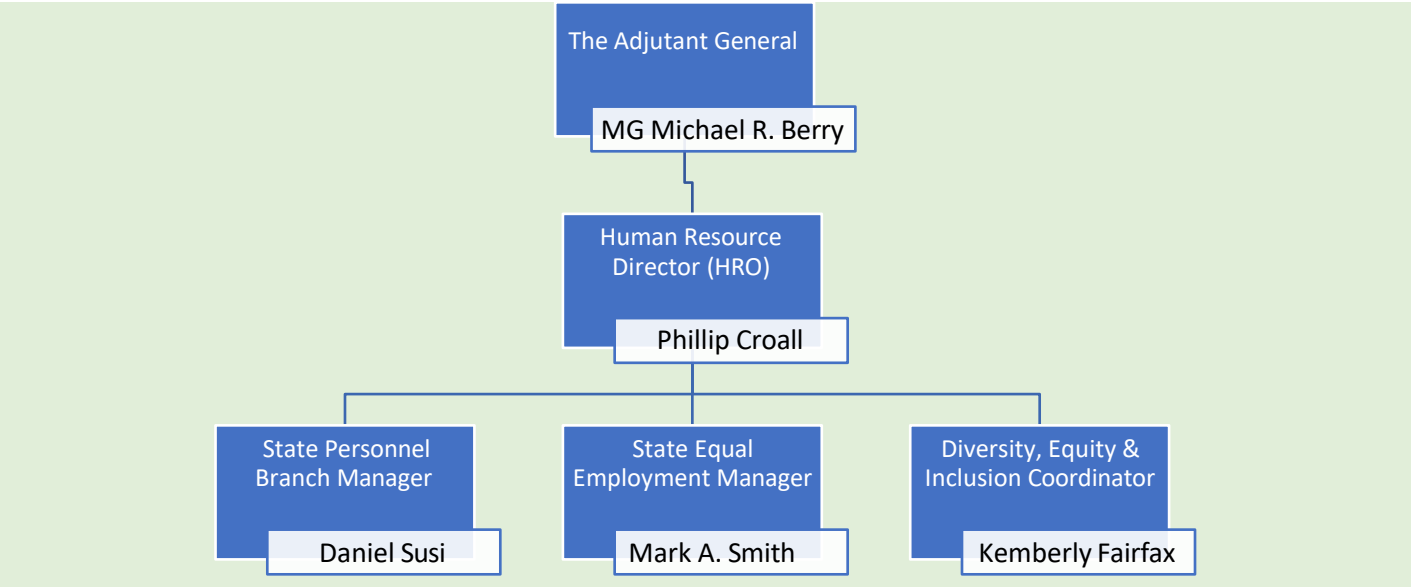
RESPONSIBILITIES FOR IMPLEMENTATION:

The Adjutant General of the Delaware National Guard oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The State Equal Employment Manager, Mark A. Smith 302-326-7262, mark.a.smith6.civ@army.mil implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

State Employment Manager (SEEM): Position is a direct report to TAG with administrative coordination between the Human Resources Office (HRO) and the Delaware National Guard (DNG) Chiefs of Staff (CoSs). This position is under the general supervision of the HRO, with direct access and advisory responsibility to TAG on all EEO and diversity management issues. The position's purpose is to provide guidance and advice to the Adjutant General, senior commanders, managers on statutory requirements relating to the entire EEO program. SEEM is the principal point of contact with the National Guard Bureau's office of Equal Opportunity (NGB-EO) and the local district office of the Equal Employment Opportunity Commission (EEOC). SEEM communicates with Senior Leadership to ensure DE&I, EEO Compliance is supported throughout DNG. Proactive strategies are incorporated into the EEO-AA Plan. By doing so, the strategy to raise awareness in DE&I in all decisions becomes a sustainable goal.

In conjunction with State of Delaware's EEO/AA Plan and Department of Defense (DoD) sections of equal opportunity, all full-time DNG personnel matters involving equal opportunity and treatment benefit from DoD's affirmative employment program managed by the SEEM.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Gain in-depth feedback from the workforce to impact the work environment	Quarterly monitoring of employee training & policy acknowledgement	DNG-HRO DNG- OEODI DNG-DEI	Initiate survey for current employee; review quarterly exit interviews	Complete
SP1 Goal 2	Increase the cultural competence of Employees Employees are often unaware that their actions may be offensive to others	Participation in Cultural Heritage Events ran by a local Diversity Committee and DHR	DNG-HRO Supervisors DNG-OEODI	Diversity, Equity & Inclusion Hire	Ongoing
SP-1 Goal 3	Resource equitable employee development & access to opportunities	Eliminate barriers to employment opportunities for protected class individuals	DNG-HRO DNG-OEODI	Analyze groups by race & gender throughout hiring process	Complete

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Hold all managers & supervisors accountable to EEO & Diversity Principles	FY24 Performance appraisals rating period completion	CMD-GRP DNG-HR DNG-PM Supervisors	Performance evaluations include adherence to EEO & DEI policies	Ongoing
SP-2 Goal 2	Develop effective & accountable leadership for advancement	Increase employee's sense of responsibility to advance	CMD-GRP DNG-HRO DNG-OEODI	Develop measurable teams & individual goals that demonstrate achievement & establish track records of success for advancement	Complete
SP-2 Goal 3	Enshrine Diversity & EEO as foundations of an effective & productive agency	Safe & harassment-free workplace functionally aligned with the agency's vision, mission, goals & objectives	DNG-HRO Supervisors DNG-OEODI	Provide sound guidance, promptly respond to EEO issues & recommend equitable dispute resolution	FY23 EEO/AA Report and FY 24 Plan of Action

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Partner with DHR to pilot a DEI training Program for employees	Participation in the training programs	DNG-HR DHR DEI Team	Training programs from DHR's website	Ongoing
SP-3 Goal 2	Use DHR's Cultural Heritage month activities to increase inclusivity and provide a cultural learning opportunity for employees	Attendance at DHR's Cultural Heritage Month Events Feedback from post event surveys	DNG-HR DNG Local diversity Committee DHR DEI Team	DHR's Cultural Heritage Month Events Schedule DNG Diversity Day Spring 2025	Ongoing

SECTION IV: WORKFORCE ANALYSIS

DELAWARE NATIONAL GUARD WORKFORCE ANALYSIS OVERVIEW:

The Delaware National Guard is underrepresented in four EEO-4 categories with 116 fulltime employees the opportunities to change the demographics are limited. Minorities represent 23% of the workforce, a 1% decrease from FY23.

Below are observable trends that affect DE National Guards opportunity to increase diversity in its workforce.

1. Protective services positions remain difficult to fill and retain qualified employees due to competitive salaries. Currently DE National Guard is unable to offer bonuses comparable to our civilian counterparts. This population remains high turnover since FY21.

2. DE National Guard has one (1) position in the Official & Administrator category which will cause this category to consistently fall in a underrepresented group. Historically speaking the position has been filled by both male and female representation.

a. Local Diversity Council has been established with quarterly meetings scheduled through June 2025. Overall intent is to expand efforts to develop subgroups in order address the needs of the entire workforce.

b. DE National Guard must continue to require leadership and supervisory education skill to improve workplace culture and equity.

c. A review of current internship and fellowship programs is underway to ensure these opportunities attract diverse candidates. Given that such programs often serve as gateways to future employment, actively promoting them within underrepresented communities is essential in paving the way for a more diverse workforce.

In conclusion, The Delaware National Guard's FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan reflect a sincere commitment to diversity, equity, and inclusion. By analyzing current workforce trends and implementing strategic outreach initiatives, the DE National Guard is on a path to cultivate a diverse team that embodies the values of the communities it serves. Not only does this commitment enhance the workforce, but it also enriches the organizational culture, fostering a dynamic and innovative environment for all personnel. Through relentless efforts to champion equal opportunities, the DE National Guard is well-equipped to fulfill its mission while celebrating the unique contributions of every candidate.

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DELAWARE NATIONAL GUARD DEMOGRAPHICS AT A GLANCE:

The total number of Delaware National Guard EEO-4 eligible employees as of June 30, 2024, is 123.

The DELAWARE NATIONAL GUARD EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DELAWARE NATIONAL GUARD workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DELAWARE NATIONAL GUARD workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 23% of the total DNG workforce, a -1% decrease from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-25%)
    - Professionals (-2%)
    - Protective Services (-12%)
    - Office & clerical (-6%)
    - Skilled Craft (-15%)
    - Service Maintenance (-12%)

Female Representation:

- Females represent 21% of the total DNG workforce, no change from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-45%)
    - Protective Service (-11%)
    - Office & clerical (23%)
    - Service Maintenance (-35%)

Male Representation:

- Males represent 78% of the DNG workforce, a 2% increase from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Professionals (14%)
    - Paraprofessional (-23%)
    - Skilled Craft (8%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	1	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0.0%	0	1	0	0.0%
2 Professionals	3	0	0	0	0	0	0	3	27.3%	3	5	2	1	0	0	0	0	8	72.7%	0	11	3	27.3%
3 Technicians	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0%
4 Protective Services	33	8	2	1	0	0	1	45	91.8%	2	4	0	0	0	0	0	0	4	8.2%	0	49	12	24.5%
5 Para Professional	0	0	0	0	0	0	0	0	0.0%	0	0	2	0	0	0	0	0	2	100.0%	0	2	2	100.0%
6 Office & Clerical	6	0	1	0	0	0	0	7	58.3%	0	3	0	2	0	0	0	0	5	41.7%	0	12	3	25.0%
7 Skilled Craft	22	2	0	0	0	1	0	25	86.2%	2	4	0	0	0	0	0	0	4	13.8%	0	29	3	10.3%
8 Service Maintenance	7	2	2	0	0	0	0	11	91.7%	0	1	0	0	0	0	0	0	1	8.3%	0	12	4	33.3%
Totals	72	12	5	1	0	1	1	92	79.3%	7	17	4	3	0	0	0	0	24	20.7%	0	116	27	23.3%

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24

Table 2

(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	0%	-25%	0%	0%	0%	0%	0%	0%
2 Professionals	29%	27%	-2%	18%	9%	0%	0%	0%	0%
3 Technicians	38%	0%	NA	0%	0%	0%	0%	0%	0%
4 Protective Services	37%	24%	-12%	16%	4%	2%	0%	0%	2%
5 Para Professional	34%	100%	66%	100%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	25%	-6%	0%	25%	0%	0%	0%	0%
7 Skilled Craft	26%	10%	-15%	7%	0%	0%	0%	3%	0%
8 Service Maintenance	45%	33%	-12%	17%	17%	0%	0%	0%	0%

Female Labor Market Representation FY24

Table 3

(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	0%	-45%	0%	0%	0%	0%	0%	0%	0%
2 Professionals	59%	73%	14%	45%	18%	9%	0%	0%	0%	0%
3 Technicians	50%	0%	NA	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	8%	-11%	8%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	100%	23%	0%	100%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	42%	-23%	25%	0%	17%	0%	0%	0%	0%
7 Skilled Craft	6%	14%	8%	14%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	8%	-36%	8%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY24

Table 4

(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	100%	45%	100%	0%	0%	0%	0%	0%	0%
2 Professionals	41%	27%	-14%	27%	0%	0%	0%	0%	0%	0%
3 Technicians	50%	0%	NA	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	92%	11%	67%	16%	4%	2%	0%	0%	2%
5 Para Professional	23%	0%	-23%	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	58%	23%	50%	0%	8%	0%	0%	0%	0%
7 Skilled Craft	94%	86%	-8%	76%	7%	0%	0%	0%	3%	0%
8 Service Maintenance	56%	92%	36%	58%	17%	17%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-25%	-25%	-25%
2 Professionals	-19%	-9%	-2%
3 Technicians	NA	NA	NA
4 Protective Services	-12%	-9%	-12%
5 Paraprofessional	33%	33%	66%
6 Office & Clerical	-19%	-13%	-6%
7 Skilled Craft	-9%	-10%	-15%
8 Service Maintenance	-12%	-12%	-12%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-45%	-45%	-45%
2 Professionals	8%	11%	14%
3 Technicians	NA	NA	NA
4 Protective Services	-11%	-12%	-11%
5 Paraprofessional	23%	23%	23%
6 Office & Clerical	-2%	-10%	-23%
7 Skilled Craft	8%	7%	8%
8 Service Maintenance	-36%	36%	-36%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	45%	45%	45%
2 Professionals	-8%	-11%	-14%
3 Technicians	NA	NA	NA
4 Protective Services	11%	12%	11%
5 Paraprofessional	-23%	-23%	-23%
6 Office & Clerical	2%	10%	23%
7 Skilled Craft	-8%	-7%	-8%
8 Service Maintenance	36%	36%	36%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

No recorded complaints for FY 2024

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	0	0%	0%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	2	100%	0	0%	-100%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**2**	**100%**	**0**	**0%**	**-100%**
SEPARATIONS					
Total Female Non-Minority Separations	0	0%	7	19%	0%
Total Female Minority Separations	3	20%	1	3%	-67%
Total Male Non-Minority Separations	10	67%	21	57%	110%
Total Male Minority Separations	2	13%	8	22%	300%
Total Separations	**15**	**100%**	**37**	**100%**	**147%**
NEW HIRES					
Total Female Non-Minority New Hires	0	0%	3	14%	0%
Total Female Minority New Hires	1	8%	2	10%	100%
Total Male Non-Minority New Hires	10	77%	12	57%	20%
Total Male Minority New Hires	2	15%	4	19%	100%
Total New Hires	**13**	**100%**	**21**	**100%**	**62%**
PROMOTIONS					
Total Female Non-Minority Promotions	0	0%	1	14%	0%
Total Female Minority Promotions	0	0%	1	14%	0%
Total Male Non-Minority Promotions	1	17%	2	29%	100%
Total Male Minority Promotions	5	83%	3	43%	-40%
Total Promotions	**6**	**100%**	**7**	**100%**	**17%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

TRAINING BY GENDER	
	Number
Female	15
Male	55
TOTAL EMPLOYEES	70

Figure 11

Training by Race and Ethnicity

TRAINING BY RACE & ETHNICITY	
	Number
WHITE	54
HISPANIC	4
BLACK	10
AMIND	1
MULTI	1
TOTAL EMPLOYEES	70

Figure 12

Training by EEO-4 Job Category

TRAINING BY EEO-4 JOB CATAGORY	
	Number
1 Officials & Administrators	1
2 Professionals	9
3 Technicians	0
4 Protective Services	30
5 Para Professional	0
6 Office & Clerical	7
7 Skilled Craft	17
8 Service Maintenance	6
Total Employees	70

Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	80
Total Non-Minority Female	42
Total Minority Female	38
Total Male	161
Total Non-Minority Male	97
Total Minority Male	64
Total Employees Requesting Tuition Reimbursement	**241**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	7
Total Request for Accommodations	2
Total Request Accommodated	2
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	67%	4	33%	2	0%	0	0%	0	0%	0	22%	6
Hispanic or Latino	100%	1	0%	0	0%	0	0%	0	0%	0	4%	1
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	63%	12	16%	3	21%	4	0%	0	0%	0	70%	19
Prefer Not to Identify	0%	0	100%	1	0%	0	0%	0	0%	0	4%	1
Total	63%	17	22%	6	15%	4	0%	0	0%	0	100%	27

Answered	**27**
Skipped	**1**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
6	10	N82691	Fire Protection	30.00	11%	33%	22%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
N82691	Fire Protection	5.00	10.00	2.00	9.00	1.80

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
760101001	National Guard	11%	20%	9%
	Department Average	11%	20%	9%

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	Job Title	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
N82691	Fire Protection	11%	33%	22%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 106 people applied online to DNG jobs, an increase from FY23 in which 63 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

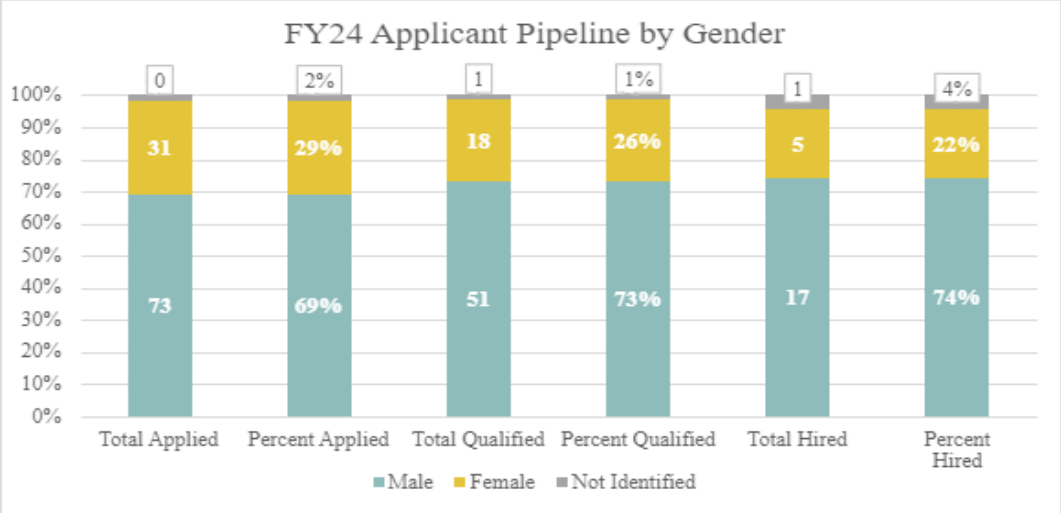
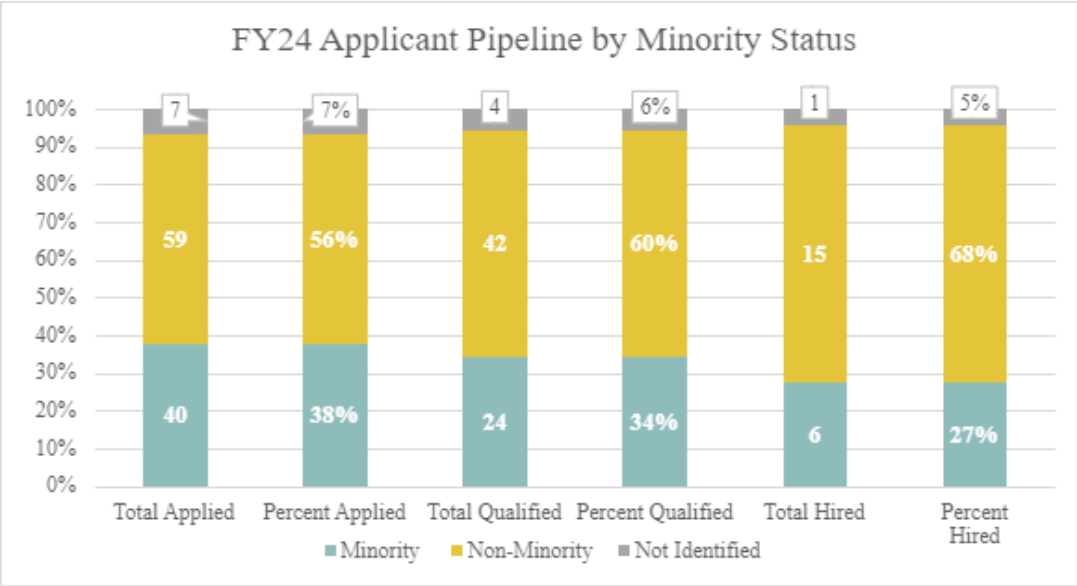


Figure 21



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	57	21
FY24	68	21
Change FY23 vs FY24	**11**	**0**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to- Referral (days)
FY23	17	14
FY24	8	16
Change FY23 vs FY24	**-9**	**2**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP 1 Goal 1	Develop robust leadership engagement structure that includes members from all vested partners and working groups	Conduct quarterly LDC meetings to discuss outcomes. Develop subcommittees to represent underrepresented populations	DNG HRO DNG OEODI	DHR and DNG policies	28 February 2025
SP 1 Goal 2	Increase the cultural competence of Employees	Conduct local Diversity Day events and encourage participation in DHR Cultural Heritage events.	DNG HRO DNG OEODI	DNG policies and HRIL	30 April 2025
SP 1 Goal 3	Recruit and assess populations that reflect the comparative Delaware population	Increase familiarity of civilian and current DNG membership with state employment opportunities	DNG HRO	Presence at state and DNG Job Fairs	30 June 2025

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP 2 Goal 1	Recruit for hard-to-fill positions: Firefighter	Turnover rate and number of vacancies decrease to less than 5%	DNG Supervisors DNG Recruiting	State Job Fairs, J9 office, DHR	30 June 2025
SP 2 Goal 2	Enhance talent management/internal employee lifecycle process by using achievable milestones to affect change	Increase demographic diversity among those selected for key career assignments and education. Limit non-competitive reassignments.	DNG HRO Supervisors	Employee Performance Plans	30 June 2025
SP 2 Goal 3	Manage and maintain qualified employee through retention initiatives	Decrease controllable losses by 20% FY25	DNG HRO Supervisors	Incentive opportunities, Performance Plans	30 June 2025

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP 3 Goal 1	Prioritize equitable access and balanced distribution of resources & opportunities	Identify, evaluate and address current barriers to equitable access to opportunities; develop mechanisms to deliver communications to 100% of the workforce.	DNG HRO Supervisors DNG OEODI	DHR and DNG TEAMS Share drives; Social Media Presence	30 March 2025
SP 3 Goal 2	Increase representation of diverse populations in underrepresented career fields and at all levels.	Develop leadership training program/ Variance between local labor market and DNG population decrease	DNG Supervisors DNG OEODI	Delaware Learning Center; DNG training course listing by position	30 June 2025
SP 3 Goal 3	Develop relevant and meaningful training for management.	Incorporate training program at all levels of the organization with refresher and update training annually.	DNG HRO Supervisors DNG OEODI	DNG Public Affairs Office, State Training	30 March 2025

State of Delaware

Department of Natural Resources and Environmental Control

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Natural Resources and Environmental Control (DNREC)
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Shawn M. Garvin
Cabinet Secretary, Department of Natural Resources and Environmental Control
shawn.garvin@delaware.gov

Tonya Brady
tonya.brady@delaware.gov

Carlina Nickerson
carlina.nickerson@delaware.gov

DATE: 10/1/2024

SUBJECT: **DNREC FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the DNREC FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Secretary Shawn Garvin. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

The Department of Natural Resources and Environmental Control (DNREC) continues to promote a diverse workforce in which each employee at every level of the organization is valued and respected. We are focused on ensuring a workforce climate that is inclusive by continuing to promote equal opportunities to all persons of diverse backgrounds regardless of their race, color, religion, national origin, age, sex, mental or physical disability, sexual orientation, gender identity or expression, and veteran or military status.

The mission of DNREC is to ensure the wise management, conservation, and enhancement of the State's natural resources, protect public health and the environment, provide quality outdoor recreation, improve the quality of life, and educate the public on historic, cultural, and natural resource use, requirements, and issues. We realize that to effectively carry out this mission, our workforce must be representative of those we serve.

During FY24, DNREC Human Resources worked in collaboration with the Department of Human Resources Division of Diversity, Equity & Inclusion, to establish a Local Diversity Committee (LDC) formed from a diverse mix of DNREC employees at various divisions throughout the agency. The DNREC LDC was created to provide insight, feedback, and actionable next steps that promote access and opportunity for all people to achieve an equitable workplace within the DNREC community.

In response to the increased vacancies within the agency, DNREC identified positions in the sciences, hard to fill positions, other classifications, and expanded recruitment efforts by reclassifying positions in the marketing and environmental sciences classifications. The agency also highlighted hard-to-fill classifications during the ten-day Delaware State Fair which allowed Human Resources staff to engage with potential applicants from various diverse groups and strengthen our efforts to recruit a diverse workforce.

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DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Office of the Secretary	114
Division of Air Quality	56
Division of Parks and Recreation	159
Division of Fish and Wildlife	94
Division of Watershed Stewardship	57
Division of Waste and Hazardous Substances	90
Division of Water	83
Division of Climate, Coastal Energy	39
TOTAL	**692**

RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of DNREC oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The EEO/AA Officer, Tonya Brady 302-739-9060, tonya.brady@delaware.gov, implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

List responsibilities

1. Act as a key resource to agency management regarding equal employment opportunity, affirmative action, and workforce diversity matters.
2. Coordinate and monitor action plans designed to identify the causes of underutilization concerns and to eliminate employment barriers.
3. Review agency policies and procedures to ensure there is no adverse impact against employees in any racial/ethnic, gender, gender identification, disability, or any of he protected categories.
4. Manages the discrimination complaint system which includes investigating allegations of discrimination, maintaining tracking systems, records, and appropriate posting requirements.
5. Propose personnel management policies, procedures and practices (i.e. recruitment, hiring, retention, etc.).
6. Participate in outreach/recruitment planning and evaluates the results of efforts.
7. Provide consultation, training, assistance and advice to the agency on workforce diversity issues, availability, and trends.
8. Chair the Agency's Local Diversity Committee and Promote EEO/AA initiatives and provides training, consultation, technical assistance on such issues as developing recruitment pools, interviewing skills and procedures.
9. Educates and informs incoming staff on the DNREC commitment to being an inclusive employer, by way of the New Employee Orientation.

ORGANIZATIONAL CHART:

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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Prevent discriminatory practices in recruitment.	Expansion in recruitment areas. Increased interest and attraction from a more diverse applicant pool. Improvement in agency diversity.	Human Resources, Agency, and Division level Management	Assured that Hiring managers and interview panelists were well trained by assigning updated training that helped attendees to identify and prevent unconscious and implicit biases in decision making.	ongoing
SP-1 Goal 2	Achieve a culture of accountability, inclusivity, and accessibility. Utilize the data, analytics, and information to support, evaluate, and improve the agency's awareness programs and processes.	Improved and consistent application of Performance Review process across the agency. Reduction in staff complaints and grievances and improved staff work performance.	Human Resources, Agency, and Division level Management	We now require all management to consult with Human resources before recommending or imposing disciplinary and corrective actions.	Implemented and ongoing
SP-1 Goal 3	Increase attendance at DHR's Cultural Heritage month learning opportunities in order to celebrate diversity and foster inclusivity	Evaluation survey	DHR DE&I team	Event evaluation surveys were sent to all attendees for feedback.	Survey completed and results received and evaluated by DNREC LDC

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Continue to work to improve hiring practices in recruitment and selection processes	EEO AA report being representative of the Delaware workforce	Human Resources, Agency level Management, Division level Management	Implemented a consistent process to confirm that all interview panels are inclusive and diverse in gender and ethnicity	ongoing
SP-2 Goal 2	Continue to develop and implement effective trainings for supervisors and managers to identify and eliminate bias in conflict resolutions.	Reduction in claims of discriminatory practices relating to members of protected classes.	Human Resources, Training Education Administrators, Agency level management, Division & Section level Management.	Implemented a process to periodically review and offer updated and necessary trainings to management	ongoing
SP-2 Goal 3	Enhance diversity, equity, inclusion, and accessibility in the workplace. Develop baselines and measure the effectiveness of management educational tools. Develop and implement consistent requirements for mandatory trainings.	Improved leadership training and accountability standards. Improved feedback surveys to measure training effectiveness. Improved work relations between management and staff. Reduction in staff turnover.	Human Resources, Agency, and Division level Management	Not yet addressed	Pending

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP -3 Goal 1	Provide effective delivery of meaningful policy engagement and address compelling challenges together.	Generate more opportunities to foster partnerships between agency leadership and Human Resources.	Human Resources, Agency Leadership		
SP-3 Goal 2	Create a more robust presence in secondary education while widening participation and access to programs in underserved communities.				

SECTION IV: WORKFORCE ANALYSIS

DNREC WORKFORCE ANALYSIS OVERVIEW:

The Department of Natural Resources and Environmental Control is underrepresented in six EEO-4 categories. DNREC has 692 employees and minorities represent 15% of the DNREC workforce which includes 7.4% Black and 2% Hispanic.

Below are observable trends that affect DNREC's opportunity to increase diversity in their workforce:

Competition for engineering and stem fields is high from private industry and the Federal Government. DNREC did continues to offer recruitment incentives for the Engineer series.

DNREC has excellent outreach to the public, especially the Division of Parks and Recreation. The agency is particularly active on social media to promote the agency and employment opportunities. DNREC must target recruitment efforts towards diverse schools and promote job shadowing and internships through the Delaware Pathways Program to encourage students to join the field, thus increasing diversity in the workforce.

DNREC hires over 500 casual/seasonal employees during the summer. Ensuring we are targeting diverse schools to get more interest in our summer jobs, which may lead to more diverse recruitments for full-time positions.

To stay competitive in the job market, DNREC is allowing remote work to attract the younger generations to our jobs.

DNREC continues to educate hiring managers on their role in creating a diverse workforce through recruitment and retention efforts.

In summary, although DNREC is underrepresented in seven EEO-4 categories the trend is changing due to the establishment of more diverse sourcing pipelines. DNREC continues to educate hiring managers on diversity hiring and respectful workplace policies to ensure we attract, hire, and retain minority employees while ensuring an inclusive workplace climate. DNREC's workforce planning and subsequent recruitment efforts are broad in scope while focusing on positions that are Hard-to Fill and/or have high rates of retirement eligible employees such as Engineering, Environmental Scientists, and DNREC Enforcement.

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DNREC DEMOGRAPHICS AT A GLANCE:

The total number of DNREC EEO-4 eligible employees as of June 30, 2024, is 692.

The DNREC EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DNREC workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DNREC workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. DNREC does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 15% of the total DNREC workforce, the same as FY24.
- Minorities are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-13%)
    - Professionals (-10%)
    - Technicians (-7%)
    - Protective Services (-34%)
    - Paraprofessional (-5%)
    - Office & Clerical (-15%)
    - Skilled Craft (-17%)

Female Representation:

- Females represent 44% of the total DNREC workforce, a 2.33% increase from FY24.
- Females are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-3%)
    - Professionals (-6%)
    - Technicians (-11%)
    - Protective Services (-12%)
    - Paraprofessional (-5%)
    - Skilled Craft (-3%)

Male Representation:

- Males represent 56% of the DNREC workforce, a 1.79% decrease from FY24.
- Males are under-represented in the following EEO-4 categories:
    - Office & Clerical (-23%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	55	1	1	5	0	1	0	63	58%	1	41	4	0	1	0	0	0	46	42%	1	109	13	12%
2 Professionals	124	12	0	12	0	0	2	150	47%	3	133	17	7	6	0	0	4	167	53%	2	317	60	19%
3 Technicians	14	3	1	0	0	1	1	20	61%	2	9	1	2	0	0	0	1	13	39%	0	33	10	30%
4 Protective Services	63	0	1	0	0	0	1	65	93%	2	5	0	0	0	0	0	0	5	7%	0	70	2	3%
5 Para Professional	1	1	0	0	0	0	0	2	29%	0	4	0	0	0	0	0	1	5	71%	0	7	2	29%
6 Office & Clerical	8	0	1	0	0	0	0	9	12%	0	53	6	3	0	0	1	1	64	88%	0	73	12	16%
7 Skilled Craft	62	3	0	1	0	1	1	68	97%	1	2	0	0	0	0	0	0	2	3%	0	70	6	9%
8 Service Maintenance	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
Totals	327	20	4	18	0	3	5	377	56%	9	247	28	12	7	0	1	7	302	44%	3	679	105	15%

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	12%	-13%	5%	1%	6%	0%	1%	0%
2 Professionals	29%	19%	-10%	9%	2%	6%	0%	0%	2%
3 Technicians	38%	30%	-7%	12%	9%	0%	0%	3%	6%
4 Protective Services	37%	3%	-34%	0%	1%	0%	0%	0%	1%
5 Para Professional	34%	29%	-5%	14%	0%	0%	0%	0%	14%
6 Office & Clerical	31%	16%	-15%	8%	5%	0%	0%	1%	1%
7 Skilled Craft	26%	9%	-17%	4%	0%	1%	0%	1%	1%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	42%	-3%	38%	4%	0%	1%	0%	0%	0%
2 Professionals	59%	53%	-6%	42%	5%	2%	2%	0%	0%	1%
3 Technicians	50%	39%	-11%	27%	3%	6%	0%	0%	0%	3%
4 Protective Services	19%	7%	-12%	7%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	71%	-5%	57%	0%	0%	0%	0%	0%	14%
6 Office & Clerical	65%	88%	23%	73%	8%	4%	0%	0%	1%	1%
7 Skilled Craft	6%	3%	-3%	3%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	58%	3%	50%	1%	1%	5%	0%	1%	0%
2 Professionals	41%	47%	6%	39%	4%	0%	4%	0%	0%	1%
3 Technicians	50%	61%	11%	42%	9%	3%	0%	0%	3%	3%
4 Protective Services	81%	93%	12%	90%	0%	1%	0%	0%	0%	1%
5 Para Professional	23%	29%	5%	14%	14%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	12%	-23%	11%	0%	1%	0%	0%	0%	0%
7 Skilled Craft	94%	97%	3%	89%	4%	0%	1%	0%	1%	1%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-16%	-17%	-13%
2 Professionals	-13%	-12%	-10%
3 Technicians	-13%	-6%	-7%
4 Protective Services	-33%	-34%	-34%
5 Paraprofessional	-9%	-9%	-5%
6 Office & Clerical	-4%	-7%	-15%
7 Skilled Craft	-17%	-17%	-17%
8 Service Maintenance	NA	NA	NA

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-9%	-5%	-3%
2 Professionals	-7%	-8%	-6%
3 Technicians	-23%	-16%	-11%
4 Protective Services	-11%	-10%	-12%
5 Paraprofessional	-14%	-14%	-5%
6 Office & Clerical	27%	22%	23%
7 Skilled Craft	-3%	-4%	-3%
8 Service Maintenance	NA	NA	NA

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	9%	5%	3%
2 Professionals	7%	8%	6%
3 Technicians	23%	16%	11%
4 Protective Services	11%	10%	12%
5 Paraprofessional	14%	14%	5%
6 Office & Clerical	-27%	-22%	-23%
7 Skilled Craft	3%	4%	3%
8 Service Maintenance	NA	NA	NA

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	3
Woman	4
Other	0
Total	**7**

Total Complaints by Race/Ethnicity	
Black - African American	1
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	6
Total	**7**

Total Complaints by Employment Status	
Merit	5
Non-Merit Exempt	
Casual/Seasonal	1
Total	**6**

Total Complaints by Category	
Informal	3
Formal	4
External	0
Total	**7**

Total Complaints by type	
ADA	0
Discrimination	1
Gender	0
Generic Issue	4
Harassment	0
Hostile Work Environment	2
Merit Rule	0
Misconduct	0
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**7**

Total Compaints by Current Status	
Open	0
Closed	7
Total	**7**

Total Complaints by Resolution	
To be Determined	0
Substantiated	2
Unsubstantiated	5
Total	**7**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	1	33%	1	14%	0%
Total Female Minority Disciplines	1	33%	0	0%	-100%
Total Male Non-Minority Disciplines	1	33%	5	71%	400%
Total Male Minority Disciplines	0	0%	1	14%	0%
Total Disciplines	**3**	**100%**	**7**	**100%**	**133%**
SEPARATIONS					
Total Female Non-Minority Separations	19	35%	23	30%	21%
Total Female Minority Separations	5	9%	8	11%	60%
Total Male Non-Minority Separations	26	48%	38	50%	46%
Total Male Minority Separations	4	7%	7	9%	75%
Total Separations	**54**	**100%**	**76**	**100%**	**41%**
NEW HIRES					
Total Female Non-Minority New Hires	16	31%	32	43%	100%
Total Female Minority New Hires	7	14%	8	11%	14%
Total Male Non-Minority New Hires	26	51%	30	41%	15%
Total Male Minority New Hires	2	4%	4	5%	100%
Total New Hires	**51**	**100%**	**74**	**100%**	**45%**
PROMOTIONS					
Total Female Non-Minority Promotions	25	38%	23	27%	-8%
Total Female Minority Promotions	4	6%	12	14%	200%
Total Male Non-Minority Promotions	36	55%	44	51%	22%
Total Male Minority Promotions	0	0%	7	8%	0%
Total Promotions	**65**	**100%**	**86**	**100%**	**32%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

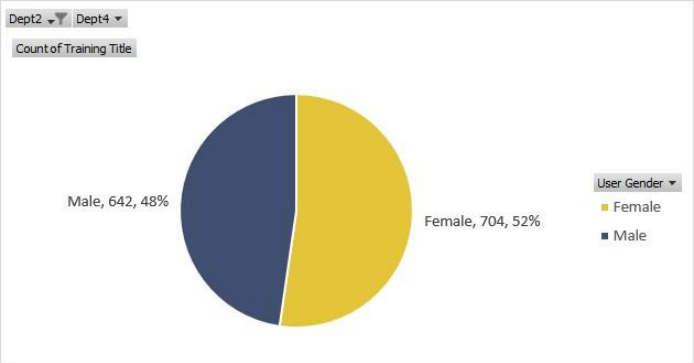


Figure 11

Training by Race and Ethnicity

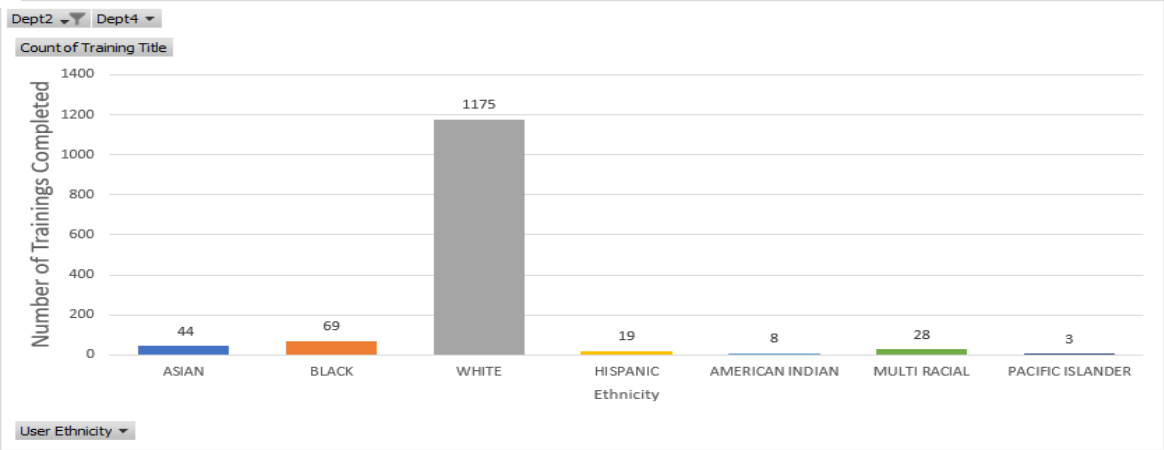
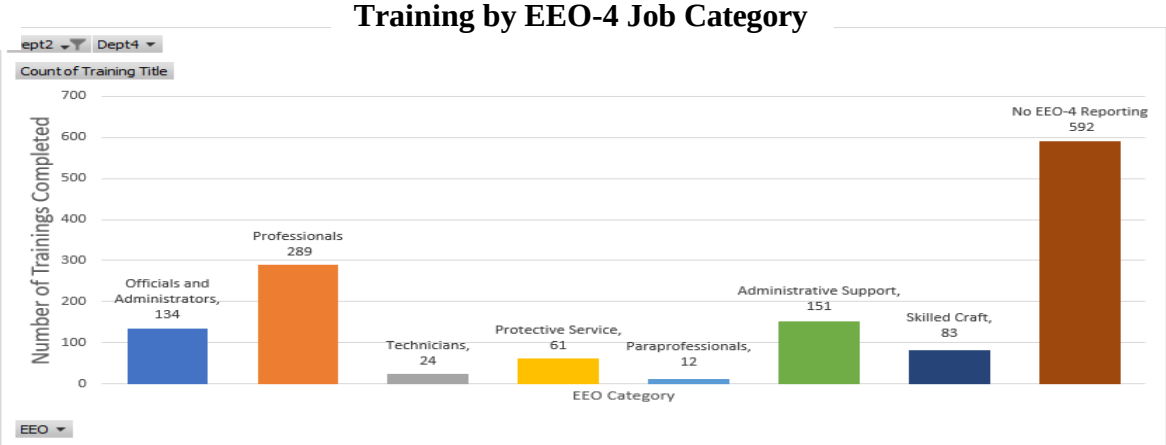


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	3
Total Non-Minority Female	3
Total Minority Female	0
Total Male	4
Total Non-Minority Male	2
Total Minority Male	2
Total Employees Requesting Tuition Reimbursement	**7**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	7
Total Request for Accommodations	9
Total Request Accommodated	6
Total Selective Placement Candidates Interviewed	2
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	50%	1	0%	0	50%	1	0%	0	0%	0	5%	2
Black or African American	75%	3	25%	1	0%	0	0%	0	0%	0	10%	4
Hispanic or Latino	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	30%	9	30%	9	27%	8	0%	0	13%	4	75%	30
Prefer Not to Identify	0%	0	25%	1	0%	0	25%	1	50%	2	10%	4
Total	33%	13	28%	11	23%	9	3%	1	15%	6	100%	40

Answered	**40**
Skipped	**6**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
0	0	MGBA04	Aanlytical Chemist IV	6	0%	0%	0%
0	0	MDAZ03	Biometrician	5	0%	0%	0%
0	0	MBBD08	DNREC Chief EO	4	0%	0%	0%
0	0	MBBD07	DNERC Captain EO	11	0%	0%	0%
2	0	UBBD06	DNREC NRP Lieutenant	9	22%	0%	-22%
0	0	UBBD05	DNREC NRP Sergeant	10	0%	0%	0%
0	0	UBBD04	DNREC EO III	18	0%	0%	0%
0	0	UBBD03	DNREC EO II	14	0%	0%	0%
3	0	UBBD02	DNREC EO I	18	21%	0%	-21%
1	0	MBBD01	DNREC Enforcement Trainee	4	11%	0%	-11%
0	0	MCCZ13	Electrical and Mechanical Supervisor	2	0%	0%	0%
12	9	MFBC01	Engineer I	17	109%	53%	-56%
0	1	MFBC02	Engineer II	9	0%	11%	11%
6	1	MFBC03	Engineer III	21	40%	5%	-35%
3	1	MFBC04	Engineer IV	20	19%	5%	-14%
0	0	MFBC05	Engineer V	1	0%	0%	0%
0	3	MFBC06	Engineer VI	4	0%	75%	75%
3	2	MGCD01	Engineer Program Manager I	4	75%	50%	-25%
0	0	MGCD02	Engineer Program Manager II	2	0%	0%	0%
4	0	MGCD01	Environmentlal Program Manager I	10	31%	0%	-31%
2	0	MGCD02	Environmentlal Program Manager II	42	6%	0%	-6%
2	0	MGBF02	Hydrologist II	16	50%	0%	-50%
0	0	MGBF03	Hydrologist III	6	0%	0%	0%
0	3	MGBF04	Hydrologist IV	22	0%	14%	14%
2	2	MGGB01	Laboratory Manager I	2	100%	100%	0%
0	0	MGGB02	Laboratory Manager II	1	0%	0%	0%
2	3	MFEA02	Planner II	10	29%	30%	1%
2	3	MFEA04	Planner IV	16	17%	19%	2%
0	0	MFEA07	Principle Planner	10	0%	0%	0%
0	0	MCCZ25	Senior Deputy Boiler Inspector	1	0%	0%	0%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MGBA04	Aanlytical Chemist IV	1	17	17	4	4
MDAZ03	Biometrician	1	6	6	1	1
MBBD08	DNREC Chief EO	0	0	NA	0	NA
MBBD07	DNERC Captain EO	0	0	NA	0	NA
UBBD06	DNREC EO Lieutenant	0	0	NA	0	NA
UBBD05	DNREC EO Sergent	1	5	5	4	4
UBBD04	DNREC EO III	0	0	NA	0	NA
UBBD03	DNREC EO II	0	0	NA	0	NA
UBBD02	DNREC EO I	0	0	NA	0	NA
MBBD01	DNREC Enforcement Trainee	2	152	76	26	13
MCCZ13	Electrical and Mechanical Supervisor	1	9	9	2	2
MFBC01	Engineer I	5	103	21	0	0
MFBC02	Engineer II	3	18	6	0	0
MFBC03	Engineer III	1	4	4	0	0
MFBC04	Engineer IV	0	0	NA	0	NA
MFBC05	Engineer V	0	0	NA	0	NA
MFBC06	Engineer VI	0	0	NA	0	NA
MFBC07	Engineer Program Manager I	2	14	7	0	0
MFBC08	Engineer Program Manager II	0	0	NA	0	NA
MGCD01	Environmentlal Program Manager I	1	6	6	3	3
MGCD02	Environmentlal Program Manager II	10	87	9	48	5
MGBF02	Hydrologist II	0	0	NA	0	NA
MGBF03	Hydrologist III	2	19	10	0	0
MGBF04	Hydrologist IV	0	0	NA	0	NA
MGGB01	Laboratory Manager I	0	0	NA	0	NA
MGGB02	Laboratory Manager II	0	0	NA	0	NA
MFEA02	Planner II	7	74	11	27	4
MFEA04	Planner IV	3	37	12	9	3
MFEA07	Principle Planner	0	0	NA	0	NA
MCCZ25	Senior Deputy Boiler Inspector	0	0	NA	0	NA

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
400101100	Osec	0%	0%	0%
400402200	AIR	14%	14%	0%
400303300	FISH	1%	40%	39%
400405500	CLIMATE	9%	7%	-2%
400302200	PARKS	15%	0%	-15%
400404400	WASTE	10%	16%	6%
400403300	WATER	15%	0%	-15%
400304400	WATERSHED	12%	0%	-12%
	Department Average	**10%**	**10%**	**0%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	Job Title	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
MGBA04	Aanlytical Chemist IV	0%	0%	0%
MDAZ03	Biometrician	0%	0%	0%
MBBD08	DNREC Chief EO	0%	0%	0%
MBBD07	DNERC Captain EO	0%	0%	0%
UBBD06	DNREC EO V	0%	0%	0%
UBBD05	DNREC EO IV	0%	0%	0%
UBBD04	DNREC EO III	0%	0%	0%
UBBD03	DNREC EO II	0%	0%	0%
UBBD02	DNREC EO I	0%	0%	0%
MBBD01	DNREC Enforcement Trainee	57%	0%	-57%
MCCZ13	Electrical and Mechanical	0%	50%	50%
MFBC01	Engineer I	0%	55%	55%
MFBC02	Engineer II	17%	17%	0%
MFBC03	Engineer III	6%	13%	7%
MFBC04	Engineer IV	0%	0%	0%
MFBC05	Engineer V	0%	0%	0%
MFBC06	Engineer VI	0%	0%	0%
MGCD01	Environmentlal Program Manager I	12%	13%	1%
MGCD02	Environmentlal Program Manager	0%	16%	16%
MGBF02	Hydrologist II	0%	0%	0%
MGBF03	Hydrologist III	0%	25%	25%
MGBF04	Hydrologist IV	0%	10%	10%
MGGB01	Laboratory Manager I	0%	0%	0%
MGGB02	Laboratory Manager II	0%	100%	100%
MFEA02	Planner II	36%	22%	-14%
MFEA04	Planner IV	11%	0%	-11%
MFEA07	Principle Planner	0%	0%	0%
MCCZ25	Senior Deputy Boiler Inspector	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 4884 people applied online to DNREC jobs, a 16% increase from FY23 in which 4204 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

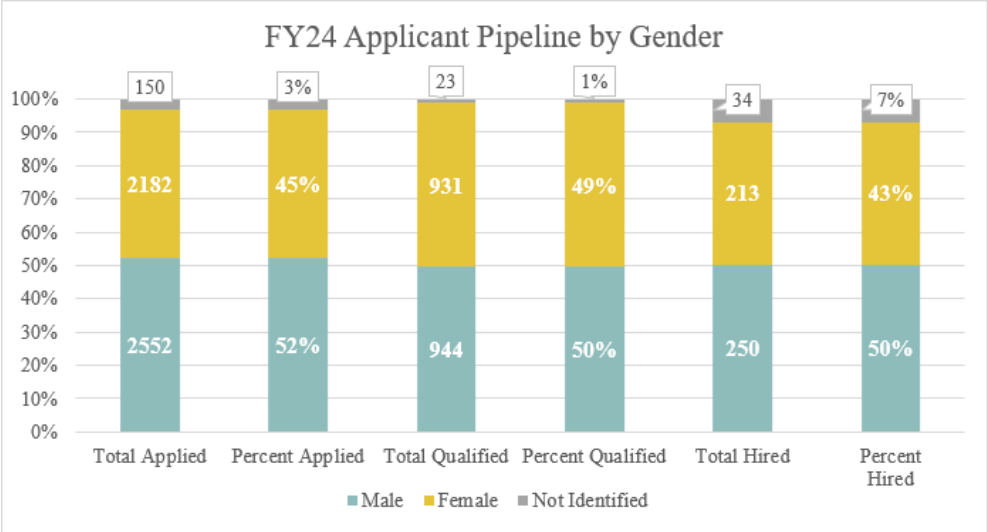
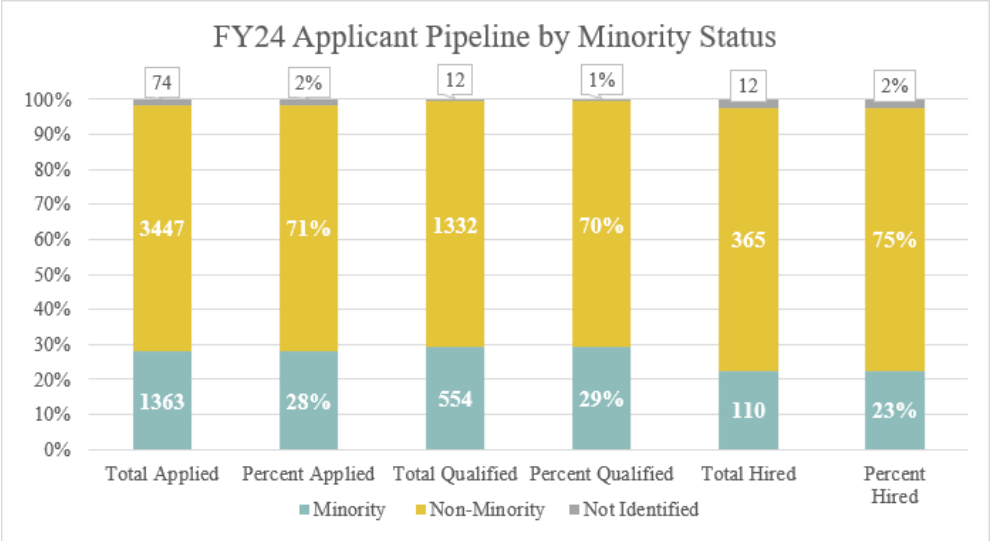


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	68	46
FY24	64	41
Change FY23 vs FY24	-4	-5

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	4	4
FY24	9	4
Change FY23 vs FY24	5	0

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
Sp-1 Goal 1	Utilize the DNREC LDC to expand Agency reach into diverse cultures to identify opportunities for target recruitment efforts in those communities	Increase number of applicants and hires from various diverse communities in Agency recruitment pipeline	DNREC LDC, HR, OTS	Fireside chats, surveys and interpersonal conversations	FY26
Sp-1 Goal 2	Expand effectiveness of DNREC Internship Program by exposing interns to positions in areas with frequent vacancies or considered harder-to fill, in an effort to garner greater interest for those jobs.	Create greater interest and eventually increased applications for positions in areas of harder to fill/retain jobs within the department	DNREC HR, OTS	Existing Internship program	FY26

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
Sp-2 Goal 1	The agency will implement a plan to utilize management level personnel as point of contacts and event facilitators during future LDC diversity and inclusion events	Increased exposure and involvement from agency management during recruitment and applicant selection process	DNREC HR, Division Level leadership, DNREC LDC	Process Development and updated procedures	FY26

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
Sp – 3 Goal 1	Expand upon future LDC opportunities to connect and explore partnerships with various diverse community leaders in an effort to better reach those communities to increase recruitment visibility and exposure.	Increased exposure and applications from diverse communities during recruitment outreach	DNREC LDC, HR, Recruitment, DNREC Hiring Managers, OSec	The agency will implement a plan to utilize managers as point of contacts and event facilitators in future LDC diversity and inclusion events	On-going

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State of Delaware

Department of Correction

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Correction (DOC)
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Terra Taylor
Commissioner
Terra.Taylor@doc.gov

Beverly Barr-Ford
Director, Human Resources
Beverly.Barrford@doc.gov

DATE: September 19, 2024

SUBJECT: **DOC FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of Correction FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
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Section I:	Policy Statement
Section II:	Executive Summary • Summary Statement • Responsibilities for Implementation
Section III:	FY24 Accomplishments: (July 1, 2023 - June 30, 2024) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Terra Taylor, Commissioner. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

Delaware Department of Correction's (DOC) commitment to equal employment opportunity is demonstrated through various initiatives and practices. The depth of that commitment is communicated through the five (5) DOC core values that guide how we serve our mission.

Integrity Courage Accountability Respect Diversity

DOC Mission Statement:

To protect the public and promote successful reentry through safe and effective supervision, and rehabilitative services supported by a professional and diverse workforce.

During the past year, the DOC has successfully adapted and maintained a forward momentum. The following report outlines the efforts and accomplishments in equal employment opportunity. The DOC4Inclusion Coalition continues to foster unity and collaboration within the Department by promoting inclusion and equity. In an effort to keep positive momentum within the Department, DOC continues to provide employees with support through meaningful training opportunities that will supply employees with the right tools for success. The DOC continues to place recruitment and retention at the forefront of the Department.

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DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Office of the Commissioner	17
Bureau of Administrative Services	84
Bureau of Prisons	1686
Bureau of Community Corrections	548
Bureau of Healthcare, Substance Abuse and Mental Health Services	10
TOTAL	**2345**

Responsibilities for Implementation

See Appendix B – List of Laws

RESPONSIBILITIES STATEMENT

The Commissioner of the Department of Correction oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Department's leadership sets the example and acts as role models for all employees to emulate by demonstrating an appreciation for diversity among employees, offenders, and those in the community they serve. Managers provide their employees the opportunity to attend training on diversity to increase awareness and understanding, as well as to promote an inclusive environment. Sexual harassment awareness and prevention training is provided as required by 19 *Del. C.* §711A. In addition, management is charged with the responsibility of ensuring that all allegations of discrimination are addressed promptly and appropriately.

The Director of Human Resources, Beverly Barr-Ford, 302-857-5203, beverly.barrford@delaware.gov, implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. Directing the Department's Affirmative Action/Equal Employment and Diversity programs.
2. Overseeing the development and instruction of training related to:
    - **a.** Diversity & Inclusion
    - **b.** Discrimination and Associated Topics
    - c. Implicit Bias Awareness
    - **d.** Generational Differences Awareness
    - **e.** Sexual Harassment Awareness and Prevention
3. Overseeing and conducting mediation and resolution of workplace issues.
4. Overseeing the development and implementation of workplace culture surveys.
5. Exploring recruitment and retention initiatives.
6. Overseeing the responses to requests from the Division of Labor Relations & Employee Practices-Department of Human Resources (DHR).
7. Overseeing the responses to Charges of Discrimination filed with the Equal Employment Opportunity Commission (EEOC) and the Delaware Department of Labor (DDOL)

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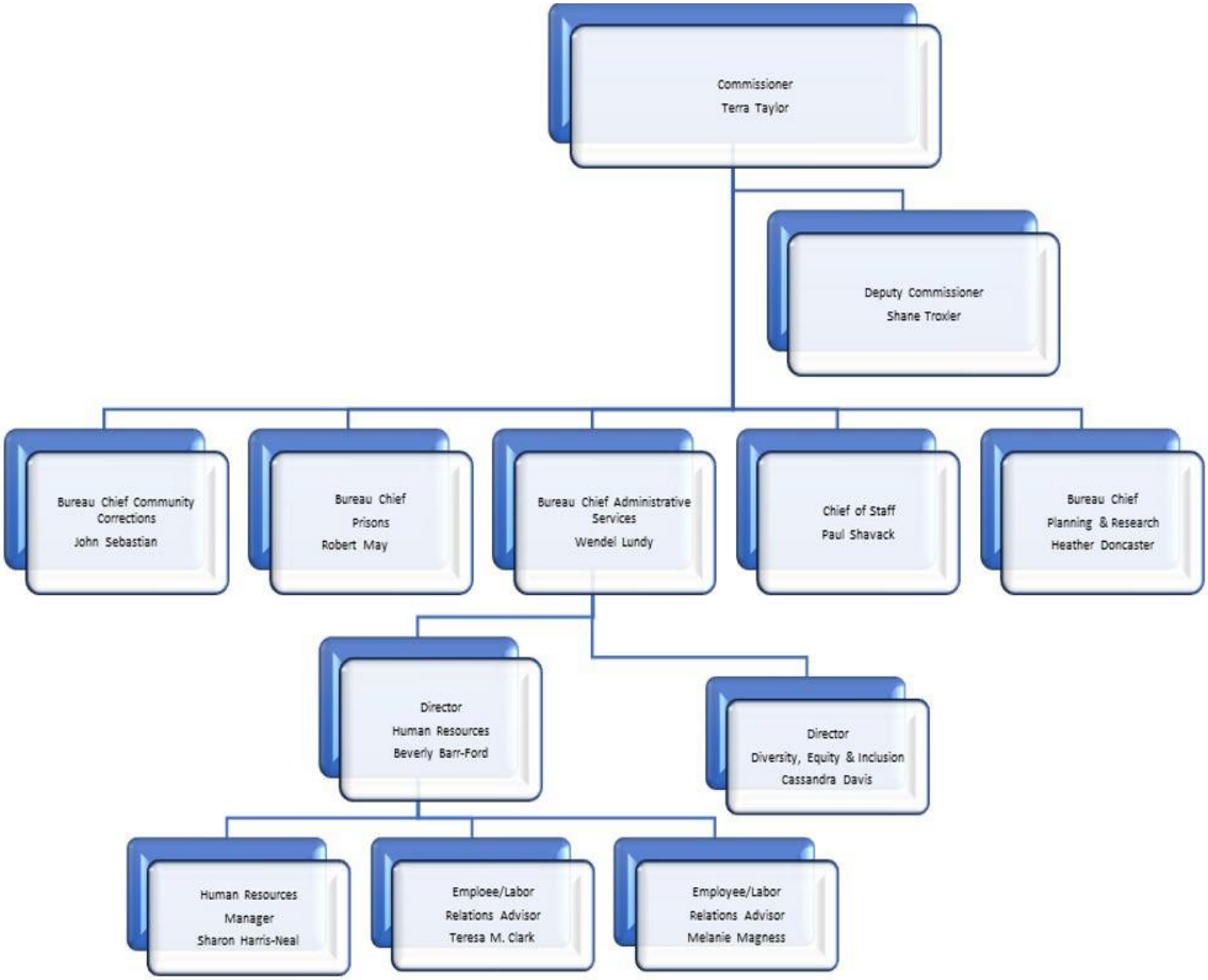
ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	To increase employee engagement and retention at all levels within the DOC.	By conducting statewide site visits at DOC Level IV and V facilities. The goal is to solicit feedback from employees on this topic. Progress is measured by having proposed recommendations explored by leadership and having staff acknowledge when/if changes are implemented.	DOC4Inclusion Coalition	The DO4Inclusion Coalition conducted site visits with leadership at DOC and Probation and Parole facilities to gather perspectives and encourage open dialog. This team also facilitated Implicit Bias Training sessions during this fiscal year.	FY24-FY25
SP-1 Goal 2	To address workplace climate impacted by perceived racial injustices as described on a national level.	The DOC4Inclusion Coalition hosts employee engagement sessions statewide at the DOC Probation and Parole Offices. Success is measured by the willingness of participants to engage in tough but necessary conversations.	DOC4Inclusion Coalition	The DOC4Inclusion Coalition hosted two Implicit Bias training sessions and facilitated a meeting with Dover Probation and Parole staff members and their leadership team on ways to successfully address this important topic.	FY24 -FY25
SP-1 Goal 3	Continue recruitment and promotion of under-represented demographics.	Success is measured through the continuous improvement of hiring qualified candidates in under-represented job classifications.	DOC Recruitment Team	DEI successfully collaborated with DOC partners (HR and Recruitment), community-based organizations, colleges, and	FY24 -FY25

				universities to identify potential candidates from underrepresented communities. The Academy will continue to partner with various non-profit agencies such as Home of the Brave, Code Purple, Milford Housing Authority, and Kent County Parks to assist underserved populations.	

Strategic Priority 1

Goal 1- Increase Employee Engagement and Retention

- Conduct workplace DEI surveys with leadership and staff with the goal of evaluating employee retention efforts.
  - Share feedback received with applicable members of the DOC leadership team aimed toward addressing areas for potential improvements.
- Facilitate Implicit Bias Training for all CEIT and BOTC training classes.
- Engage with leadership at all DOC Level V, Level IV, and Probation & Parole facilities in an effort to collaborate on potential ideas to increase employee engagement.
- DOC Steven R. Floyd Training Academy (SRFTA):

1. Facility-based Adjunct Instructors were trained in CPR/First Aid/AED in FY 23 to prepare them for the delivery of institutional based training throughout FY 24. The process of certifying facility-based Adjunct Instructors expanded in FY 24 and now has participation by DOC's two (2 largest Level 5 facilities.
2. In compliance with standards set by the American Safety and Health Institute (ASHI), Academy Instructors certified six (6) new full-time Academy and Adjunct Instructors. These newly trained Instructors will deliver training to cadets in our basic programs (CEIT and BOTC) as well as facilitating bi-annual recertification required trainings.
3. Through a Blue-Collar Grant awarded to the DOC Training Academy, the Department was able to provide Variable Frequency Drives (HVAC system related) training to 39 Officers of the Facilities Maintenance team.

4. Continuing the practice that started in FY 23, the Training Academy again incorporated presentations by the Special Olympics of Delaware (SODE) into all CEIT and BOTC classes to promote the partnership between the non-profit agency and law enforcement. SODE is one of the largest annual fundraisers in the Law Enforcement Torch Run.
5. Implicit Bias was facilitated for all CEIT and BOTC classes. In addition, 231 DOC current staff members attended this training which was offered via the DLC Learning Center in FY24.

6. DEI/DOC4Inclusion partnered with the Department of Human Resources (DHR) and the DOC Recruitment teams to ensure DEI representation at hiring events, job fairs, career expos, and diversity-focused events.

7. DEI will soon offer Navigating Generational Differences training for DOC employees. The training was piloted with DOC4Inclusion Coalition Members, The Stephen R. Floyd Training Academy, Executive Leadership, and the State Training Advisory Network of Delaware (STAND). Based on feedback from these four (4) piloted sessions, minor changes were made to the curriculum. The proposed finalized training will be presented to Bureau of Administrative Services (BAS) leadership and the DOC executive staff for final approval.

8. Monthly DOC4Inclusion Meetings were held as scheduled. This included, establishing sub-committee meetings focused on DEI news/media, health & wellness and planning events geared to highlight and embrace the various cultural heritage calendar events.

Strategic Priority 1

Goal 2- Address Workplace Climate Impacted by Perceived Racial Injustices
DOC4Inclusion Coalition

DOC4Inclusion continues to have monthly meetings with Coalition members. The Commissioner joins meetings as her schedule permits. Initiatives accomplished thus far include:

1. Bylaws were established in an effort to provide a structured framework for the DOC4Inclusion goals and initiatives.

2. The Law Enforcement-Specific Implicit Bias Training continues this fiscal year. As a supplement to this training, Microlessons have been developed and added to the training via the Delaware Learning Center (DLC). Six (6) microlessons are assigned once a month, following each employee's completion of this training. The intention is to keep awareness of personal biases at the forefront of those who have attended the training as they interact with co-workers.

3. The DE&I team plans to conduct a survey focused on determining the Department's understanding of diversity, equity, inclusion, and accessibility. The results will be used to collaborate with senior leadership on ways to improve awareness to this important work.

4. A DOC4Inclusion Cultural Heritage Bulletin Board was placed in the DOC Administration Building. Since this building is the primary location for all DOC trainings, many staff members are afforded the opportunity to view the awareness information that is displayed. The Bulletin Board's information is updated on a monthly basis.

5. The Coalition Hosts Forums/Site Visits at facilities and offices throughout the state to gather perspectives from staff and encourage open, solutions-based dialog.

6. Global Bites, an initiative geared to introduce and celebrate culture through food, was established and implemented.

Strategic Priority 1

Goal 3- Continue Recruitment and Promotion of Underrepresented Demographics

- The DOC partnered with the Department of Human Resources (DHR) in the annual Statewide Career Fair, collaborated with the Delaware National Guard, and successfully executed ten (10) hiring events between July 1, 2023 – June 30, 2024. These events are designed to offer an opportunity for potential applicants and members of the public to gain awareness about careers within the DOC. The ultimate goal for attending these events is to increase the DOC hiring pool of potential applicants. The Statewide Career Fair and DOC Hiring Events have brought approximately 960 potential applicants to the DOC.

- In an effort to improve the number of under-represented classifications, the department continues to educate and require Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1 *Refer to additional information below	To provide structured accountability via the performance evaluation process.	Measures of success will include the implementation of a cohesive performance evaluation tracking system.	DOC Human Resources	The performance appraisal training is provided to new supervisors quarterly during the Department's Frontline Leadership Training. The appraisal tracking system is currently being developed by the HR Employment Services Team.	FY24
SP-2 Goal 2 *Refer to additional information below	To provide meaningful training opportunities aimed toward engaging and motivating a diverse workforce.	The DOC continues to promote employee training opportunities which are tracked within the Delaware Learning Center and DOC SRFTA.	DOC Human Resources; DOC4Inclusion Coalition; and, DOC SRFTA.	The Leadership Development Training Course continues to be hosted biannually. The Coalition has developed Navigating General Differences, and as previously described, the DOC SRFTA continues to develop and implement meaningful training opportunities to enhance the skill set of current staff.	FY23/FY24

Strategic Priority 2

Goal 1*- Performance Evaluation Process

Performance Appraisal Training is conducted during the DOC Leadership Development Training experience. The goal of the training is to provide in-depth guidance on how to write an effective employee evaluation, how to develop an employee performance plan/ improvement plan and, provide rating tools to be used by supervisors and managers during the process. Managers also receive an overview of the DOC Career Ladder process.

- In FY 25 the DOC HR Team will continue to work towards the completion of a performance evaluation tracking system. The system will enable HR to capture the departments in which additional training and guidance may be needed to ensure that employee performance evaluations are being completed annually, and department wide. The goal is to work towards 100% completion of performance evaluations on an annual basis.

Strategic Priority 2

Goal 2*- Meaningful Training Opportunities to Motivate and Engage Workforce

1. Two (2) surveys were completed in FY 2024 with specific recommendations provided to applicable members of the DOC leadership team by the DOCares Committee. The data received is intended to be used during the training that is currently underdevelopment by the DOC HR Director and in collaboration with the DOCares committee, as well as members of the leadership team. This initiative supports the Commissioner's and Deputy Commissioner's goal to create a DOC specific training targeted for mid - senior level members of the leadership team (Captain and above). The primary focus will be promoting employee wellness, morale, retention, and improved overall culture.

- **DOC4Inclusion Coalition**

1. Hosted several site visits at facilities and offices throughout the DOC to gather perspectives and encourage open dialog.

2. Continue to facilitate ½ day Law Enforcement Specific Implicit Bias Training.

3. Is in the last stage of finalizing the Navigating Generational Differences Training.

4. Continue to offer suggestions on ways to improve DOC policy and procedures surrounding diversity, equity and inclusion.

- **Shadowing Program**

DOC Leaders implemented this program to provide staff the opportunity to experience "a day in the life of agency leadership" by gaining insights into the:

1. Roles and responsibilities

2. Skill requirements

3. Knowledge base

- **S.R. Floyd Training Academy**

1. In FY 24, through the completion of 7 Correctional Employee Initial Training (CEIT), 1 Basic Officer Training Course (BOTC), and 2 Non-Security Basic Training (NSBT) basic training programs, the Academy graduated 175 Correctional Officers, 14 Probation & Parole Officers, and 24 Non-Sworn staff members assigned to various Level IV and V institutions. An additional CEIT class started prior to the end of the FY 24 and will graduate during FY 25. While these basic training programs tend to receive the most recognition as they directly impact new staffing initiatives and highlight the recruitment efforts of the Department, they are only a portion of the training that is developed and delivered through the Academy.

2. In reference to mandatory training requirements, completion rates steadily increased despite Department-wide staffing shortages. While not fully back to pre-pandemic levels, the significant rise in staff attendance demonstrates the Department's focus on maintaining a skilled workforce. As in recent years, to bridge some of the training gaps, the Academy continued to provide and promote virtual training through various platforms.

As mentioned previously, facility-based adjunct instructors were trained in CPR/First Aid/AED and delivered training on-site throughout FY 24 to ensure that staff maintained this critical certification.

3. In addition to basic training, the following accomplishments and initiatives should not go unnoticed. While this list is not all-encompassing, it provides an overall snapshot of the diverse opportunities provided to DOC employees, not only to meet mandatory requirements as established by the Delaware Code, Departmental Policy, and ACA guidelines but also for individual professional development.

4. FBI Law Enforcement Executive Development Association (LEEDA) Supervisory, Command, and Executive Leadership Institutes. The DOC continued to partner with FBI LEEDA to offer leadership development opportunities to DOC staff. These week-long courses provide participants with the skills necessary for effective law enforcement leadership and promote the exchange of information and best practices used in the law enforcement industry through collaboration, training, and education. We hosted five courses in FY 24, and 171 participants completed the training.

5. At the beginning of FY 24, the Department secured a sole source contract with FBI LEEDA, thus solidifying our long-term commitment to our partnership. In FY 25, we are scheduled to host 4 of the week-long courses, which are a part of the Trilogy series. Beginning this year and because of the sole source contract, we will increase the maximum participant allotment for each class from 35 participants to 40 participants.

6. The Training Academy has secured contracts with Federal Law Enforcement Training Centers (FLETC) to deliver both user and instructor-level certifications in Basic Tactical Medical training for first responders in December of 2024. Additionally, Sig Sauer will host another armorer's course at our facility. Both training sessions will be attended by DOC staff and officers from other law enforcement agencies.

7. Crisis Communication Course- In partnership with Wilmington University, this program was originally developed in FY 18 for delivery to all Correctional Officer series staff as a mandatory training. In FY 25, this course will be restructured and delivered by Academy instructors to specifically meet the needs of our department.

8. In FY 24, the Department continued to deliver the "in-house" Leadership Development Course. Facilitated by mostly DOC staff, this week-long training program was initially developed for newly promoted sworn supervisory staff. In FY 24, the Academy expanded this opportunity to newly promoted non-sworn supervisory staff since space allowed for their participation. It was again a success and will continue to be offered two times in FY 25.

9. Mental Health First Aid- This 8-hour course is delivered by certified DOC Instructors and has now been integrated into all CEIT, BOTC and NSBT classes. The focus of this class is to raise awareness of mental health as it relates to society and provides participants with step-by-step strategies for assisting those in crisis.

10. The Drill Instructors provide cadets with a solid foundation to physically and mentally prepare them for their careers and instill a sense of service to the community. In FY 24, some of the community partners that benefited from our cadet volunteers were Home of the Brave, Delaware Teen Challenge, Trap Pond State Park, and Milford Housing Authority. While these community-based initiatives were intended to instill the value of service to others in our cadets, on each occasion, both the cadets and Academy staff finished the day with a sense of pride and accomplishment.

11. Crisis Intervention Training (CIT)- After developing a curriculum specific to the needs of the Delaware Department of Correction, in FY 24, the National Commission for Correctional Health Care (NCCHC) twice delivered CIT training to Correctional Officer Series staff who work with inmates suffering from mental illness and are housed in DOC's Level 4 and 5 facilities. Thirty-four (34) participants completed this valuable training.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1 *Refer to additional information below	To continue sign on bonuses and referral incentives; Attend in-person hiring and community events. Expanded the use of virtual job posting services. Implement a recruitment media plan. Increase social media presence; and, Post recruitment flyers on virtual bulletin boards.	The DOC continues to track bonuses and measure the effectiveness that this incentive provides related to recruiting and retaining employees.	DOC Recruitment Team	The DOC offers a $5,000 signing bonus to new Correctional Officers. DOC Recruiters have increased their presence at community hiring events, radio streaming platforms, and via social media platforms.	FY24 -FY25
SP-3 Goal 2 *Refer to additional information below	The Recruitment and promotion of under-represented demographics.	As previously stated, the DOC continues to improve the numbers of under-represented classifications by requiring Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.	DOC Human Resources	The DOC continues to Educate hiring managers on under-represented classifications requirements and practices.	FY24 -FY25
SP-3 Goal 3 *Refer to additional	Decrease the vacancy and turnover rates as	By monitoring vacancy rates for all staff on a continuous basis.	DOC Human Resources/ DOCares	Two employee "stay" surveys were sent to all DOC staff members to determine their current	FY24

information below	well as improve employee morale.	Develop a plan of action to increase employee retention.	Committee/ Leadership Team.	perspectives on employment within the Department (i.e., what they enjoyed about working for the DOC and areas that could be improved).	

Strategic Priority 3

Goal 1*- Increase Sign on Bonuses and Recruitment Objectives

- Signing Bonus - The DOC continues to provide the $5,000 signing bonus. This bonus has been a key process in increasing the number of quality applicants.

- Referral Incentive for Current Staff - The Department continues to provide the $2,000 incentive bonus to officers and staff who recruit new cadets. This initiative is also vital to increasing the number of quality applicants.

- DOC Equivalency Incentive Program - In an effort to aid in recruitment and retention, the Department continues to offer the equivalency pay incentive program for newly hired out-of-state correctional officers. The incentive program allows employees who have equivalent work experience from another Department of Correction to be placed on the DOC salary step table and receive the qualified length of service credit for up to and not greater than ten (l0) years of service. Note: This incentive applies to compensation only.

- Out of State Housing for Cadets – DOC recently implemented an out-of-state free temporary housing option for newly hired cadets who reside more than 75 miles from the training academy. In FY24, 75 cadets took advantage of this provision.

- Salary Compression – After contractual salary increases are calculated, the DOC continues the practice of reviewing all impacted job classifications to ensure that equitable pay is provided.

- Hiring and Community Events - During FY24 the recruiters, actively engaged in the recruitment of Correctional Officers and Probation Officers. In addition, they fielded emails and calls from potential applicants, monitored DOC job postings on INDEED, RECRUIT MILITARY, ZIP RECRUITER and, assisted HR with contacting applicants. DOC recruiters also attended 102 career fairs and community events within our recruiting area, as well as actively recruited at all regional military installations. The recruiters were also present at five (5) DOC Correctional Officer Hiring Events held throughout the year. See below for details of the events attended during FY24:

    - DOC Hiring Events - 5
    - Flyer Distribution and establishing contacts with Job Centers within our recruiting area - 52
    - Virtual Career Fairs – 9
    - Miscellaneous Career / Community events – 54
    - Recruitment Webinars – 1

- College Campus Visits – 28 (In state and out of state)
- High School Visits – 9

o SOCIAL MEDIA PRESENCE - The Delaware DOC has been very active with social media and regularly posts on Facebook/META, Instagram, LinkedIn, and Twitter. Throughout FY2024 DOC made 115 posting to its social media accounts, with a strong response to most postings. A number of these postings were effectively boosted throughout the year to enhance recruiting efforts. Our Social Media and Marketing Manager has created numerous flyers throughout the year in support of recruitment efforts, which the recruiters have regularly distributed throughout the recruiting area. In addition, these fliers have been added to the webpage as a link to provide additional information to potential applicants. Our recruitment calendar is also available to all on the DOC webpage and is updated regularly. It is also important to note that our current recruitment videos are still being via these platforms.

o UPDATED WEBPAGE/ NEW URL - Throughout FY2024 the recruiters have worked closely with DOC's IT department to maintain and keep current the recruitment webpage and to promote the new URL JoinDelawareDOC.com. Also, in addition to the established dedicated recruitment email and phone number where messages are relayed directly to the recruitment team, a link has been added to the page which includes the recruiters' events calendar. This was added to better assist potential applicants with locating a recruitment event near their home(s).

o BILLBOARDS - In FY2024 the billboard located in front of the Sussex Correctional Institute in Georgetown was updated. This message highlights the $5000 signing bonus and the new JoinDelawareDOC.com web address. Additionally, a large banner was placed in front of the HRYCI facility located in Wilmington DE, advertising the same.

o EffecTV CAMPAIGN – During the FY24 fiscal year the recruiters ran three (3) separate one- month streaming ad campaigns throughout DOC's recruiting area(s). Each ad was timed to coincide with upcoming hiring events. This effort played a significant role in increasing turnout of potential applicants during DOC hiring events.

o DELAWARE STATE FAIR - In July 2024 the recruitment team again had a booth at the Delaware State Fair for the length of the fair as well as posted advertisements at multiple locations throughout the fair. This package resulted in numerous impressions for the entire duration of the annual Fair.

o FLYERS - All recruitment flyers for Correctional Officers, Probation& Parole Officers, Food Service and Maintenance positions were continuously updated as necessary in a manner that reflected uniformity throughout the messaging. All flyers were also updated to include the new recruiting web address and phone numbers, as well as adding a QR code. These flyers have also been added as links on the recruitment website and are distributed by the recruiters when attending events.

o ELECTRONIC SIGNAGE AT DOC ADMIN BUILDING - The electronic billboard in front of the DOC Administration building on McKee Road in Dover is constantly running recruitment messages throughout the year, as well as notifying the passing motorist of any upcoming Hiring events.

OTHER ADVERTISING/RECRUITMENT INITIATIVES

- Continue to partner with DHR to also push out DOC recruitment initiatives via their recruitment efforts which has had a positive result in our recruitment efforts.
- Continue to place "Now Hiring" bumper stickers on all fleet vehicles.
- The recruitment unit Tahoe's wraps were updated to provide an improved visual appeal and to promote the new web. New pop-up tents were also purchased with the DOC logo and web address. These tents are used at all outdoor recruitment events.
- A hiring process checklist was created to address frequently asked questions (FAQ'S) commonly inquired by potential applicants.
- DOC HR Team sends text and email reminder alerts to applicants scheduled to attend hiring events. This newly implemented strategy has had a very positive impact on DOC hiring event participation numbers.
- Streamlined the ability to contact applicants who have expressed interest via Indeed, through automatic responses.
- Developed a relationship with the Delaware Food Bank allowing DOC recruiters an opportunity to speak with their culinary classes in hopes to recruit qualified candidates for vacant food service positions.
- CO job posting is being advertised through Recruit Military, and is intended to target all military bases within a 150-mile radius of Dover for the next year.
- Continue to engage with Departments of Labor and Military TAP Programs within our recruiting area.
- A recruitment baseball card advertainment was developed for officers to give out to prospective candidates while they are out and about.

Workforce Retirement – Planning and Knowledge Transfer

Discussions continued with Bureau leadership to focus on pipeline efforts. The recruitment of Plant Maintenance Mechanic Positions was addressed through outreach to Delaware Contractors Association and Associated Builders and Contractors organizations. Positions in the CO series, specifically Sgt. and Lt. positions, were also monitored. Efforts focused on utilizing the Career Ladder, the Leadership Development Training Program, FBI LEEDA training and other available training tools designed to build skills to prepare lower ranking officers for career ladder and competitive promotion opportunities.

Strategic Priority 3

Goal 2*- The Recruitment and Promotion of Under-Represented

The Department partnered with the Department of Human Resources in a Statewide Career Fair and successfully executed five (5) hiring events between July 1, 2023 – June 30, 2024. These events are designed to offer an opportunity for potential applicants and members of the public to gain awareness about careers within the DOC. The ultimate goal for attending these events is to increase the DOC's hiring pool of potential applicants.

As previously stated, in an effort to improve the number of underrepresented classifications, the department continues to require Hiring Managers to interview all candidates for classifications identified as being under-represented in race and/or gender.

SECTION IV: WORKFORCE ANALYSIS

DOC WORKFORCE ANALYSIS OVERVIEW:

The Department of Correction is underrepresented in four EEO-4 categories. DOC has 2,346 employees and minorities represent 46% of the DOC workforce which is a 6% increase from FY23.
Below are observable trends that affect DOC's opportunity to increase diversity in its workforce:

- Recruitment for all public safety/law enforcement jobs has become increasingly challenging in the last few years due to the influence of social, political, and economic forces. DOC does offer recruitment and retention incentives for Correctional Officers; however, they continue to be presented with challenges in this area.

- DOC has a rigid background investigation practice for all positions which limits the applicant selection pool.

- Generational differences make it harder to attract people to Correctional Officer positions because they offer little flexibility in work schedules. The excessive number of vacant positions exacerbates this problem by leading to forced overtime and last-minute schedule changes for current employees.

- While the DOC is underrepresented in Technicians, they only have three positions in this category. They are also underrepresented in Office & Administrators, Professionals, Protective Services, Office & Clerical and Skilled Craft but the percent of underrepresentation is low, between 1-5%. DOC continues to target recruitment efforts towards diverse schools and plans to promote job shadowing and internships.

- DOC continues efforts to focus on improved manager education on leadership/supervisory skills to ensure an inclusive environment.

- DOC has held targeted camps/events during the year that expose applicants to the field of Corrections. They continue to expand this outreach to increase the talent pool.

In summary, DOC remains proactive in efforts to create a more diverse workforce. Further, efforts are focused on increasing their applicant pool for under-represented positions. In addition to prioritizing recruitment efforts toward Correctional Officers, they also promote for other vacant positions such as Administrative, Accounting, Training, and Probation & Parole vacancies.
DOC will continue to evolve its marketing, sourcing, and outreach to keep talent pipelines flowing. Workforce planning and subsequent recruitment and retention efforts are a major goal for the DOC in FY25.

DEPARTMENT OF CORRECTION DEMOGRAPHICS AT A GLANCE:

The total number of Department of Correction EEO-4 eligible employees as of June 30, 2024, is 2,346.

The Department of Correction EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the Department of Correction workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare the Department of Correction. The Department of Correction does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 46% of the total DOC workforce, a 6% increase from FY23.
- Minorities are under-represented in the following EEO-4 category:
    - Technicians (-38%)

Female Representation:

- Females represent 31% of the total DOC workforce, the same as FY23.
- Females are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-4%)
    - Professionals (-12%)
    - Skilled Craft (-4%)

Male Representation:

- Males represent 69% of the DOC workforce, the same as FY23.
- Males are under-represented in the following EEO-4 category:
    - Technicians (-50%)
    - Protective Services (-1%)
    - Office & Clerical (-29%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	34	9	1	0	0	0	0	44	58.7%	3	18	12	0	1	0	0	0	31	41.3%	0	75	23	30.7%
2 Professionals	197	59	12	1	0	0	4	273	53.4%	17	138	77	10	5	0	0	8	238	46.6%	3	511	176	34.4%
3 Technicians	0	0	0	0	0	0	0	0	0.0%	0	2	0	0	0	0	0	0	2	100.0%	0	2	0	0.0%
4 Protective Services	646	445	71	12	3	4	35	1216	79.5%	30	68	218	15	3	0	2	8	314	20.5%	1	1530	816	53.3%
5 Para Professional	9	5	0	0	0	0	1	15	23.1%	1	34	12	3	0	0	0	1	50	76.9%	2	65	22	33.8%
6 Office & Clerical	5	0	0	0	0	0	1	6	5.7%	0	67	22	5	3	0	0	2	99	94.3%	3	105	33	31.4%
7 Skilled Craft	39	8	5	2	0	0	3	57	98.3%	1	1	0	0	0	0	0	0	1	1.7%	0	58	18	31.0%
8 Service Maintenance	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0%
Totals	**930**	**526**	**89**	**15**	**3**	**4**	**44**	**1611**	**68.7%**	**52**	**328**	**341**	**33**	**12**	**0**	**2**	**19**	**735**	**31.3%**	**9**	**2346**	**1088**	**46.4%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	31%	6%	28%	1%	1%	0%	0%	0%
2 Professionals	29%	34%	6%	27%	4%	1%	0%	0%	2%
3 Technicians	38%	0%	-38%	0%	0%	0%	0%	0%	0%
4 Protective Services	37%	53%	17%	43%	6%	1%	0%	0%	3%
5 Para Professional	34%	34%	0%	26%	5%	0%	0%	0%	3%
6 Office & Clerical	31%	31%	0%	21%	5%	3%	0%	0%	3%
7 Skilled Craft	26%	31%	5%	14%	9%	3%	0%	0%	5%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	41%	-4%	24%	16%	0%	1%	0%	0%	0%
2 Professionals	59%	47%	-12%	27%	15%	2%	1%	0%	0%	2%
3 Technicians	50%	100%	50%	100%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	21%	1%	4%	14%	1%	0%	0%	0%	1%
5 Para Professional	77%	77%	0%	52%	18%	5%	0%	0%	0%	2%
6 Office & Clerical	65%	94%	29%	64%	21%	5%	3%	0%	0%	2%
7 Skilled Craft	6%	2%	-4%	2%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	59%	4%	45%	12%	1%	0%	0%	0%	0%
2 Professionals	41%	53%	12%	39%	12%	2%	0%	0%	0%	1%
3 Technicians	50%	0%	-50%	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	79%	-1%	42%	29%	5%	1%	0%	0%	2%
5 Para Professional	23%	23%	0%	14%	8%	0%	0%	0%	0%	2%
6 Office & Clerical	35%	6%	-29%	5%	0%	0%	0%	0%	0%	1%
7 Skilled Craft	94%	98%	4%	67%	14%	9%	3%	0%	0%	5%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	7%	5%	6%
2 Professionals	4%	3%	6%
3 Technicians	-38%	-38%	-38%
4 Protective Services	12%	12%	17%
5 Paraprofessional	-3%	-4%	0%
6 Office & Clerical	-4%	-5%	0%
7 Skilled Craft	-6%	-5%	5%
8 Service Maintenance	NA	NA	NA

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-4%	-2%	-4%
2 Professionals	-13%	-12%	-12%
3 Technicians	50%	50%	50%
4 Protective Services	1%	1%	1%
5 Paraprofessional	2%	-1%	0%
6 Office & Clerical	26%	24%	29%
7 Skilled Craft	-4%	-4%	-4%
8 Service Maintenance	NA	NA	NA

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	4%	2%	4%
2 Professionals	13%	12%	12%
3 Technicians	-50%	-50%	-50%
4 Protective Services	-1%	-1%	-1%
5 Paraprofessional	-2%	1%	0%
6 Office & Clerical	-26%	-24%	-29%
7 Skilled Craft	4%	4%	4%
8 Service Maintenance	NA	NA	NA

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	17
Woman	16
Other	0
Total	**33**

Total Complaints by Race/Ethnicity	
Black - African American	13
Asian	1
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	19
Total	**33**

Total Complaints by Employment Status	
Merit	33
Non-Merit Exempt	0
Casual/Seasonal	0
Total	**33**

Total Complaints by Category	
Informal	0
Formal	33
External	0
Total	**33**

Total Complaints by type	
ADA	0
Discrimination	0
Gender	0
Generic Issue	0
Harassment	6
Hostile Work Environment	15
Merit Rule	0
Misconduct	1
Retaliation	3
Sexual Harassment	4
Standards of Conduct	4
Workplace Violence	0
Total	**33**

Total Compaints by Current Status	
Open	2
Closed	31
Total	**33**

Total Complaints by Resolution	
To be Determined	2
Substantiated	6
Partially Substantiated	1
Unsubstantiated	17
Withdrawn	7
Total	**33**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	4	6%	4	5%	0%
Total Female Minority Disciplines	10	16%	12	14%	20%
Total Male Non-Minority Disciplines	26	42%	27	32%	4%
Total Male Minority Disciplines	22	35%	41	49%	86%
Total Disciplines	**62**	**100%**	**84**	**100%**	**35%**
SEPARATIONS					
Total Female Non-Minority Separations	34	13%	26	11%	-24%
Total Female Minority Separations	48	18%	48	20%	0%
Total Male Non-Minority Separations	83	31%	69	28%	-17%
Total Male Minority Separations	102	38%	100	41%	-2%
Total Separations	**267**	**100%**	**243**	**100%**	**-9%**
NEW HIRES					
Total Female Non-Minority New Hires	18	10%	125	17%	594%
Total Female Minority New Hires	40	21%	127	17%	218%
Total Male Non-Minority New Hires	41	22%	246	33%	500%
Total Male Minority New Hires	89	47%	241	33%	171%
Total New Hires	**188**	**100%**	**739**	**100%**	**293%**
PROMOTIONS					
Total Female Non-Minority Promotions	42	11%	146	19%	248%
Total Female Minority Promotions	68	17%	149	20%	119%
Total Male Non-Minority Promotions	172	43%	231	30%	34%
Total Male Minority Promotions	116	29%	233	31%	101%
Total Promotions	**398**	**100%**	**759**	**100%**	**91%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

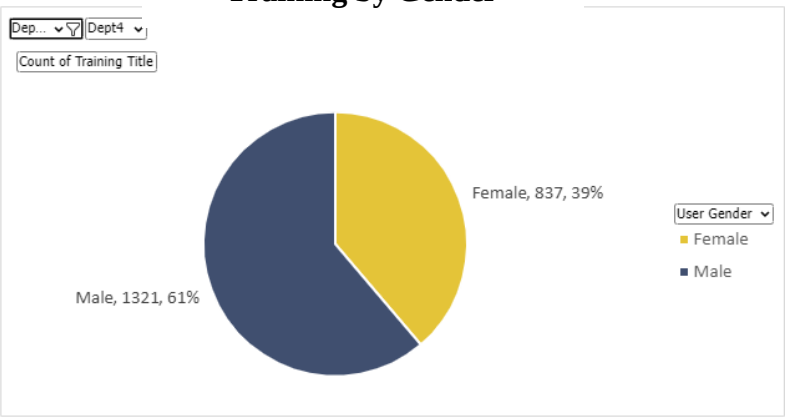


Figure 11

Training by Race and Ethnicity

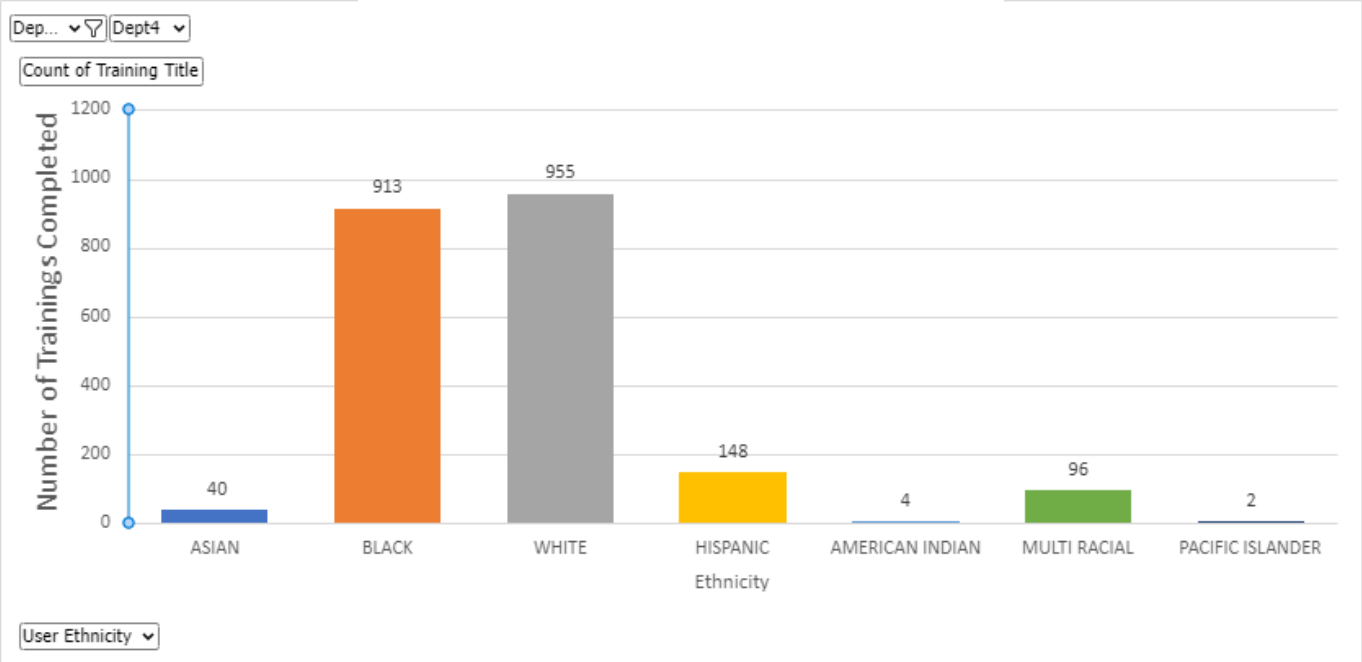
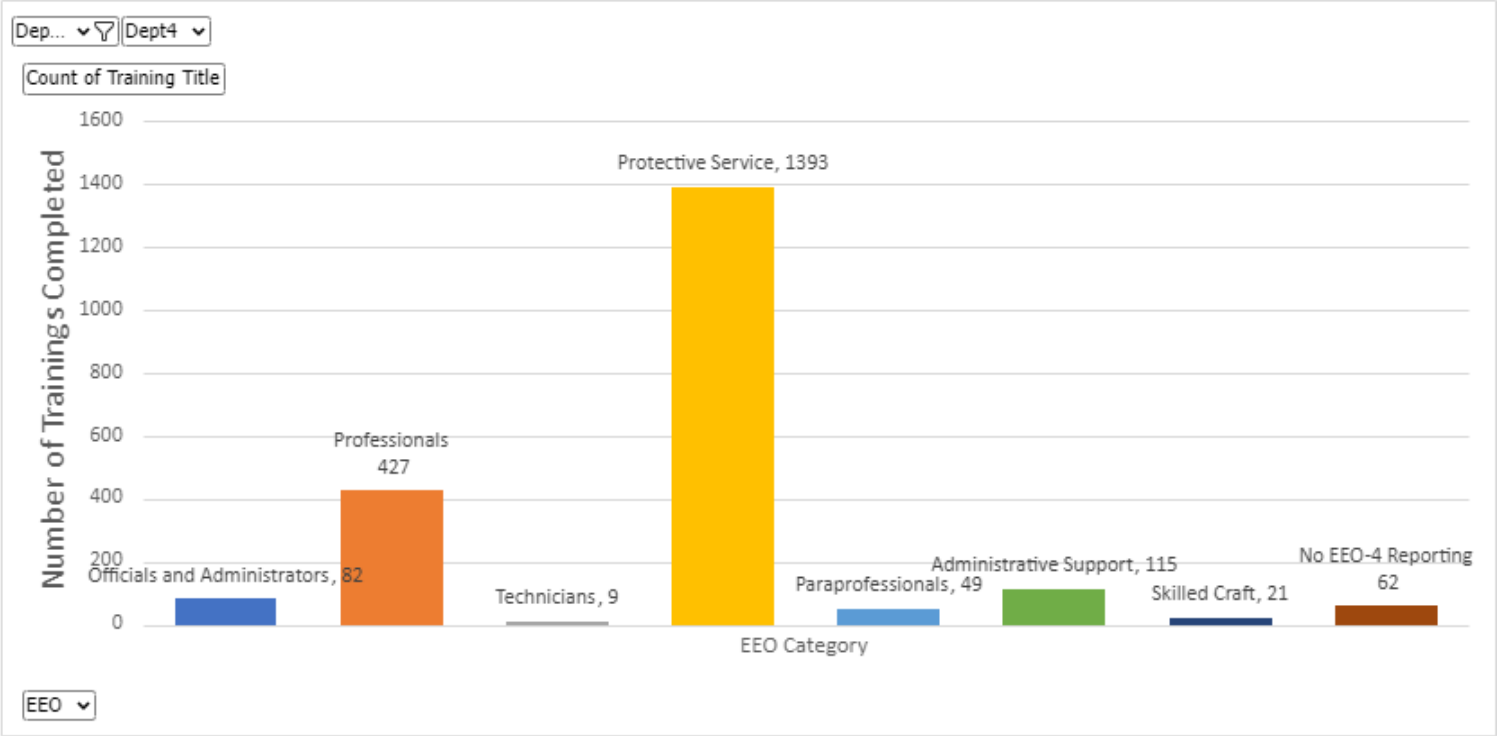


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	8
Total Non-Minority Female	1
Total Minority Female	7
Total Male	3
Total Non-Minority Male	2
Total Minority Male	1
Total Employees Requesting Tuition Reimbursement	**11**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	10
Total Request for Accommodations	271
Total Request Accommodated	271
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	38%	3	13%	1	38%	3	0%	0	13%	1	28%	8
Hispanic or Latino	50%	1	0%	0	50%	1	0%	0	0%	0	7%	2
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	50%	1	0%	0	0%	0	50%	1	7%	2
White	24%	4	29%	5	18%	3	18%	3	12%	2	59%	17
Prefer Not to Identify	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Total	28%	8	24%	7	24%	7	10%	3	14%	4	100%	29

Answered	29
Skipped	3

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
1	2	UBDA01	Correctional Officer/K9 Handler	29	3%	7%	4%
50	29	UBDB01	Correctional Officer	354	14%	8%	-6%
106	41	UBDB02	Correctional Corporal	360	29%	11%	-18%
150	167	UBDB03	Correctional Sergeant	735	20%	23%	3%
1	2	UCBC01	CO/Youth Rehab Food Service Specialist I	12	8%	17%	9%
13	5	UCBC02	CO/Youth Rehab Food Service Specialist II	37	35%	14%	-21%
0	1	UCCH01	CO/Physical Plant Maintenance Trades Mechanic I	17	0%	6%	6%
0	1	UCCH03	CO/Physical Plant Maintenance Trades Mechanic III	19	0%	5%	5%
2	1	UCCH08	CO/Physical Plant Maintenance/Trades Technician	4	1%	25%	24%
2	2	UCCH09	C/O Physical Plant Maintenance/Master Electrician	4	50%	50%	0%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
UBDB01	Correctional Officer	12.00	3357.00	279.75	2798.00	233.17
UBDB01	Correctional Officer K9 Handler	1.00	18.00	18.00	3.00	3.00
UBDB02	Correctional Corporal	1.00	3.00	3.00	3.00	3.00
UBDB03	Correctional Sergeant	5.00	96.00	19.20	72.00	14.40
UCBC01	C/O Youth Rehab Food Service Specialist I	1.00	614.00	614.00	180.00	180.00
UCBC03	C/O Youth Rehab Food Service Specialist III	5.00	41.00	8.20	26.00	5.20
UCCH01	C/O Physical Plant Maintenance Trades Mechanic I	1.00	24.00	24.00	14.00	14.00
MCCH06	Correctional Physical Plant Maintenance Supv. I	1.00	10.00	10.00	8.00	8.00
UCCH08	C/O Physical Plant Maintenace/Trades Technician	2.00	30.00	15.00	2.00	1.00
UCCH09	C/O Physical Plant Maintenance/Master Electrician	2.00	11.00	5.50	0.00	0.00

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
380101001	DOC/Admin/Off o/t Commissio	14%	7%	7%
380102002	DOC/Admin/Human Resources	0%	0%	0%
380103003	DOC/Planning/Research Reent	0%	0%	0%
380104004	DOC/Education	0%	0%	0%
380110010	DOC/Administrative Services	0%	15%	15%
380110011	DOC/Administrative Services	14%	0%	-14%
380112012	DOC/Admin/Cntrl Offender Rc	9%	5%	-4%
380114014	DOC/Admin/InformationTechno	20%	9%	-11%
380201001	DOC/HC/SA&MHS/MedTrtmnt&Srv	0%	10%	10%
380401001	DOC/Prisons/Bur Chief-Priso	0%	0%	0%
380403003	DOC/Prisons/James T Vaughn	11%	8%	-3%
380404004	DOC/Prisons/Sussex Corr Ins	9%	6%	-3%
380405005	DOC/Prisons/D Baylor Corr I	7%	9%	2%
380406006	DOC/Prisons/Howard R Young	16%	8%	-8%
380408008	DOC/Prisons/Special Operati	7%	4%	-3%
380409009	DOC/Prisons/DE Corr Industr	0%	0%	0%
380412012	Steven R. Floyd Sr.TraingAc	83%	113%	30%
380413013	DOC/Intelligence Operations	12%	0%	-12%
380420020	DOC/Food Services	15%	2%	-14%
380420080	DOC/Food Services	18%	0%	-18%
380440040	DOC/Facilities Maintenance	8%	3%	-5%
380601001	DOC/Community Corr/Bur Chie	0%	0%	0%
380602002	DOC/Com Cor/Probation & Par	7%	6%	-1%
380607007	DOC/ComCor/Sussex County CC	10%	8%	-2%
380608008	DOC/ComCor/Kent County CC	10%	18%	7%
380613013	Hazel D. Plant Wmns Trmt Fc	14%	10%	-4%
380614014	PlummerCommunityCorrections	8%	2%	-6%
	Department Average	**11%**	**9%**	**-1%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
UBDA01	Correctional Officer/K9 Handler	0%	0%	0%
UBDB01	Correctional Officer	40%	12%	-28%
UBDB02	Correctional Corporal	25%	11%	-15%
UBDB03	Correctional Sergeant	12%	4%	-8%
UCBC01	CO/Youth Rehab Food Service Specialist I	36%	7%	-30%
UCBC02	CO/Youth Rehab Food Service Specialist II	17%	0%	-17%
UCCH01	CO/Physical Plant Maintenance Trades Mechanic I	12%	0%	-12%
UCCH03	CO/Physical Plant Maintenance Trades Mechanic III	0%	0%	0%
UCCH08	CO/Physical Plant Maintenance/Trades Technician	100%	0%	-100%
UCCH09	C/O Physical Plant Maintenance/Master Electrician	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 6,683 people applied online to DOC jobs, an increase from FY23 in which 4,786 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual Seasonal Recruitments.

Figure 20

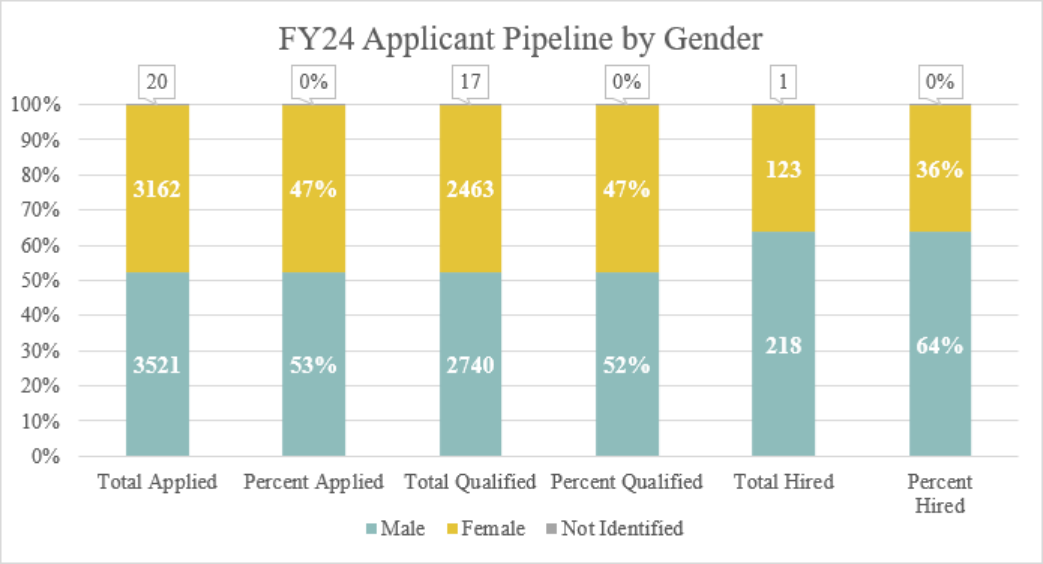
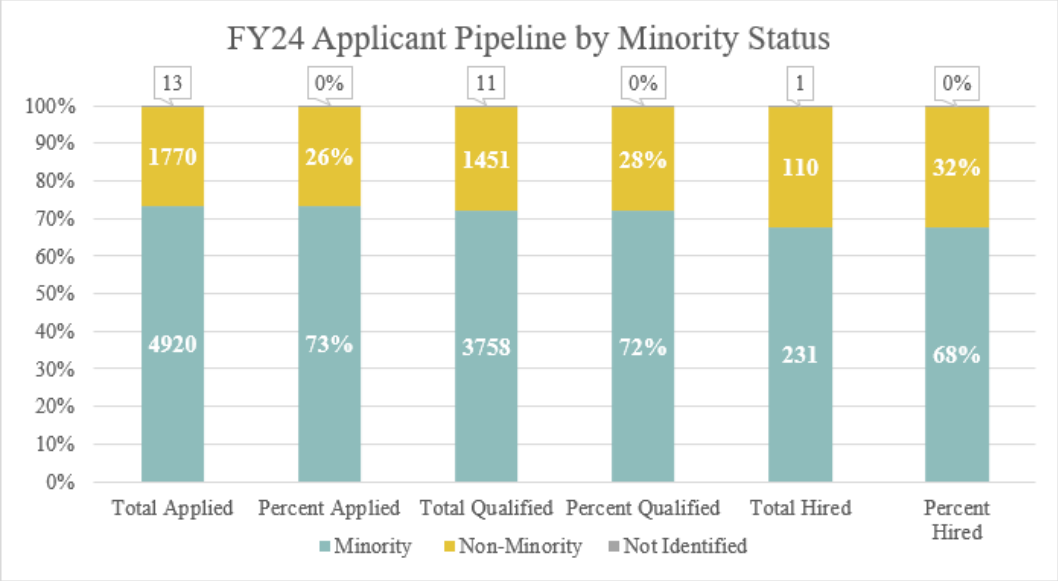


Figure 21



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	69	37
FY24	64	46
Change FY23 vs FY24	**-5**	**9**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	6	7
FY24	5	7
Change FY23 vs FY24	**-1**	**0**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	The DOC will continue to collaborate with the SRFTA to identify key areas that are causing a decrease in graduation rates.	Increase CEIT Graduation Rates while in SRFTA.	DOC Human Resources and SRFTA.	Survey Monkey	FY25-FY26
SP-1 Goal 2	Work with DHR to collaborate on potential motivating incentives for recruitment and the retention of DOC employees.	The DOC in conjunction with DHR will continue to explore feasible options aimed at attracting new talent.	DOC /DHR Human Resources and, DOC Recruitment Teams	Collaboration Committee consisting of forward, solutions-based team members.	FY25-FY26

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Department of Correction (DOC)
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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

* *At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	The DOC will continue to create and provide meaningful training opportunities to engage and motivate a diverse workforce.	Results can be measured by tracking the attendance rates of supervisory training courses that are offered. In addition, encouraging DOC leadership members to approve staff's ability to attend training when opportunities arise.	SRFTA, HR, Leadership and the DOC4Inclusion Coalition.	University of Delaware potential grant funds and internally qualified staff members.	FY25-FY26
SP-2 Goal 2	To Increase tracking efforts aimed to ensure supervisor accountability regarding performance plans/evaluations.	The tracking system will enable HR to monitor the Departments in which additional training/ guidance is needed. The end goal is to ensure that employee performance evaluations are being completed annually.	DOC Human Resources	Microsoft Excel and, trained Excel End Users	FY25-FY26
SP-2 Goal 3	The DOC will collaborate with DHR's Diversity and Inclusion Department to identify gaps in DOC's retention, recruitment, and workforce underrepresentation.	Review the path forward recommendations provided by DHR's Diversity and Inclusion Department and continue measuring improvements while striving to implement change in current DOC practices where feasible.	DOC Recruitment, DOC/DHR Human Resources, and DOC Leadership Teams	DOC staff members who actively display a collaborative and team approach to this work.	FY25-FY26

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Continue recruitment and promotion of under-represented demographics.	As previously stated, the DOC will continue to improve the numbers of under-represented classifications by requiring Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.	DOC HR and Recruitment Teams	Trained Managers and Supervisors	FY25
SP-3 Goal 2	Continue retention efforts of quality Officers through professional development and growth within the Department.	The DOC will measure the effectiveness by tracking employee participation in training opportunities via the Delaware Learning Center and SRFTA. Adjustments to the curriculum will be made based on employee feedback.	DOC4Inclusion Coalition, Human Resources, SRFTA, and Leadership Teams.	DOC Team members who actively display a collaborative and team approach to this work.	FY25
SP-3 Goal 3	The DOC in collaboration with DHR will continue to generate opportunities aimed to increase employee engagement.	Engagement participation will be tracked by employee attendance rates.	DOC4Inclusion Coalition, DOC Human Resources and Leadership Teams.	DOC staff members who actively display a collaborative and team approach to this work.	FY24

State of Delaware

Department of Education

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Mark Holodick, Ed.D
Cabinet Secretary, Department of Education
Mark.Holodick@doe.k12.de.us

Shamika McLean
Human Resources Officer

DATE: September 13, 2024

SUBJECT: **Department of Education FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of Education FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

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Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Mark A. Holodick, Ed.D.. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Education is committed to creating and maintaining a work environment in which people are treated with dignity, decency, and respect. The accomplishment of this goal is essential to the mission of the department. The work environment of the department is characterized by mutual trust and the absence of intimidation, oppression, and exploitation. Employees must work and learn in a safe, respectful, and stimulating atmosphere. For that reason, we will not tolerate unlawful discrimination or harassment of any kind. Each manager and supervisor are responsible for fostering a workplace environment free of discrimination and harassment. Through enforcement of this policy and education of employees, we seek to prevent, correct, and discipline behavior that violates this policy.

As a public employer and as the governing body of the Delaware public school system, the Department of Education has a special responsibility to not merely comply with the law, but to further the inherent values of fair and equal treatment in all personnel actions.

In addition, the Department of Education strives to recruit and retain candidates most qualified to serve the diverse educational needs of all the State's Local Education Agencies (LEA) and nearly 150,000 school students. It is the Department of Education's goal for its employees to reflect the cultural and racial diversity of all Delaware students, and to hire professional staff with the necessary skills and knowledge to expertly support all of the Local Education Agencies serving student, including those with disabilities, those with exceptional needs, those with special talents, those whose first language is not English, and those who may be vulnerable to inequitable treatment because of race, color, ethnic background, religion, gender, age, sexual preference, genetic information or veteran status.

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DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Office of the Secretary	17
Academic Support Team	44
Student Support Team	35
Workforce Support Team	33
Operations Support Team	51
Early Childhood Support Team	40
Special Needs Program/Driver Training	60
Board Members	3
TOTAL	**283**

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RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of Education oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Human Resources Officer, Shamika McLean, 302-735-4031, Shamika.McLean@doe.k12.de.us implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

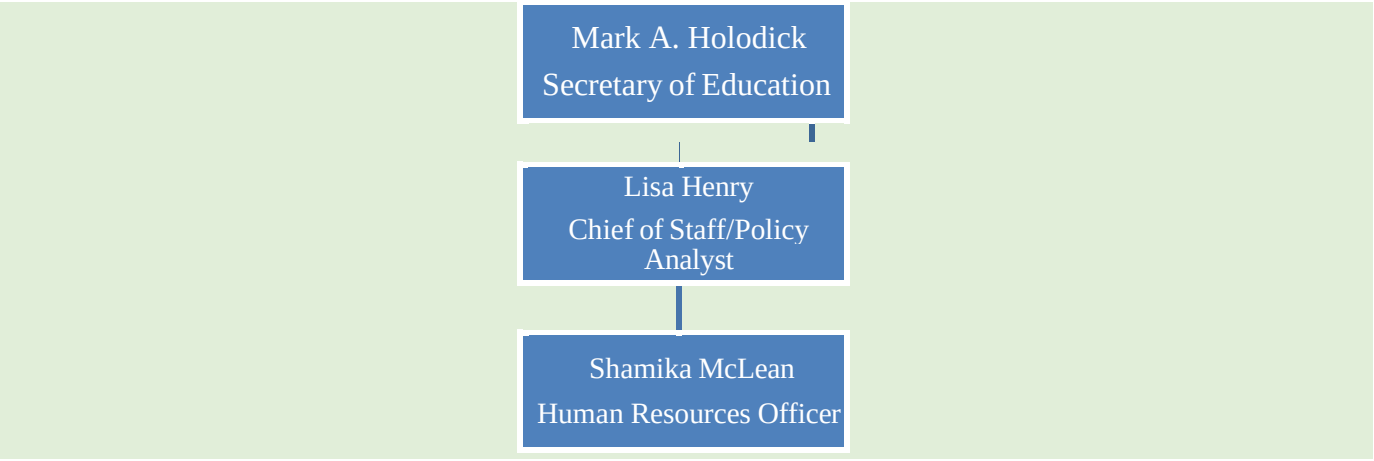
The Department's Affirmative Action Coordinator will work to ensure that the goals and objectives of the Plan are being met and work to prepare such reports as required for the effective management of diversity and for the monitoring of affirmative action. The coordinator will also serve as the Affirmative Action Complaints Officer, who will hear complaints and resolve disputes or grievances which may arise from implementation of the Plan. The coordinator will assist the Secretary of Education, as directed, to see that the annual goals of the Plan are realized.

Duties and Responsibilities of the DOE

Affirmative Action Coordinator

1. Work with the Secretary of Education to develop and implement an *Affirmative Action Plan* for the department.
2. Work with the Secretary of Education and hiring managers to review the qualifications of all positions within the department to make certain that such requirements are reasonably related to job performance and do not constitute artificial barriers to hiring or promotion.
3. Work with the Secretary of Education and hiring managers to review the qualifications of all departmental employees to assure that women, minorities, veterans, and those with disabilities are given equal employment opportunity for hiring, promotion, training, transfer, and all personnel actions.
4. Serve as liaison between the Department of Education and organizations, groups and persons concerned with employment opportunities of minorities, women, persons with disabilities and veterans.
5. Provide career counseling to assist employees in identifying advancement opportunities or skills enhancement which would qualify the employee for possible career advancement.
6. Assist the Secretary of Education in the discharge of the duties and responsibilities set out in Executive Order 30.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Assess workplace policies to ensure that they are inclusive and sensitive to a diverse workforce.	Survey to determine whether staff find their work environment inclusive	DOE DHR and the Local Diversity Committee (LDC) within DOE	Aid with the survey from DEI team withing DHR and LDC	Completed the P&P Manual but did not do the survey.
SP-1 Goal 2	Ensure that all employees have access to the same resources, benefits, and opportunities for growth and development.	Communications regarding professional development/benefits are distributed to 100% of employees	DOE/DHR	Statewide Benefits Office communications, professional development opportunities internally & externally	Completed
SP-1 Goal 3	Increase representation of underrepresented groups by 5% over the next year.	Increase representation of underrepresented groups in DOE (Males and Racial or Ethnic Minorities).	Increase representation in Males and Minorities by 4% each over the next year	Intentionally recruit from specific groups (fraternities/sororities, colleges, etc.)	In some areas we saw improvement but in other areas we are still underrepresented.
SP-1 Goal 4	Increase participation in the Equity Summit by 3% over the next year	3% increase of DOE employees attending the summit in 2024.	DOE Equity Council and Equity Summit Committee Members	Pull number of attendees form FY23 Summit and compare to FY24 data	The summit will not happen until September.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Implement an internal sponsorship program to provide opportunities for employees to cross into different career opportunities.	Number of employees involved in the program upon its onset.	DOE/DHR	Will work with DHR Chief Diversity Officer on ideas to launch this program	Has not been completed
SP-2 Goal 2	Implement a self-identification EEO survey in our applicant tracking system.	100% of applicants will be asked to complete the voluntary self-identification questions when they complete an application.	DOE/Frontline	Will work with Frontline to implement this into are applicant tracking system	Unable to complete in the system. We will continue to work with Frontline on alternative options.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Offer training and development that would enhance cultural competency	Number of Cultural heritage month events run/sponsored by the DOE LDC 50% of the DOE Workforce will participate in a LDC event (DOE run or DHR run)	DOE/DHR DOE Equity Council	Guidance from DHR's DEI team	Completed. We have offered lots of events to DOE employees and LEAs centered around cultural diversity.
SP-3 Goal 2	Create opportunities for employees to provide feedback, participate in DEI initiatives, and engage in open and honest discussions about company culture and values.	Host quarterly town hall meetings and measure the attendance of those town halls. Ensure that an Equity Council member is there to discuss event and topic of the equity council and HR will discuss the EEO report and how we are working toward our goals	DOE Leadership, HR, and Equity Council	Will work with DHR	We have not had town hall meetings, but we have begun to talk about EEO within our Equity Council group.
SP-3 Goal 3	Increase Participation in Diversity and Cultural Heritage Month Related events organized by the DHR's DEI team	10% of DOE workforce will attend a DEI related event organized by DHR's DEI Team	DOE DHR DHR DEI Team DOE Local Diversity Committee	Events and marketing materials from DEI Team	In progress. We have not reached 10%.

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DEPARTMENT OF EDUCATION DEMOGRAPHICS AT A GLANCE:

The total number of Department of Education EEO-4 eligible employees as of June 30, 2024, is 283.

The Department of Education EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the Department of Education workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare Department of Education workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. The Department of Education does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 29% of the total Department of Education workforce, a 1% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-5%)
    - Professionals (-4%)
    - Technicians (-1%)

Female Representation:

- Females represent 76% of the total Department of Education workforce, a 2% increase from FY23.
- Females are not under-represented in any of the EEO-4 categories.

Male Representation:

- Males represent 24% of the Department of Education workforce, a 2% decrease from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-18%)
    - Professionals (-12%)
    - Technicians (-41%)
    - Office & Clerical (-22%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	9	1	1	0	0	0	0	11	36.7%		15	3	0	0	0	0	1	19	63.3%		30	6	20.00%
2 Professionals	38	6	1	2	0	0	0	47	29.6%		81	22	2	3	0	2	2	112	70.4%		159	40	25.16%
3 Technicians	2	1	0	0	0	0	0	3	9.1%		19	9	1	1	0	0	0	30	90.9%		33	12	36.36%
4 Protective Services	0	0	0	0	0	0	0	0	0.0%		0	0	0	0	0	0	0	0	0.0%		0	0	0%
5 Para Professional	0	0	0	0	0	0	0	0	0.0%		0	0	0	0	0	0	0	0	0.0%		0	0	0%
6 Office & Clerical	5	0	2	0	0	1	0	8	13.1%		33	15	3	0	0	2	0	53	86.9%		61	23	37.70%
7 Skilled Craft	0	0	0	0	0	0	0	0	0.0%		0	0	0	0	0	0	0	0	0.0%		0	0	0%
8 Service Maintenance	0	0	0	0	0	0	0	0	0.0%		0	0	0	0	0	0	0	0	0.0%		0	0	0%
Totals	**54**	**8**	**4**	**2**	**0**	**1**	**0**	**69**	**24.4%**	**0**	**148**	**49**	**6**	**4**	**0**	**4**	**3**	**214**	**75.6%**	**0**	**283**	**81**	**28.62%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	20%	-5%	13%	3%	0%	0%	0%	3%
2 Professionals	29%	25%	-4%	18%	2%	3%	0%	1%	1%
3 Technicians	38%	36%	-1%	30%	3%	3%	0%	0%	0%
4 Protective Services	37%	0%	NA	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	0%	NA	0%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	38%	7%	25%	8%	0%	0%	5%	0%
7 Skilled Craft	26%	0%	NA	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

Table 3

Female Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	63%	18%	50%	10%	0%	0%	0%	0%	3%
2 Professionals	59%	70%	12%	51%	14%	1%	2%	0%	1%	1%
3 Technicians	50%	91%	41%	58%	27%	3%	3%	0%	0%	0%
4 Protective Services	19%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	0%	NA	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	87%	22%	54%	25%	5%	0%	0%	3%	0%
7 Skilled Craft	6%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Table 4

Male Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	37%	-18%	30%	3%	3%	0%	0%	0%	0%
2 Professionals	41%	30%	-12%	24%	4%	1%	1%	0%	0%	0%
3 Technicians	50%	9%	-41%	6%	3%	0%	0%	0%	0%	0%
4 Protective Services	81%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	0%	NA	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	13%	-22%	8%	0%	3%	0%	0%	2%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-5%	-4%	-5%
2 Professionals	-8%	-5%	-4%
3 Technicians	2%	0%	-1%
4 Protective Services	NA	NA	NA
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	-1%	6%	7%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	NA	NA	NA

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	19%	17%	18%
2 Professionals	7%	9%	12%
3 Technicians	39%	42%	41%
4 Protective Services	NA	NA	NA
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	23%	25%	22%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	NA	NA	NA

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-19%	-17%	-18%
2 Professionals	-7%	-9%	-12%
3 Technicians	-39%	-42%	-41%
4 Protective Services	NA	NA	NA
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	-23%	-25%	-22%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	NA	NA	NA

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	1
Woman	1
Other	0
Total	**2**

Total Complaints by Race/Ethnicity	
Black - African American	
Asian	
Hispanic/Latinx	
Native American/ Alaskan Native	
Not Identified	
Pacific Islander/Native Hawaiian	
Two or more races	
White	2
Total	**2**

Total Complaints by Employment Status	
Merit	
Non-Merit Exempt	2
Casual/Seasonal	
Total	**2**

Total Complaints by Category	
Informal	
Formal	
External	2
Total	**2**

Total Complaints by type	
ADA	
Discrimination	1
Gender	
Generic Issue	
Harassment	1
Hostile Work Environment	
Merit Rule	
Misconduct	
Retaliation	
Sexual Harassment	
Workplace Violence	
Total	**2**

Total Compaints by Current Status	
Open	
Closed	2
Total	**2**

Total Complaints by Resolution	
To be Determined	
Substantiated	
Unsubstantiated	2
Total	**2**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	1	13%	0%
Total Female Minority Disciplines	1	25%	3	38%	200%
Total Male Non-Minority Disciplines	3	75%	0	0%	-100%
Total Male Minority Disciplines	0	0%	4	50%	0%
Total Disciplines	**4**	**100%**	**8**	**100%**	**100%**
SEPARATIONS					
Total Female Non-Minority Separations	20	56%	13	41%	-35%
Total Female Minority Separations	6	17%	5	16%	-17%
Total Male Non-Minority Separations	8	22%	12	38%	50%
Total Male Minority Separations	2	6%	2	6%	0%
Total Separations	**36**	**100%**	**32**	**100%**	**-11%**
NEW HIRES					
Total Female Non-Minority New Hires	18	40%	19	51%	6%
Total Female Minority New Hires	19	42%	7	19%	-63%
Total Male Non-Minority New Hires	7	16%	7	19%	0%
Total Male Minority New Hires	1	2%	4	11%	300%
Total New Hires	**45**	**100%**	**37**	**100%**	**-18%**
PROMOTIONS					
Total Female Non-Minority Promotions	7	50%	5	71%	-29%
Total Female Minority Promotions	6	43%	2	29%	-67%
Total Male Non-Minority Promotions	1	7%	0	0%	-100%
Total Male Minority Promotions	0	0%	0	0%	0%
Total Promotions	**14**	**100%**	**7**	**100%**	**-50%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10-12

DOE uses its own independent training methods. Therefore, this data is not currently available.

Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

The Department of Education does not offer tuition reimbursement.

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	7
Total Request for Accommodations	7
Total Request Accommodated	6
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native												
Asian												
Black or African American	6%	6	18%	18	19%	19	16%	16	12%	12	14%	71
Hispanic or Latino												
Native Hawaiian or Other Pacific Islander												
Two or More Races												
White	38%	37	28%	27	12%	12	16%	16	7%	7	20%	99
Prefer Not to Identify												
Total												

Answered
Skipped

Each employee is asked 14 questions during the exit interview process in which they can rate each question as: Excellent, Good, Average, Below Average, or Poor. They are also asked 4 other open-ended questions that are not considered in this data.

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16 and 17

The Department of Education does not have a report that we can pull from our recruitment site but based on internal tracking, the positions that are hard-to-fill would be for our Adult & Prison Education Resources workgroup. We currently have 14 prison education positions vacant. 6 have been vacant for six months or more. We typically receive 2-3 applicants on average for these positions and most times they don't meet the requirements of the position or they can't accept the salary that we are offering.

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
950100000	DOE	11%	7%	-4%
950300000	DOE	12%	12%	0%
	Department Average	**12%**	**10%**	**-2%**

Tables 18 display employee turnover rates by Division. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 data was obtained from the PHRST system as of 06/30/2024.

SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Facilitate a workplace climate/culture survey to determine the temperament of the workplace	Survey to determine the workplace climate.	Work with a 3rd party vendor to facilitate the survey	Aid with the survey from DEI team within DHR and review former Climate Survey for question development.	Q3 or Q4 of FY25
SP-1 Goal 2	Increase representation of underrepresented groups by 5% over the next year.	Increase representation of underrepresented groups in DOE (Males and Racial or Ethnic Minorities).	Increase representation in Males and Minorities by 4% each over the next year	Intentionally recruit from specific groups (fraternities/sororities, colleges, etc.)	Q4 of FY25

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Implement Crucial Conversation Training Department wide.	Complete a survey to see how well the material has helped with conversations between employees and their supervisors	DOE Crucial Conversation Facilitators	Crucial Conversation Training contacts	Q4 of FY25
SP-2 Goal 2	Implement professional learning/training for supervisors to equip them to lead and manage a diverse and inclusive workforce.	Supervisors will complete the mandatory trainings. Aim to see a decrease in employee complaints	DOE HR/Chief of Staff DHR	Delaware Learning Center Other local professional learning opportunities	Q4 of FY25

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Increase Participation in Diversity and Cultural Heritage Month Related events organized by the DHR's DEI team	10% of DOE workforce will attend a DEI related event organized by DHR's DEI Team	DOE DHR DHR DEI Team DOE Local Diversity Committee	Events and marketing materials from DEI Team	Q4 of FY25
SP-3 Goal 2	Implement DEI trainings and events monthly or quarterly to spread awareness about DEI topics	10% of DOE workforce will participate in DOE sponsored DEI events	DOE Equity Council DOE HR	Events offered to our LEAs that DOE employees can participate in.	Q4 of FY25
SP-3 Goal 3	Establish a mission, vision, and goals for the Equity Council and ensure that each department within DOE has representation in the Equity Council	Ensure that all employees are aware of the mission, vision, and goals of the Equity Council and how it ties to the work of DOE	DOE Equity Council DOE HR Leadership	All-Staff meetings Equity Council Meetings	Q4 of FY25

State of Delaware
Department of Finance

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Finance (DOF)
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Rick Geisenberger
Finance Secretary
Rick.Geisenberger@delaware.gov

Rebecca Goldsmith, Deputy Finance Secretary
Rebecca.Goldsmith.delaware.gov

Diane Bourne, HR Manager II
Diane.Bourne@delaware.gov

DATE: October 29, 2024

SUBJECT: **Dept of Finance FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of Finance FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by [Name of Cabinet Secretary/Official Agency Head]. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Finance (DOF) is continually working to produce, maintain and retain a diverse and inclusive workforce. We are committed to ensuring that our employment practices are fair and non-discriminatory. Workforce data is analyzed periodically to track under-utilization of representation of minorities, females, and male employees by EEO-4 job categories. DOF will continue to focus special attention involving recruitment and retention efforts for females in the Paraprofessional and Technician fields. Our action plan for the FY 2025 Affirmative Action Plan year will strive to move us forward in attaining parity. We continue to ensure that applicants and employees are not discriminated against based upon the person's race, color, national origin, gender, age, sex, pregnancy, marital status, sexual orientation, gender identity or expression, religion, creed, disability or veteran's status, family responsibility or as a result of being a victim of domestic violence, sexual assault or stalking, or any other category protected by state and/or federal civil rights laws; this includes but is not limited to the following practices: hiring, promotions, demotions, transfers, recruitment, terminations, and training. The department publishes vacancies in a variety of methods (print media, intra-departmental announcements, internet sites such as linked-in and handshake, industry associations, etc.) to reach a diverse labor market. The Department routinely uses a diverse three-person interview panel to select candidates for all merit vacancies.

Although FY24 showed improvement with respect to qualified applicants for many positions in DOF, several classifications that require unique skill sets, such as the Economic Fiscal/Senior Analyst, remain hard to fill. Vacancies for this position were extended, posted multiple times, or resulted in an inability to hire. The Finance Department continued to request recruitment and retention incentives to help attract and retain qualified staff. Alternative, flexible, and hybrid telecommuting work schedules were continued as an employee retention incentive. In May of 2024 the Division of Accounting offer a pilot program to permit up to three days of remote work for qualifying classifications. The DOF also participated in the Department of Human Resources' (DHR) Maintenance Review which began reviewing job classifications and descriptions of roughly 200 Department of Finance employees, approximately two-thirds of the Department's full-time workforce. Maintenance review results began to be delivered in FY 24 and will continue through FY25. To promote retention, the DOF also worked with the DHR to create a new career ladder series for Division of Revenue Tax Auditors and revamped promotional standards for Paralegal career ladders.

The Secretary's Office continued to encourage participation of DOF Staff in the GEAR Continuous Improvement Practitioner Program, worked with DHR to create and pilot a department-wide HR Managers Performance Improvement Tips & Tricks class, and completed the advanced excel pilot training offered to Finance employees. The Wellness Committee hosted a "March Wellness Week" including a lunchtime games event, wellness walks, puzzles and wordsearches throughout the office and a very popular "Riddle of the Day."

The completion of Lottery Office and Division of Revenue Public Service renovations in 2024 marked a major milestone with all employees' cubicles, offices, common, and public spaces within the Department of Finance having been renovated, replaced or refurbished since 2018.

During FY 24, 35 participants completed the Gear Continuous Improvement Practitioner program. The Gear Team was able to work with DHR's Classification and Compensation staff to create four new job classification series: Business Analyst, Change Management, Lean Continuous Improvement and Project Management. These new classifications are designed to better align with the specific needs of agencies that require dedicated roles to support their projects.

The Office of Unclaimed Property (OUP) had several Team Building activities during FY '24, such as a painting party, pillows and pin art, and peeps diorama contest. They had special luncheons, celebrated Black History Month, Public Service Employee Recognition Week and many holiday events. The OUP also participated in department wide SECC events. As part of a focus on skill building, staff participated in Excel training for beginners and advanced users, budget training, FIA, media, legislation, DEFAC etc. Employees participated in a variety of training on unclaimed property offered by through vendors, industry associations (NAUPA, UPPO) and other service providers.

As part of a longer-term succession planning objective, the Division of Accounting (DOA) sent several employees to the Emerging Leaders Conference in June of 2024. The DOA Employee Appreciation Committee (EAC) was responsible for many office-wide, morale boosting events including a Harvest festival potluck, Winter Holiday party at Roma's an off-site restaurant, Holiday themed decoration contest, Super Bowl party and many other events. Employees also volunteered at the Food Bank of Delaware as a Team Building event.

The Division of Revenue continued to offer their Excellence in Transformation Leadership Program. The Division Director and Deputy hosted Town Hall Meetings offered a Personal Stress Management Class for the Division employees, and hosted many recognition events (Thanksgiving Luncheon, Valentine Sweet Treat, Employee Appreciation Week, Department Trick or Treat, Ugly Sweater contest, etc). Renovations in the Carvel Public Service Office were completed in February of 2024.

The State Lottery Office completed renovations on all office facilities. The reception area was enhanced for both safety and aesthetics while the interior spaces received much needed office renovations – improved warehouse space, enhanced user acceptance testing lab space, an updated phone system, and modernized restroom facilities. As part of succession planning and employee development the Lottery encouraged training and conference attendance for many layers of staff. Other forms of office-wide training were also held, such as CPR training and security training. Team building events included Adopt a Family, monthly get-togethers (tacos, donuts, birthdays), holiday contests, and an annual holiday luncheon.

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DEPARTMENT SUMMARY

Name of Division	# of Employees
Office of the Secretary	41
Division of Accounting	54
Division of Revenue	134
Office of Lottery	48
TOTAL	**277**

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RESPONSIBILITIES FOR IMPLEMENTATION:

RESPONSIBILITIES STATEMENT

The Cabinet Secretary oversees the implementation of the Department's Affirmative Action Plan to ensure it is implemented promptly and effectively. HR Supervisor Diane Bourne (302.577.8987) Diane.Bourne@delaware.gov under the direction of Deputy Secretary Rebecca Goldsmith (302.577.8999), Rebecca.Goldsmith@delaware.gov implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations and executive orders.

The Cabinet Secretary has the following duties and responsibilities:

- Designate a staff person to carry out all EEO/AA functions for the Department, including those duties and obligations described in Executive Order Number 30.
- Ensure that Affirmative Action efforts are included in the performance plans of managers and supervisors, so they are held accountable.
- Discuss the department's Affirmative Action commitment and progress at leadership meetings. Act whenever possible to eliminate problems of under-representation and discrimination within the Department.

The Affirmative Action Officer's duties and responsibilities include:

- Develop and implement an EEO/AA plan for the Department of Finance.
- Analyze statistical data to determine problem areas and department needs for Affirmative Action and workforce diversity strategy and action plan.
- In conjunction with Division Directors, develop strategies and a plan of action to correct specific EEO problem areas within the Department.
- Provide guidance to managers to increase their understanding of and compliance with EEO/AA.
- In conjunction with Division, Directors, investigate and facilitate a resolution to discrimination complaints.
- Meet with managers and supervisors to assure compliance with EEO/AA and fair employment practices.
- Review the process for interviewing candidates for all positions to determine if artificial barriers prevent the advancement of women and employees who are members of a minority group.
- Provide a copy of the Department's annual Affirmative Action Plan to any employee upon request.

The Division Directors' responsibilities include:

- Communicate support for the Affirmative Action Program to all employees.
- Adhere and govern themselves accordingly to same.
- Ensure their employees understand this information including the complaint process.
- Promote, participate in, and support equal opportunity for all employees with regard to training and advancement.

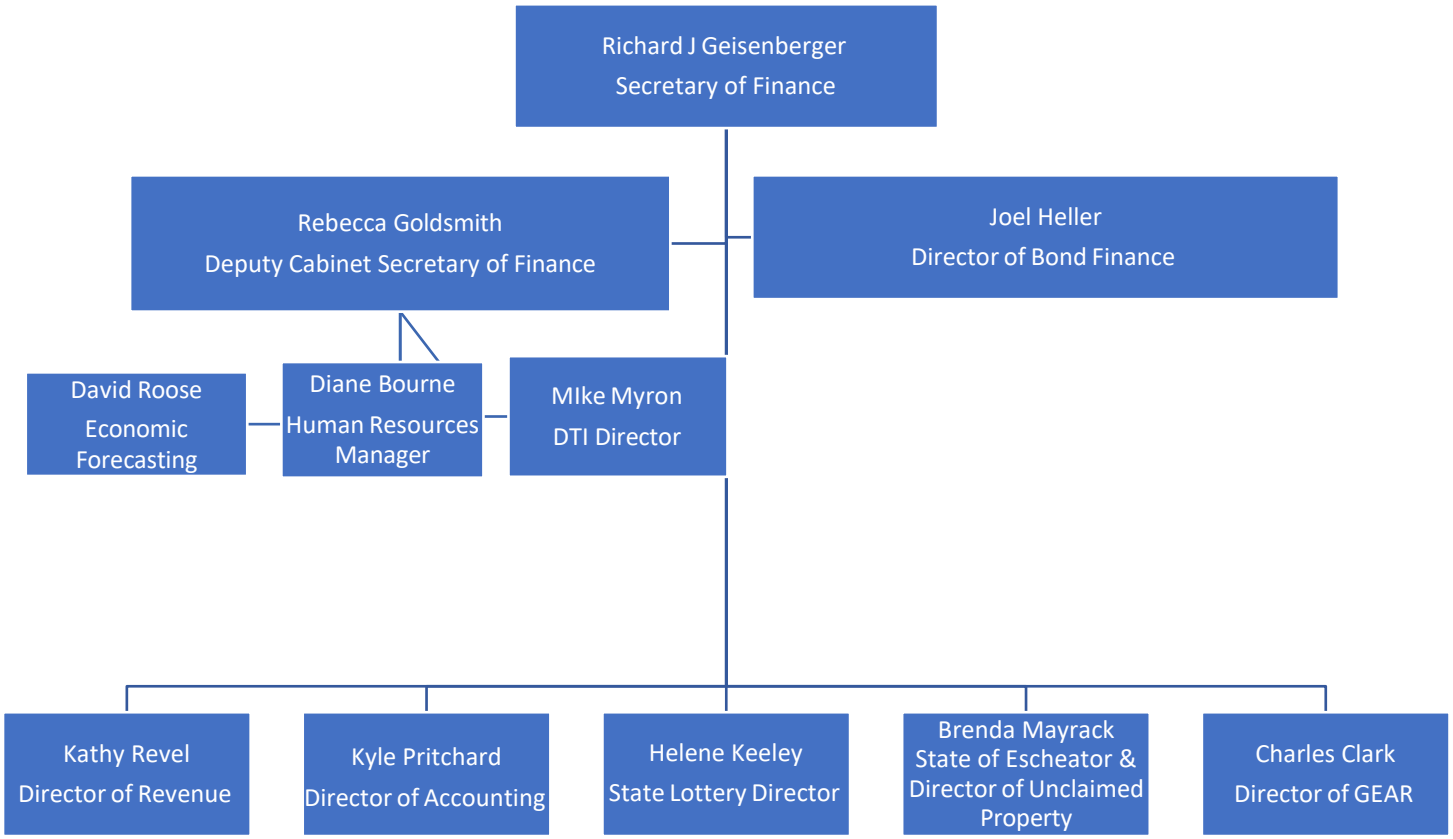
Hiring managers and supervisors have the responsibility to:

- Distribute Affirmative Action literature they receive to their employees.
- Adhere and govern themselves accordingly to same.
- Ensure their employees understand this information, including the complaint process.
- Support and actively participate in the Department's Affirmative Action, EEO, Diversity, and related training.

Employees have the responsibility to:

- Be receptive to all information disseminated by the Affirmative Action Officer.
- Follow all Affirmative Action policies and procedures.
- Actively Participate in Department Affirmative Action, EEO, Diversity, and related trainings.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Revamping Public Service workspaces and taxpayer's public area	Contracting design and improve the availability of access for individuals requiring services thru ADA. Measure: Renovation Completion	DOR	Contract signed, funding acquired, plan implemented.	Completed February, 2024
SP-1 Goal 2	Continue hiring bonuses	Encourage qualified applicants to apply for jobs while existing staffing resources are overburdened due to vacancies and the inability to hire.	DOF HR/DOF Division Directors/Statewide DHR	Request for FY 25 was submitted in April of 2024 to DHR and OMB	Portions approved for FY 25 and later re-requested.
SP-1 Goal 3	Continue Retention Bonus	The number of bonuses approved and granted reduces turnovers in critical and understaffed areas. Measure: # bonuses given and dollar amount of bonuses, Exit interview responses in regard to compensation Division Turnover rate	DOF HR/DOF Division Directors/Statewide DHR	Request for FY 25 was submitted in April of 2024 to DHR and OMB	Approved for FY 25
SP-1 Goal 4	Continue to offer $3,500 annually for Educational Assistance	Utilization rate	DOF HR/DOF Division Directors	Employees are informed via email that the Educational Assistance is available	FY 25 continuous
SP-1 Goal 5	Continue Workplace Wellness Committee	Committee and staff engagement and participation	Wellness Committee made up of agency employees	Volunteer staff, funding, and participation hours.	FY 25 continuous

				Wellness walks and events held in FY24.	

STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	DOR will offer another session of the Excellence in Transformation Leadership Program	Measure: Number of employees participating Goal: 10 participants in FY24	DOR	Program implemented with 10+ participants	Completed.
SP-2 Goal 2	Encourage cross-training, round tables, and brown bags for lunch.	Measure: Number of trainings offered, Survey of employees Goal: 4 trainings offered in FY24	DOF HR/DOF Division Directors/	Divisions held multiple trainings and encouraged conference participation. Management also focused on career ladder development as part of recruitment and retention goals.	Implemented.
SP-2 Goal 3	Succession Planning-Provide learning opportunities for managers to grow professionally	Measure: participation in leadership training and workforce development initiatives	DOF Division Directors	Department wide performance management training developed and offered to supervisors and managers; Many professional growth opportunities offered within each division.	Completed

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Support Continuous Improvement Practitioner Program	Number of new Practitioners statewide. (31 statewide) Continued DOF employee participation	Statewide Initiative lead by GEAR Executive Director	4 DOF staff participating with full courses offered in FY 24	Completed.
SP-3 Goal 2	Conference and Training	Staff attendance at conferences and career-related trainings Goal: 16 employees attending conferences	Division Directors	Multiple Conferences and trainings held far exceeding 16. Participation of non-supervisory staff is included and encouraged	Continuous.
SP-3 Goal 3	Improve effectiveness and efficiency of Department staff; provide professional growth opportunities	Revise and pilot new Advance Excel training, post-course surveys, and professional improvement. Goal: 50 Participants	DOF SOF	Implemented.	Approximately 35 participants.

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Dept of Finance DEMOGRAPHICS AT A GLANCE:

The total number of FinanceEEO-4 eligible employees as of June 30, 2024, is 277.

The Finance EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the Finance workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare Finance workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 47% of the total Finance workforce, a 2% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Officials and Administrators (-3%)
    - Technicians (-8%)

Female Representation:

- Females represent 68% of the total Finance workforce, a 3% decrease from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Technicians (-15%)
    - Paraprofessional (-18%)
    - Service Maintenance (-44%, one position department-wide)

Male Representation:

- Males represent 32% of the Finance workforce, a 3% increase from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-12%)
    - Professionals (-13%)
    - Office & Clerical (-15%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	12	2	0	0	0	0	0	14	42%	0	14	3	1	1	0	0	0	19	58%	0	33	7	21%
2 Professionals	32	5	2	0	0	0	2	41	29%	2	52	30	7	11	0	0	2	102	71%	2	143	59	41%
3 Technicians	10	1	1	1	0	0	0	13	65%	0	4	2	1	0	0	0	0	7	35%	0	20	6	30%
4 Protective Services	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
5 Para Professional	2	1	1	0	0	1	0	5	42%	0	5	0	1	0	0	0	1	7	58%	0	12	5	42%
6 Office & Clerical	6	6	1	1	0	0	0	14	21%	1	11	35	4	2	0	0	2	54	79%	1	68	51	75%
7 Skilled Craft	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
8 Service Maintenance	0	1	0	0	0	0	0	1	100%	0								0	0%		1	1	100%
Totals	62	16	5	2	0	1	2	88	32%	3	86	70	14	14	0	0	5	189	68%	3	277	129	47%

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Table 2

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	21%	-3%	15%	3%	3%	0%	0%	0%
2 Professionals	29%	41%	12%	24%	6%	8%	0%	0%	3%
3 Technicians	38%	30%	-8%	15%	10%	5%	0%	0%	0%
4 Protective Services	37%	0%	NA	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	42%	8%	8%	17%	0%	0%	8%	8%
6 Office & Clerical	31%	75%	44%	60%	7%	4%	0%	0%	3%
7 Skilled Craft	26%	0%	NA	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	100%	55%	100%	0%	0%	0%	0%	0%

Table 3

Female Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	58%	12%	42%	9%	3%	3%	0%	0%	0%
2 Professionals	59%	71%	13%	36%	21%	5%	8%	0%	0%	1%
3 Technicians	50%	35%	-15%	20%	10%	5%	0%	0%	0%	0%
4 Protective Services	19%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	58%	-18%	42%	0%	8%	0%	0%	0%	8%
6 Office & Clerical	65%	79%	15%	16%	51%	6%	3%	0%	0%	3%
7 Skilled Craft	6%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	-44%	0%	0%	0%	0%	0%	0%	0%

Table 4

Male Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	42%	-12%	36%	6%	0%	0%	0%	0%	0%
2 Professionals	41%	29%	-13%	22%	3%	1%	0%	0%	0%	1%
3 Technicians	50%	65%	15%	50%	5%	5%	5%	0%	0%	0%
4 Protective Services	81%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	42%	18%	17%	8%	8%	0%	0%	8%	0%
6 Office & Clerical	35%	21%	-15%	9%	9%	1%	1%	0%	0%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	100%	44%	0%	100%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	3%	-4%	-3%
2 Professionals	10%	12%	12%
3 Technicians	-8%	-14%	-8%
4 Protective Services	NA	NA	NA
5 Paraprofessional	-17%	16%	8%
6 Office & Clerical	46%	42%	44%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	55%	55%	55%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	16%	16%	12%
2 Professionals	14%	16%	13%
3 Technicians	-15%	-17%	-15%
4 Protective Services	NA	NA	NA
5 Paraprofessional	-10%	-10%	-18%
6 Office & Clerical	15%	14%	15%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	-44%	-44%	-44%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-16%	-16%	-12%
2 Professionals	-14%	-16%	-13%
3 Technicians	15%	17%	15%
4 Protective Services	NA	NA	NA
5 Paraprofessional	10%	10%	18%
6 Office & Clerical	-15%	-14%	-15%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	44%	44%	44%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	0
Woman	2
Other	0
Total	**2**

Total Complaints by Race/Ethnicity	
Black - African American	1
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	1
Total	**2**

Total Complaints by Employment Status	
Merit	2
Non-Merit Exempt	0
Casual/Seasonal	0
Total	**2**

Total Complaints by Category	
Informal	0
Formal	2
External	0
Total	**3**

Total Complaints by type	
ADA	0
Discrimination	1
Gender	0
Generic Issue	0
Harassment	0
Hostile Work Environment	0
Merit Rule	1
Misconduct	0
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**2**

Total Compaints by Current Status	
Open	0
Closed	2
Total	**2**

Total Complaints by Resolution	
To be Determined	0
Substantiated	0
Unsubstantiated	2
Total	**2**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity, Equity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	1	11%	3	25%	200%
Total Female Minority Disciplines	4	44%	5	42%	25%
Total Male Non-Minority Disciplines	3	33%	3	25%	0%
Total Male Minority Disciplines	1	11%	1	8%	0%
Total Disciplines	**9**	**100%**	**12**	**100%**	**33%**
SEPARATIONS					
Total Female Non-Minority Separations	8	20%	17	36%	113%
Total Female Minority Separations	17	41%	14	30%	-18%
Total Male Non-Minority Separations	10	24%	10	21%	0%
Total Male Minority Separations	6	15%	6	13%	0%
Total Separations	**41**	**100%**	**47**	**100%**	**15%**
NEW HIRES					
Total Female Non-Minority New Hires	12	22%	9	21%	-25%
Total Female Minority New Hires	27	49%	14	33%	-48%
Total Male Non-Minority New Hires	13	24%	7	17%	-46%
Total Male Minority New Hires	3	5%	12	29%	300%
Total New Hires	**55**	**100%**	**42**	**100%**	**-24%**
PROMOTIONS					
Total Female Non-Minority Promotions	4	50%	5	31%	25%
Total Female Minority Promotions	2	25%	4	25%	100%
Total Male Non-Minority Promotions	2	25%	5	31%	150%
Total Male Minority Promotions	0	0%	2	13%	200%
Total Promotions	**8**	**100%**	**16**	**100%**	**100%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

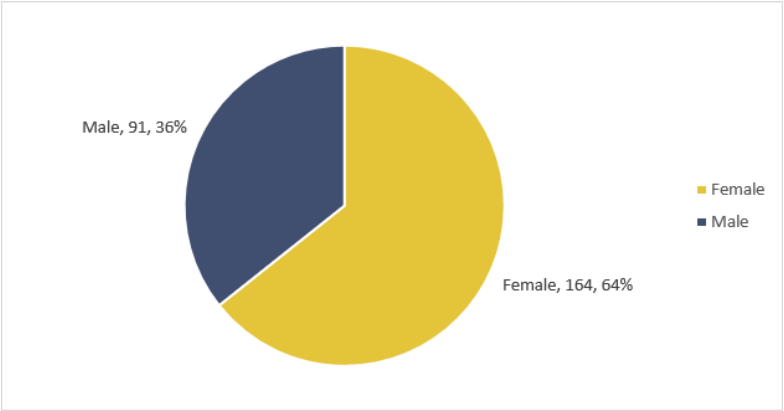


Figure 11

Training by Race and Ethnicity

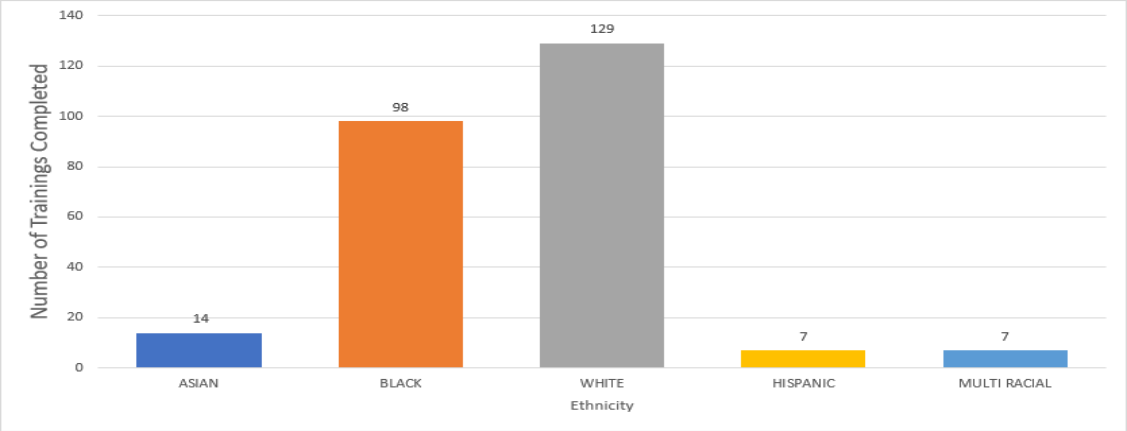
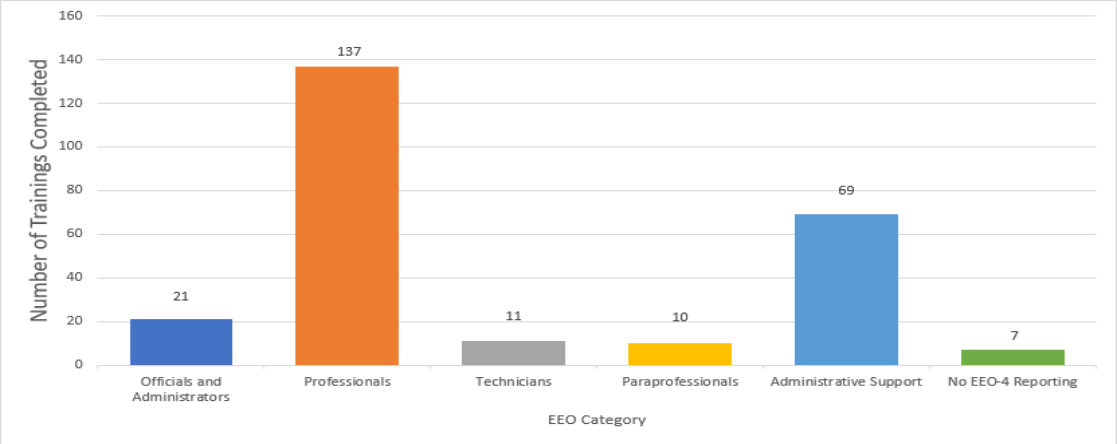


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	2
Total Non-Minority Female	1
Total Minority Female	1
Total Male	3
Total Non-Minority Male	2
Total Minority Male	1
Total Employees Requesting Tuition Reimbursement	**5**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	6
Total Request for Accommodations	9
Total Request Accommodated	6
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	20%	1	0%	0	0%	0	40%	2	40%	2	56%	5
Hispanic or Latino	0%	0	0%	0	0%	0	0%	0	100%	1	11%	1
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	0%	0	0%	0	100%	1	0%	0	0%	0	11%	1
Prefer Not to Identify	50%	1	0%	0	0%	0	0%	0	50%	1	22%	2
Total	22%	2	0%	0	11%	1	22%	2	44%	4	100%	9

Answered	**9**
Skipped	**0**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
2	1	MABZ39/40	Ecomonic Analyst/Sr Economic Analyst	2	100%	50%	-50%
2	1	MABT04	State Accountant IV	17	7%	40%	33%
0	0	MADA04	Manager of Financial Reporting & Internal Control	1	0%	0%	0%
2	2	MABP03	Unclaimed Property Claims Supervisor	2	100%	100%	0%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MABZ39/40	Economic/Fiscal Analyst & Sr Analyst	2	54	27	17	8.50
MABM01	Lottery Field Representative	3.00	44.00	14.67	18.00	6.00
MABQ01	Lottery Security/Operations Specialist I	2.00	56.00	28.00	21.00	10.50
MABZ71	Manager of Reporting and Internal Controls	1.00	11.00	11.00	3.00	3.00
MABT04/MABC04	State Accountant IV	1.00	14.00	14.00	5.00	5.00

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

*The State Accountant IV and Accounting Administrator positions are typically hard to fill. As a result of the FY 24 Maintenance Review, many of the Division of Accounting positions in these classifications could not be posted for some time. As such the statistics for FY 24 do not necessarily reflect all hard to fill activity.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
250101100	Dept of Finance/Office of the Secretary	25%	26%	0%
250501100	Dept of Finance /Accounting	16%	12%	-4%
250601100	Dept of Finance/Revenue	12%	6%	-6%
250701100	Dept of Finance /State Lottery	13%	22%	9%
	Department Average	**17%**	**16%**	**0%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
MABZ39/40	Ecomonic Analyst/Sr Economic Analyst	100%	50%	50%%
MABT04	State Accountant IV	7%	40%	33%
MADA04	Manager of Financial Reporting & Internal Control	100%	100%	0%
MABP03	Unclaimed Property Claims Supervisor	100%	100%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 908 people applied online to Department of Finance jobs, an increase from FY23 in which 810 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

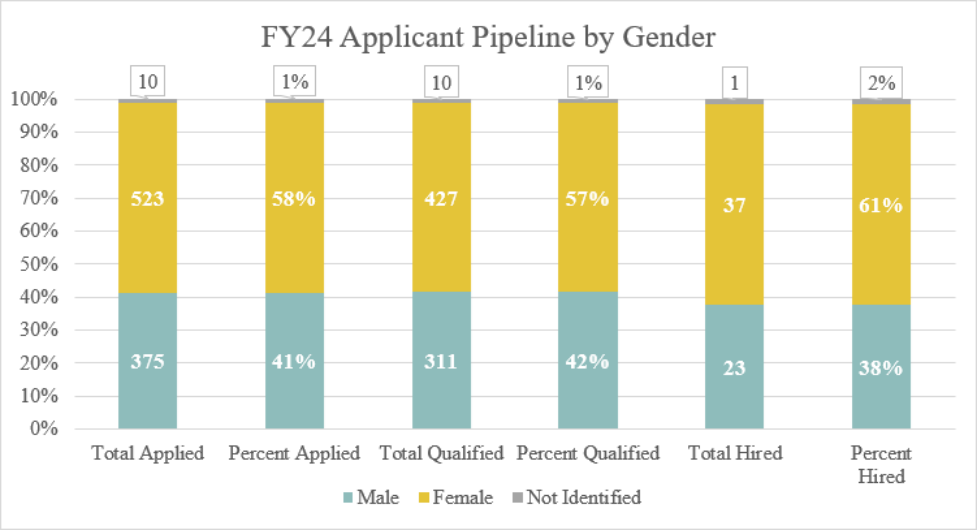
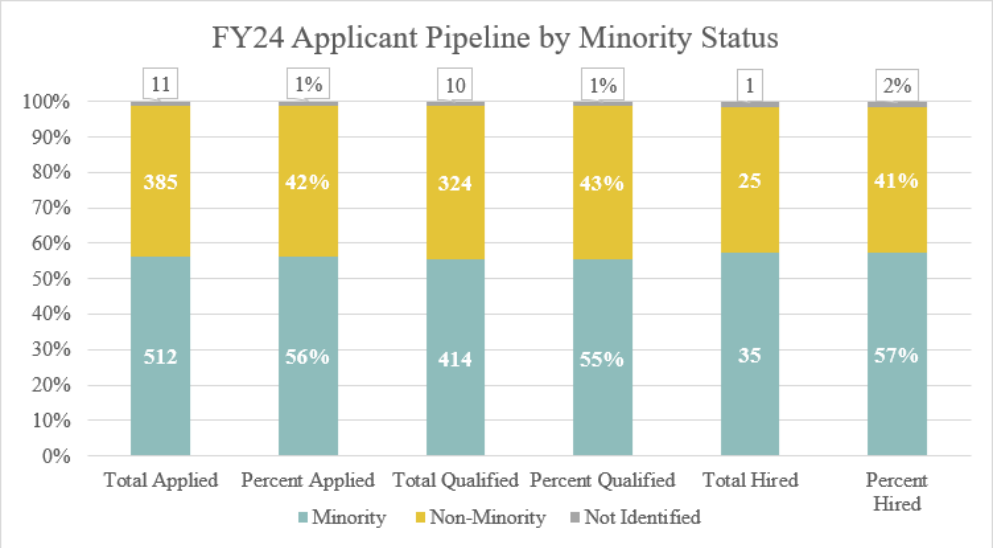


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	51	33
FY24	51	37
Change FY23 vs FY24	0	4

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	3	4
FY24	4.5	2.3
Change FY23 vs FY24	1.5	-1.7

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP -1 Goal 1	Continue workplace wellness initiatives	Initiatives Offered	Wellness committee and Division Directors	Employees and current budgets	FY 25
SP -1 Goal 2	Continue to Offer up to $3,500 in Educational Assistance	Utilization	Division Director	Current budget	FY 25 ongoing
SP -1 Goal 3	Encourage in-person and remote events that offer team and morale building opportunities	Events offered and participation levels	Division Directors	Current staff and budget	FY 25 ongoing
SP -1 Goal 4	Continue to utilize recruitment and retention initiatives in critical areas	Initiative Approvals	Division Directors, DOF HR, DHR	Current staff and budget	FY 25 ongoing
SP -1 Goal 5	Continue to encourage participation in relevant workplace conferences and training	Conferences and trainings that will enhance current and future job responsibilities	Division Directors	Current Staff and budget.	FY 25 ongoing

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Succession Planning-Provide learning opportunities for managers to grow professionally	Measure: participation in leadership training and workforce development initiatives	DOF Division Directors	DOF FY Budget	FY25 Continuous
SP –2 Goal 2	Performance Management Training	Instruction availability and supervisory participation and feedback	SOF Leadership	Centralized HR	FY 25 Continuous
SP-2 Goal 3	DOR will offer another session of the Excellence in Transformation Leadership Program	Measure: Number of employees participating Goal: 10-15 participants in FY25	DOR	DOF FY budget	FY 25
SP-2 Goal 4	Encourage cross-training	Revamp Lunch and Learns	DOF HR/DOF Division Directors/	In-house DOF staff from each Division	FY 25- continuous

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Continue to support Continuous Improvement Practitioner Program	Identify Finance employees who want to be apart of projects and future leadership team	DOF Directors	CIP and DLC training	FY 25 Continuous
SP-3 Goal 2	Continue to work with DHR on opportunities for career ladders that help promote professional growth and retention.	Improved career ladders and paygrade progression.	Division Directors and DHR	DHR Classification Team to review.	April 2025
SP-3 Goal 3	Pilot a new Public Service Training	Improved response times and reduced complaints from staff and constituents	DOR	Public Service Assistant Director and Training Vendor	Spring 25 Continuous
SP-3 Goal 4	Audit Staff participation in CPE's	Completed participation	DOR and DOA		
SP-3 Goal 5	Enhanced focus on cyber security training	Participation and success rates	DOF and DTI	Existing staff and funding.	FY25

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State of Delaware

Delaware Department of Labor

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Karryl Hubbard
Secretary of Labor
Karryl.Hubbard@delaware.gov

Tristan Press, HR Administrator DHR/DOL
Tristan.Press@delaware.gov

DATE: October 9, 2024

SUBJECT: **Delaware Department of Labor (DOL) FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the DOL FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
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Section I:	Policy Statement
Section II:	Executive Summary • Summary Statement • Responsibilities for Implementation
Section III:	FY24 Accomplishments: (July 1, 2023 - June 30, 2024) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Karryl Hubbard, Secretary of Labor. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Labor connects people to jobs, resources, monetary benefits, workplace protections and labor market information to promote financial independence, workplace justice and a strong economy. The DOL pledges its continued support of the state of Delaware's program on equal employment opportunity affecting employment practices, to include recruitment and selection, promotions, terminations, transfers, compensation and training, and other terms and conditions as set forth in the Governor's Executive Order 30.

We are happy to report that the implementation of sign on and retention bonuses in our Disability Determination Services Division has helped retain current staff as well as recruit new talent, especially in the adjudication area.

The Department, like all state agencies, continued to experience recruitment struggles. However, the Fiscal maintenance review, as well as the recently approved classification updates have had a very positive effect with our recruitment efforts.

As in many state agencies, DOL has an aging workforce with many of our workers being close to retirement age. We are fortunate to have a potential pipeline with large numbers of contractual employees who can apply for merit positions as they become available.

The Department is very excited about the increased use and focus on internships to increase awareness of the state as a premier employer and hopes to strengthen these processes during the coming fiscal year.

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DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Administration/Office of the Secretary/OOLMI	43
Unemployment Insurance	90
Industrial Affairs	93
Vocational Rehabilitation/Disability Determination Services	114
Division of Employment and Training	85
Paid Family Medical Leave	7
TOTAL	**432 with C/S (401without C/S)**

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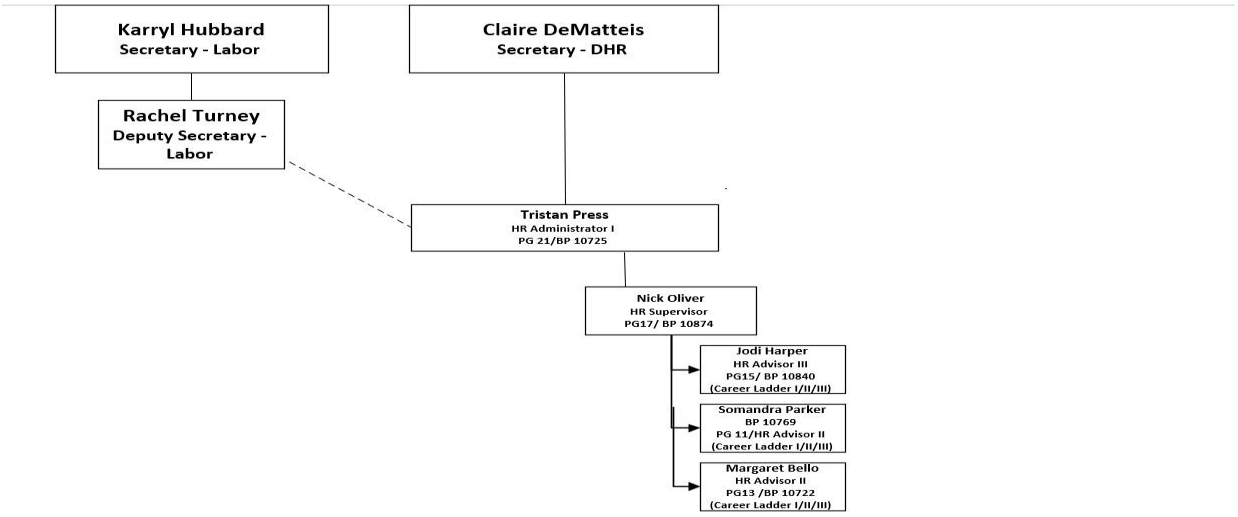
RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of Labor oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The HR Administrator, Tristan Press, tristan.press@delaware.gov/302-761-8014, implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. Facilitating the implementation of the EEO/Affirmative Action Plan within the policies established by the Secretary and Division Directors.
2. Organizing and implementing monitoring activities associated with the Affirmative Action Plan.
3. Overseeing the expeditious adjudication of discrimination complaints as required by the Department's Complaint Procedures.
4. Conducting statistical and personnel analyses.
5. Initiating monitoring activities of internal compliance programs.
6. Reviewing changes in Federal and State Equal Employment Opportunity programs and making recommendations to the Secretary for necessary changes in Department operations.
7. Providing Equal Employment Opportunity sensitivity sessions for Department staff.
8. Reporting on the progress of the Equal Employment Opportunity program to the Secretary annually. The report will focus on progress made and on recommending further action needed to achieve the Department's Affirmative Action Objectives. Emphasis is placed on action(s) that can reasonably be taken to remedy the under-utilization of minorities and females in the EEO Categories.
9. Coordinating Equal Employment Opportunity activities with the Department's HR Section.
10. Keeping current with Equal Employment Opportunity laws, policies, and regulations, and to be aware and sensitive to Equal Employment Opportunity needs and be prepared to act accordingly.
11. Assisting managers and supervisors in carrying out Department Equal Employment Opportunity.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Revitalize our DEI committee internally	Have attendance at DEI committee and events 5% of DOL workforce will attend a Cultural heritage month event or an event planned by LDC	Lead of DEI (currently DHR personnel) and committee members from DOL	Launched in early 2023. Committee continues to meet, have workshops ie "Coffee & Collab", provide email blasts to DOL staff	Successful
SP-1 Goal 2	Continue to increase internship opportunities through structured and streamlined processes for hiring managers to use.	Expand number of "type" of interns from HS to College to Law school to appropriate certificate programs	DOL/DHR	Nicholas Oliver is coordinating the intern program	Successful
SP-1 Goal 3	Maximize the tools that are not standard with employment but available (e.g. hiring and retention bonuses).	Increased qualified applications and retention.	DHR/DOL	Hiring/retention bonuses in DDS	Successful

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Identify strategies to accomplish the stated goal above through the DEI committee.	DOL DEI committee in partnership with DHR DEI recommend strategies Goal: The Local Diversity Committee will identify and report on 3 strategies	DOL DEI committee	Engaged staff through Coffee & Collab, through supervisor training and Town Hall conversations	Ongoing
SP-2 Goal 2	Continue to provide leadership training with potential expansion (UD Women's Leadership).	25 employees participate in UD Training 5 employees participate in Women's Leadership Training	DHR-Training Administrator and Deputy Secretary	25 employees participated in UD training and 2 in Women's Leadership	Successful
SP-2 Goal 3	Potential Goal: Provide Inclusive Leadership Training (Include "Spotlight" of management that exemplify inclusive leadership)	All managers will participate in this training	DHR-Training Administrator and Deputy Secretary	Supervisor training with over 60 leaders from DOL attended	Successful

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	See SP-2 Goal 2				
SP-3 Goal 2	Continue to market our training policy which is comprehensive and was written to support natural funding inequities	Increased use of training and tuition reimbursement 200% increase in tuition reimbursement participation	Division Directors	Sent emails to staff and spoke at Town Hall	Ongoing

SECTION IV: WORKFORCE ANALYSIS

DEPARTMENT OF LABOR WORKFORCE ANALYSIS OVERVIEW:

The Department of Labor is well represented with 53% minority, but still has the opportunity to increase our male workforce. Not all but many of the DOL positions are in human services, which is typically a women-dominated career/industry choice.

We have projected growth in enforcement positions-an occupation that is more likely to attract males. We see an increase in internal movement within DOL - people want to stay and see opportunity for movement within. The potential increase in positions that may attract males coupled with an existing environment where there is movement within is likely to increase male representation over time.

To assist with competitive wages, we are now processing advanced salary reviews through DHR central for all non-union new hires/promotions.

We continue to review positions for potential reclassification consideration.

DOL is very active in hosting and engaging in job fairs and recruiting events both for their own workforce and in accordance with their mission to connect people to jobs, resources, etc. We have over 100 contractors and we view contracting as a way to help showcase all the opportunity at DOL to a wide range of potential workers.

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DEPARTMENT OF LABOR DEMOGRAPHICS AT A GLANCE:

The total number of DOL EEO-4 eligible employees as of June 30, 2024, is 387.

The DOL EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DOL workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DOL workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. DOL does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 53% of the total DOL workforce, a 2% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Technicians
    - Skilled Craft

Female Representation:

- Females represent 74% of the total DOL workforce, which remains the same from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Technicians
    - Skilled craft

Male Representation:

- Males represent 26% of the DOL workforce, which remains the same from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators
    - Professionals
    - Protective Services
    - Para-Professionals
    - Office & Clerical

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	13	5	3	0	0	0	1	22	40.0%	3	17	12	1	2	0	0	1	33	60.0%	4	55	25	45.5%
2 Professionals	36	18	1	1	1	0	0	57	23.6%	6	83	64	20	9	1	1	7	185	76.4%	12	242	123	50.8%
3 Technicians	4	1	0	1	0	0	0	6	85.7%	1	1	0	0	0	0	0	0	1	14.3%	0	7	2	28.6%
4 Protective Services	2	2	1	0	0	0	0	5	62.5%	0	0	3	0	0	0	0	0	3	37.5%	0	8	6	75.0%
5 Para Professional	0	1	0	0	0	0	0	1	8.3%	1	3	8	0	0	0	0	0	11	91.7%	1	12	9	75.0%
6 Office & Clerical	5	2	1	0	0	0	0	8	12.9%	0	16	31	3	2	0	0	2	54	87.1%	4	62	41	66.1%
7 Skilled Craft	1	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0.0%	0	1	0	0.0%
8 Service Maintenance	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0%
Totals	**61**	**29**	**6**	**2**	**1**	**0**	**1**	**100**	**25.8%**	**11**	**120**	**118**	**24**	**13**	**1**	**1**	**10**	**287**	**74.2%**	**21**	**387**	**206**	**53%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Table 2

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	45%	21%	31%	7%	4%	0%	0%	4%
2 Professionals	29%	51%	22%	34%	9%	4%	1%	0%	3%
3 Technicians	38%	29%	-9%	14%	0%	14%	0%	0%	0%
4 Protective Services	37%	75%	38%	63%	13%	0%	0%	0%	0%
5 Para Professional	34%	75%	41%	75%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	66%	35%	53%	6%	3%	0%	0%	3%
7 Skilled Craft	26%	0%	-26%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

Table 3

Female Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	60%	15%	31%	22%	2%	4%	0%	0%	2%
2 Professionals	59%	76%	18%	34%	26%	8%	4%	0%	0%	3%
3 Technicians	50%	14%	-36%	14%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	38%	18%	0%	38%	0%	0%	0%	0%	0%
5 Para Professional	77%	92%	15%	25%	67%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	87%	22%	26%	50%	5%	3%	0%	0%	3%
7 Skilled Craft	6%	0%	-6%	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Table 4

Male Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	40%	-15%	24%	9%	5%	0%	0%	0%	2%
2 Professionals	41%	24%	-18%	15%	7%	0%	0%	0%	0%	0%
3 Technicians	50%	86%	36%	57%	14%	0%	14%	0%	0%	0%
4 Protective Services	81%	63%	-18%	25%	25%	13%	0%	0%	0%	0%
5 Para Professional	23%	8%	-15%	0%	8%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	13%	-22%	8%	3%	2%	0%	0%	0%	0%
7 Skilled Craft	94%	100%	6%	100%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	30%	28%	21%
2 Professionals	17%	18%	22%
3 Technicians	-23%	0%	-9%
4 Protective Services	26%	35%	38%
5 Paraprofessional	36%	51%	41%
6 Office & Clerical	30%	27%	35%
7 Skilled Craft	-26%	-26%	-26%
8 Service Maintenance	NA	55%	NA

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	14%	12%	15%
2 Professionals	13%	18%	18%
3 Technicians	-7%	-25%	-36%
4 Protective Services	6%	23%	18%
5 Paraprofessional	16%	16%	15%
6 Office & Clerical	21%	23%	22%
7 Skilled Craft	-6%	-6%	-6%
8 Service Maintenance	0%	-44%	NA

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-14%	-12%	-15%
2 Professionals	-13%	-18%	-18%
3 Technicians	7%	25%	36%
4 Protective Services	-6%	-23%	-18%
5 Paraprofessional	-16%	-16%	-15%
6 Office & Clerical	-21%	-23%	-22%
7 Skilled Craft	6%	6%	6%
8 Service Maintenance	0%	44%	NA

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	7
Woman	14
Other (union group Gievance)	17
Total	**38**

Total Complaints by Race/Ethnicity	
Black - African American	9
Asian	1
Hispanic/Latinx	2
Native American/ Alaskan Native	0
Not Identified	17
Pacific Islander/Native Hawaiian	0
Two or more races	1
White	8
Total	**38**

Total Complaints by Employment Status	
Merit	35
Non-Merit Exempt	0
Casual/Seasonal/Temp	3
Total	**38**

Total Complaints by Category	
Informal	7
Formal	31
External	0
Total	**38**

Total Complaints by type	
ADA	2
Discrimination	1
Gender	1
Generic Issue	2
Harassment	3
Hostile Work Environment	5
Merit Rule	21
Misconduct	2
Retaliation	0
Sexual Harassment	1
Workplace Violence	0
Total	**38**

Total Compaints by Current Status	
Open	4
Closed	34
Total	**38**

Total Complaints by Resolution	
To be Determined	4
Substantiated	2
Unsubstantiated	32
Total	**38**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	3	33%	7	28%	133%
Total Female Minority Disciplines	4	44%	12	48%	200%
Total Male Non-Minority Disciplines	2	22%	5	20%	150%
Total Male Minority Disciplines	0	0%	1	4%	0%
Total Disciplines	**9**	**100%**	**25**	**100%**	**178%**
SEPARATIONS					
Total Female Non-Minority Separations	19	25%	10	16%	-47%
Total Female Minority Separations	28	37%	30	49%	7%
Total Male Non-Minority Separations	14	18%	14	23%	0%
Total Male Minority Separations	15	20%	7	11%	-53%
Total Separations	**76**	**100%**	**61**	**100%**	**-20%**
NEW HIRES					
Total Female Non-Minority New Hires	22	27%	11	15%	-50%
Total Female Minority New Hires	37	46%	40	54%	8%
Total Male Non-Minority New Hires	10	12%	11	15%	10%
Total Male Minority New Hires	12	15%	12	16%	0%
Total New Hires	**81**	**100%**	**74**	**100%**	**-9%**
PROMOTIONS					
Total Female Non-Minority Promotions	17	35%	18	37%	6%
Total Female Minority Promotions	23	47%	22	45%	-4%
Total Male Non-Minority Promotions	7	14%	8	16%	14%
Total Male Minority Promotions	2	4%	1	2%	-50%
Total Promotions	**49**	**100%**	**49**	**100%**	**0%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

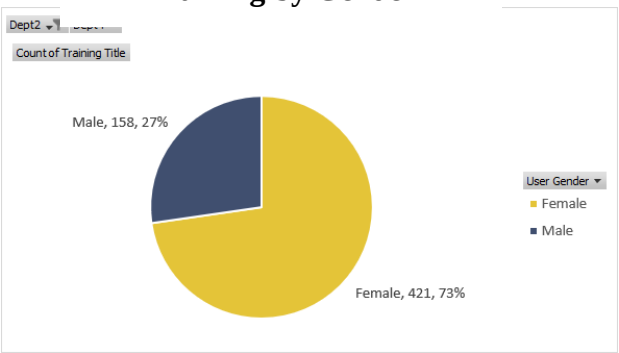


Figure 11

Training by Race and Ethnicity

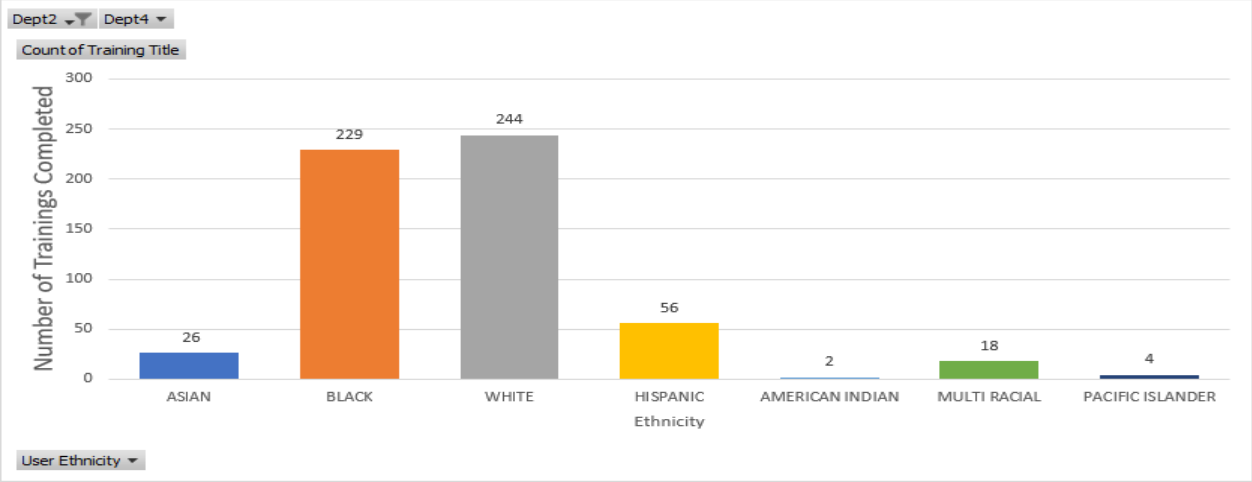
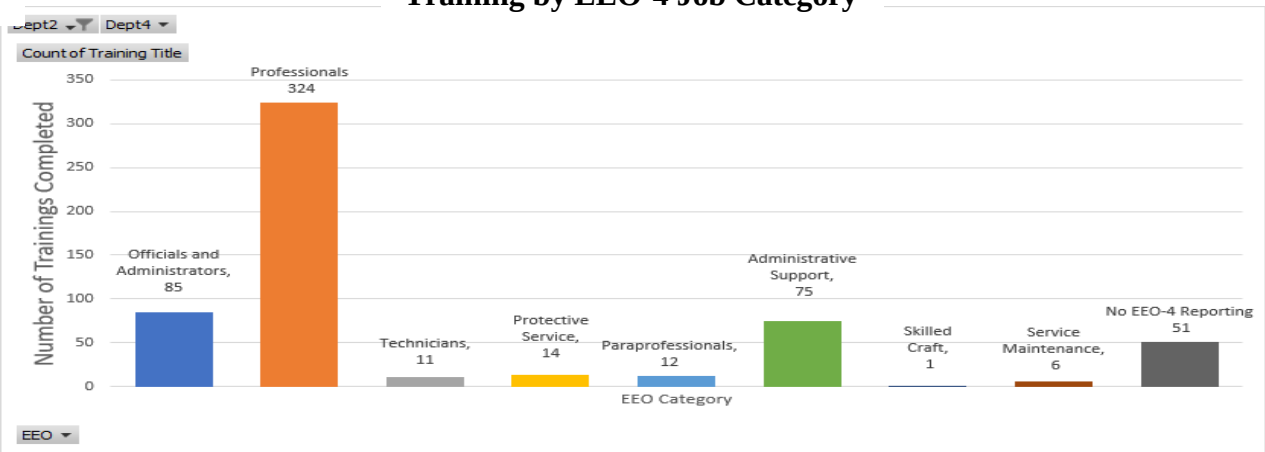


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category. *Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024*.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	2
Total Non-Minority Female	2
Total Minority Female	0
Total Male	0
Total Non-Minority Male	0
Total Minority Male	0
Total Employees Requesting Tuition Reimbursement	**2**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	32
Total Request for Accommodations	14
Total Request Accommodated	12
Total Selective Placement Candidates Interviewed	1
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	13%	1	38%	3	25%	2	13%	1	13%	1	44%	8
Hispanic or Latino	100%	2	0%	0	0%	0	0%	0	0%	0	11%	2
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	100%	1	0%	0	6%	1
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	0%	0	50%	2	50%	2	0%	0	0%	0	22%	4
Prefer Not to Identify	33%	1	0%	0	67%	2	0%	0	0%	0	17%	3
Total	22%	4	28%	5	33%	6	11%	2	6%	1	100%	18
											Answered	18
											Skipped	1

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
12	8	MDDS01, MDDS02, MDDS03	Disablity Determination Adjudicator I, II, Sr.	29.00	41%	28%	-14%
5	4	UAAZ25	Operations Support Specialist	6.00	83%	67%	-17%
2	1	MDAZ06	Industrial Hygienist	2.00	100%	50%	-50%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MDDS01 MDDS02 MDDS03	Disability Determination Adjudicator I,II,Sr	2.00	100.00	50.00	81.00	40.50
UAAZ25	Operations Support Spec	2.00	17.00	8.50	13.00	6.50
MDAZ06	Industrial Hygienist	6.00	19.00	3.17	15.00	2.50

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
600110100	DOL/Admin/Off of the Secret	18%	20%	2%
600120200	DOL/Admin/Occ & Labr Markt	0%	12%	12%
600140400	DOL/Admin/Administrtve Supp	14%	33%	19%
600601100	DOL/Unemployment Insurance	29%	21%	-7%
600701100	DOL/Indus Aff/WrkrsComp Saf	6%	6%	0%
600702100	DOL/Indus Aff/Labor Law Enf	0%	5%	5%
600703100	DOL/InduAff/OSHA/Labor Stat	31%	18%	-13%
600704100	DOL/InduAff/AntiDiscriminat	0%	0%	0%
600810100	DOL/VR/Voc Rehab Svs	14%	13%	-1%
600820100	DOL/VR/DisabiltyDetermintn	13%	14%	1%
600920100	DOL/ET/Employmnt & Traing S	25%	50%	25%
600920400	DOL/ET/Employmnt & Traing S	23%	17%	-7%
	Department Average	**14%**	**17%**	**3%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
MDDS01 MDDS02 MDDS03	Disability Determination Adjudicator I,II,Sr	29%	16%	13%
UAAZ25	Operations Support Spec	0%	0%	0%
MDAZ06	Industrial Hygienist	100%	0%	100%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 2,477 people applied online to DOL jobs, a 48% increase from FY23 in which 1,671 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

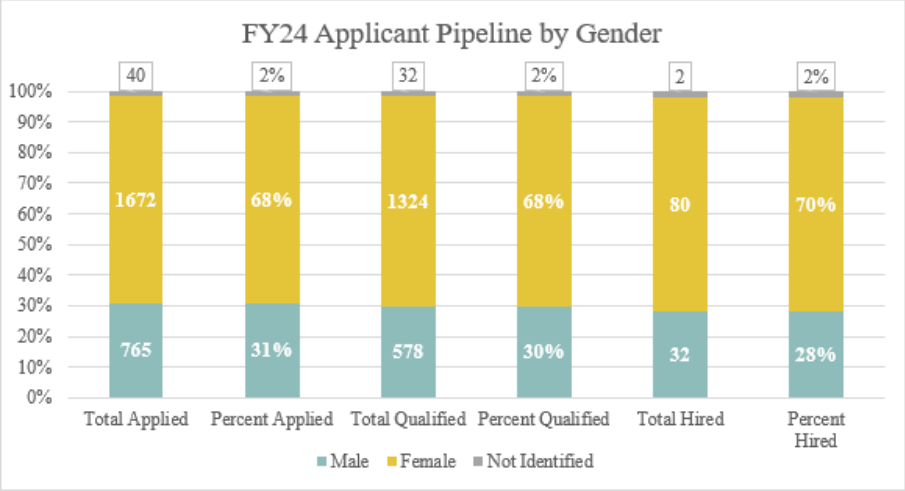
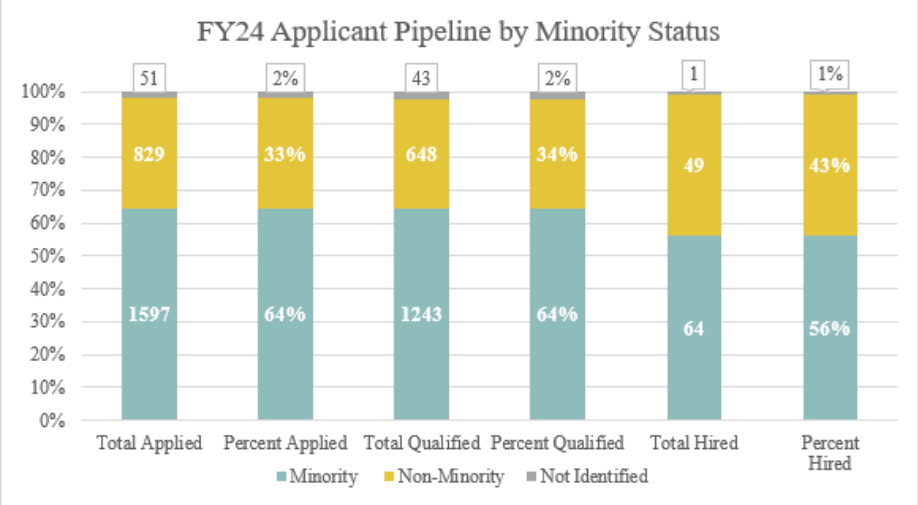


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	59	39
FY24	55	37
Change FY23 vs FY24	-4	-2

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	3	4
FY24	1	1
Change FY23 vs FY24	-2	-3

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
Customer service focus	Customer service Training for all DOL staff. Human centered services as a culture.	Increase the value customer service plays in our culture	Secretary/Deputy	Implementing call centers to address increases in phone calls based on high volume mailings	Ongoing
Collaboration	Divisions need to collaborate for better service delivery		Secretary/Deputy/Directors		Ongoing
Competitive employer	Support the best possible salary, promote promotion and intern opportunities	Centralizing the ASSR process automatically	DHR/DOL Leadership	Discuss intern and promotional opportunities on Town Halls	Ongoing

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

* *At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
UI stability	Retain UI staff	Reduce turnover	DHR/DOL leadership	Increased pay/retentional bonus	Ongoing
Additional support for managers from HR	HR centralized ASSR's and are looking to add another Advisor to the Team	Added HR staff to assist DOL staff	DHR		Ongoing
Training	Continue Supervisor training and Continuous Improvement (CIP)	100 supervisor training completed this year and at least 2 CIP participants	DOL leadership/HR		Ongoing

STATE OF DELAWARE
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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
Educate and support leadership	Mandatory supervisor training	100% participation	DOL leadership/DHR	DHR training unit/UD leadership	June 2025

State of Delaware

Department of State

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of State (DOS)
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Jeffrey Bullock
Cabinet Secretary, Department of State

Jacqueline Fetzer
Human Resources Administrator II
Jacqueline.fetzer@delaware.gov

Tanika Thompson
Human Resources Supervisor
Tanika.thompson@delaware.gov

DATE: September 12, 2024

SUBJECT: **Department of State FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of State's FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Department of State (DOS)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section III:	FY23 Accomplishments: (July 1, 2023 - June 30, 2024) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

STATE OF DELAWARE
Department of State (DOS)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Jeffrey Bullock, Secretary of State. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of State (DOS) continues its commitment to ensuring that we have a diverse workforce. We have continued the best practices of having diverse interview panels for all pay grades and requiring panelists to take the Selection Interviewing course. If our employees completed the Selection Interviewing course prior to the revision date of August 27, 2021, we are asking them to complete a refresher course to stay current with the course information.

In FY24, we reached parity for women in seven of the eight EEO-4 categories. We continue to be challenged in reaching parity for women in one of the EEO-4 categories for women, Officials and Administrators (-19%). We are underrepresented for men in eight EEO-4 categories. These categories are Officials & Administrators (-19%), (Professionals (-1%), Technicians (-21%), Protective Services (-31%), Paraprofessional (-10%), Office & Clerical (-20%), Skilled Craft (-3%) and Service Maintenance (-5%). We did reach parity for minorities in five EEO-4 Categories. We continue to be challenged for minorities in three EE0-4 Categories. Those categories are Officials & Administrators (-8%), Professionals (0%), and Skilled Craft (-21%).

In our ongoing effort to increase retention by providing a clear understanding of each position's role in the overall goal of the agency and job-specific duties and responsibilities, DOS has been making great progress toward increasing the number of performance plans and reviews completed each year. In FY24 78% of performance reviews and performance plans were completed by managers versus FY23 74%, FY22 66% and FY21 38%. DOS Human Resources continues to offer training for our division management and leadership to continue improving results towards our goal of 100% performance plan and review completion for each of our 18 Divisions.

The Delaware Veterans Home (DVH) continues to staff the largest number of employees in DOS. We continue to offer Nursing Recruitment and Retention incentives to help with attracting new staff and retaining the existing staff. We have completed a climate survey this year as the home is under new Administration. We continue to try to improve the overall workplace environment. We held a job fair August 28th, 2024, to try to get more nursing staff on board. We potentially have three new hires from the event and plan to hold another job fair in October of 2024. The Division continues to rely on 3rd party nursing to allow DVH to be staffed correctly and abide by Eagles Law.

HR continues to work with Division Directors to ensure leadership is aware of their open positions and opportunities for hiring. HR further worked with Division of Corporations and Historical and Cultural Affairs to successfully reclass positions to better align the Divisions and be able to attract more talent to their pipelines.

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DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Secretary of State's Office	17
Commission for Veterans Affairs	20
DE Government Information Center	3
Public Integrity Commission	1
Employment Relations Board	3
Human & Civil Rights	5
Delaware Public Archives	28
Professional Regulation	39
Public Service Commission	19
Public Advocate	6
Corporations	99
Historical and Cultural Affairs	44
Arts	8
Libraries	15
Delaware Veterans Home	121
Small Business & Tourism	26
Office of the State Bank Commissioner	27
State/Off o/t AlcBevCntrlComm	6
TOTAL	**487**

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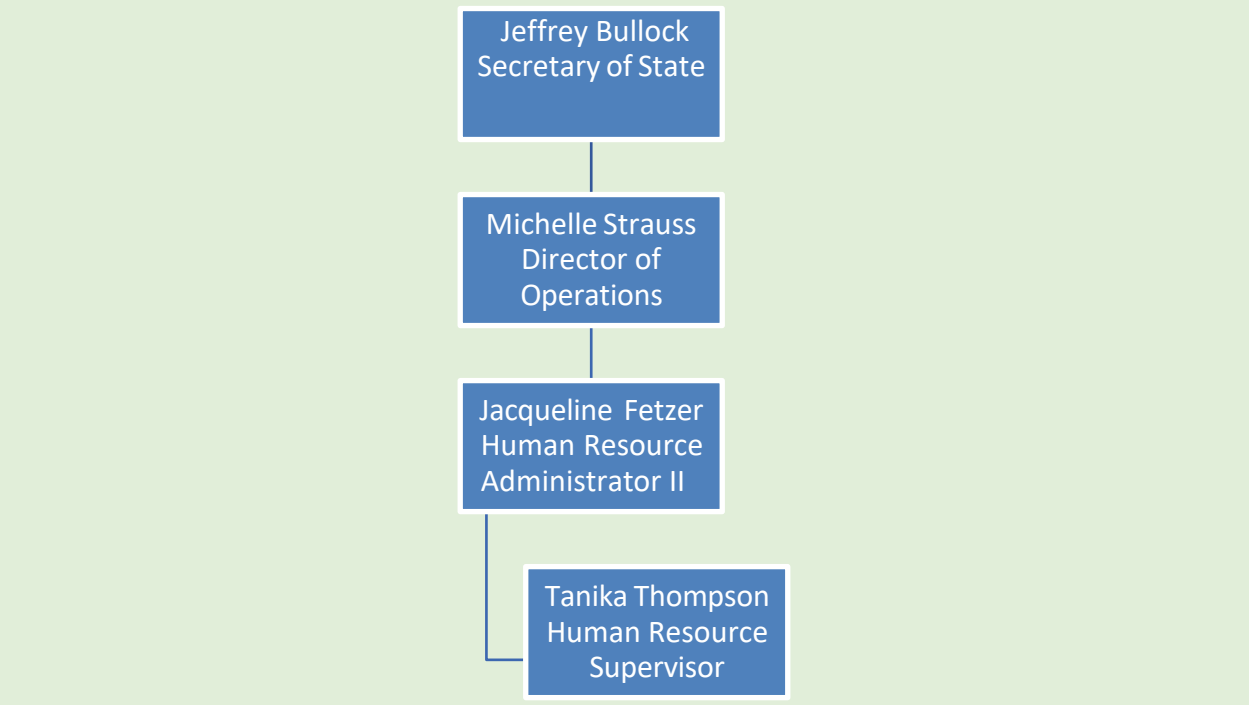
RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of State oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Human Resources Administrator II, Jacqueline Fetzer, (302) 608-5231, Jacqueline.Fetzer@delaware.gov implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

- Communication/Advisor to the DOS Executive Team, informing them of equal opportunity progress and reporting potential problem areas through quarterly reports.
- Communication/Assisting management in arriving at effective solutions to AA/EEO problems.
- Serving as the liaison between DOS and enforcement agencies.
- Providing input and assistance in providing recommendations to address underutilization and the development of policies and procedures.

ORGANIZATIONAL CHART:



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FY2024/FY2025 EEO REPORT AND ACTION PLAN

SECTION III: FY22 ACCOMPLISHMENTS: JULY 1, 2022 – JUNE 30-2023

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Provide Tuition Payments to Schools to Recruit CNAs and LPNs	Hire new Nursing Assistants (NA) to obtain CNA Certification or LPN Levels	DVH Management, HR, DOS Director of Operations, DHR Central	Work with DHR & OMB/GSS to put out an RFP to get schools approved for direct payments for NAs to attend and acquire certification.	LPN Tuition program did not take off following RFP process. We currently have 2 Nursing Assistants enrolled to become CNA's upon completion of the program.
SP-2 Goal 2	Retain DVH Staff	Provide staff with a Retention Bonus	DVH Management, HR and DOS Director of Operations with Deputy Secretary	Provide DHR justification and retention plan for approval.	Retention and Recruitment bonus approved for another six months.
SP-3 Goal 3	Increase Employee Satisfaction within all DOS Divisions	Continue Workplace Environment improvement. Continue Morale Committee at DVH. Continue D&I Committee at DVH.	DVH Management, HR, and DOS Director of Operations with Deputy Secretary	DOS has expressed concerns that the Exit Interview details/results received from DHR Central, are not received in a timely manner to allow DOS the opportunity to mitigate any concerns or workplace environment issues. Provide training from HR as necessary. Use of EAP, DLC and Town Hall Meetings.	Climate Survey completed for DVH in February 2024 and for Division of Archives in August 2024. Morale Committee and D&I Committee continue for DVH. Exit interview information will be given quarterly now but not broken down by our 18 Divisions only the Department.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Continue to increase the number of Divisions within DOS completing performance plans and reviews yearly and plans for new employees within 30 days of hire. This helps with retention as the employee is aware of their duties and can have open communication with their supervisor. Currently, when an employee does not have specific duties and responsibilities documented and communicated, it can cause the employee not to engage and become unsatisfied in their position. This in turn can lead to job loss and inhibit retention.	100% Performance Plans and Reviews received for FY23/24. Casual seasonal employees are not required but are recommended.	Division Directors, Managers, and Supervisors working in partnership with DOS Human Resources.	Provide DOS customized Performance Plans and Review training again for December/January. Send reminders in advance of the January deadline. Follow up as often as necessary. HR to work with managers and supervisors as necessary to assist them in the process.	Ongoing following up with division directors. We increased the Plans and Reviews received to 78% this year. Continued to train Managers and Supervisors on Performance Plan, Review and PIP process for better SMART goals being used.
SP-2 Goal 2	Continue to address all Workplace Environment issues within DOS Divisions.	Complete climate surveys as needed for all DOS Divisions.	DOS HR, Director of Operations working with Division Directors.	Follow up on Exit Interview issues and complete complaint investigations or issues.	Exit Surveys no longer break down by Division, so it is hard to ascertain where the issues are. Climate Surveys completed for DVH and Archives.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Continue to offer Tuition Reimbursement to qualified DOS Staff for Professional Development. This effort also helps in retention efforts for the DOS.	Review employees who have used the Tuition Reimbursement program to review the length of employment following the program.	HR and Director of Operations.	Tracking spreadsheets for qualified and approved Tuition Reimbursement staff.	Still being provided. Put out message to our divisions as a reminder. We increased the participation level by 3 DOS employees this year. Showing a diverse group for DOS.
SP-3 Goal 2	Encourage Managers to attend the Leadership Program through the Delaware Learning Center.	Completion of program. Will suggest this year in December to all Division Directions to encourage their Managers and Supervisors.	HR, Division Directors & Employees.	Delaware Learning Center.	Sent out communications to managers. Informed 6 employees completed the Leadership program. Spent last few years: Focused on retraining managers and supervisors through DOS taught training.

SECTION IV: WORKFORCE ANALYSIS

DOS WORKFORCE ANALYSIS OVERVIEW:

DOS has 487 merit employees with minorities representing 35% (169 minority employees) of the DOS workforce, which is a 2% increase from FY23. Out of the eight defined EEO-4 Categories, minorities are underrepresented in three categories within DOS.

Below are observable trends that affect DOS's opportunity to increase diversity in our workforce:

DOS is underrepresented for minorities in three categories. Skilled Craft workers are underrepresented by -21% of the labor market. Also, Officials & Administrators are underrepresented by -8% of the labor market, however, Professional employees are at 0% of the labor market.

DOS is a diverse agency overall with Females making up 70% of the workforce and minorities making up 35% of the workforce.

DOS has identified ten hard-to-fill classifications. Most of these classifications are from the nursing field, then Public Utility Analyst(s), and Mechanics. Competition levels are high for nursing through other state agencies and private hospitals. Public Utility Analysts often leave due to the high increases they can receive working for a utility company.

Turnover at the Delaware Veterans Home decreased by 5% (FY24 at 29% versus FY23 at 34%). DOS is working to fill vacancies, but salary, location of the facility, the overall perception of the culture, and competition from local hospitals make it difficult to attract and retain employees.

Applicant pipelines are 39% minority and 33% male. DOS partnered with DHSS this FY to implement a new tuition program for students to attract them to become CNA's to increase the pipeline at the Delaware Veterans Home. As of June 30, 2023, we had two new employees in this program. DOS shall continue to target recruitment efforts with local schools and colleges as well as provide internship opportunities as they become available.

In summary, DOS continues to improve workplace environment issues within the Delaware Veterans Home and other Divisions as necessary.

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DOS DEMOGRAPHICS AT A GLANCE:

The total number of DOS EEO-4 eligible employees as of June 30, 2024, is 487.

The DOS EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DOS workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DOS workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. DOS does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 35% of the total DOS workforce, a 2% increase from FY23.
- Minorities are represented in the following EEO-4 categories:
    - Technicians (+20%)
    - Protective Services (+9%)
    - Paraprofessional (+23%)
    - Office & Clerical (+8%)
    - Service Maintenance (+4%)
- Minorities are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-8%)
    - Professionals (0%)
    - Skilled Craft (-21%)

Female Representation:

- Females represent 70% of the total DOS workforce, a 2% decrease from FY23.
- Females are represented in the following EEO-4 categories:
    - Professionals (+14%)
    - Technicians (+21%)
    - Protective Services (+31%)
    - Paraprofessional (+10%)
    - Office & Clerical (+20%)
    - Skilled Craft (+3%)
    - Service Maintenance (+5%)

- Females are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-19%)

Male Representation:

- Males represent 30% of the DOS workforce, a 2% increase from FY23.

- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-19%)
    - Professionals (-1%)
    - Technicians (-21%)
    - Protective Services (-31%)
    - Paraprofessional (-10%)
    - Office & Clerical (-20%)
    - Skilled Craft (-3%)
    - Service Maintenance (-5%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	16	2	1	0	0	0	0	19	35.8%	0	28	3	2	0	0	0	1	34	64.2%	1	53	9	17.0%
2 Professionals	36	5	1	2	0	0	2	46	27.4%	1	84	27	5	2	0	1	3	122	72.6%	4	168	48	28.6%
3 Technicians	2	0	0	0	0	0	0	2	28.6%	0	1	4	0	0	0	0	0	5	71.4%	0	7	4	57.1%
4 Protective Services	8	3	0	0	0	0	1	12	50.0%	0	5	3	2	1	0	0	1	12	50.0%	1	24	11	45.8%
5 Para Professional	4	0	2	0	0	0	1	7	13.2%	0	19	23	0	2	0	0	2	46	86.8%	0	53	30	56.6%
6 Office & Clerical	18	1	0	0	0	0	0	19	15.4%	2	57	36	2	5	0	1	3	104	84.6%	5	123	48	39.0%
7 Skilled Craft	19	1	0	0	0	0	0	20	90.9%	2	2	0	0	0	0	0	0	2	9.1%	1	22	1	4.5%
8 Service Maintenance	10	5	3	0	0	0	1	19	51.4%	1	9	8	0	0	0	0	1	18	48.6%	1	37	18	48.6%
Totals	113	17	7	2	0	0	5	144	29.6%	6	205	104	11	10	0	2	11	343	70.4%	13	487	169	35%

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category: Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	17%	-8%	9%	6%	0%	0%	0%	2%
2 Professionals	29%	29%	0%	19%	4%	2%	0%	1%	3%
3 Technicians	38%	57%	20%	57%	0%	0%	0%	0%	0%
4 Protective Services	37%	46%	9%	25%	8%	4%	0%	0%	8%
5 Para Professional	34%	57%	23%	43%	4%	4%	0%	0%	6%
6 Office & Clerical	31%	39%	8%	30%	2%	4%	0%	1%	2%
7 Skilled Craft	26%	5%	-21%	5%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	49%	4%	35%	8%	0%	0%	0%	5%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category: White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	64%	19%	53%	6%	4%	0%	0%	0%	2%
2 Professionals	59%	73%	14%	50%	16%	3%	1%	0%	1%	2%
3 Technicians	50%	71%	21%	14%	57%	0%	0%	0%	0%	0%
4 Protective Services	19%	50%	31%	21%	13%	8%	4%	0%	0%	4%
5 Para Professional	77%	87%	10%	36%	43%	0%	4%	0%	0%	4%
6 Office & Clerical	65%	85%	20%	46%	29%	2%	4%	0%	1%	2%
7 Skilled Craft	6%	9%	3%	9%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	49%	5%	24%	22%	0%	0%	0%	0%	3%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category: White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	36%	-19%	30%	4%	2%	0%	0%	0%	0%
2 Professionals	41%	27%	-14%	21%	3%	1%	1%	0%	0%	1%
3 Technicians	50%	29%	-21%	29%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	50%	-31%	33%	13%	0%	0%	0%	0%	4%
5 Para Professional	23%	13%	-10%	8%	0%	4%	0%	0%	0%	2%
6 Office & Clerical	35%	15%	-20%	15%	1%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	91%	-3%	86%	5%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	51%	-5%	27%	14%	8%	0%	0%	0%	3%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-12%	-8%	25%
2 Professionals	-1%	1%	29%
3 Technicians	3%	23%	38%
4 Protective Services	9%	4%	37%
5 Paraprofessional	5%	17%	34%
6 Office & Clerical	7%	6%	31%
7 Skilled Craft	-21%	-21%	26%
8 Service Maintenance	-6%	-1%	45%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	18%	19%	19%
2 Professionals	16%	14%	14%
3 Technicians	-10%	-10%	21%
4 Protective Services	31%	26%	31%
5 Paraprofessional	7%	13%	10%
6 Office & Clerical	23%	21%	20%
7 Skilled Craft	3%	5%	3%
8 Service Maintenance	11%	6%	5%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-18%	-19%	-19%
2 Professionals	-16%	-14%	-14%
3 Technicians	10%	10%	-21%
4 Protective Services	-31%	-26%	-31%
5 Paraprofessional	-7%	-13%	-10%
6 Office & Clerical	-23%	-21%	-20%
7 Skilled Craft	-3%	-5%	-3%
8 Service Maintenance	-11%	-6%	-5%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	5
Woman	3
Other	0
Total	**8**

Total Complaints by Race/Ethnicity	
Black - African American	1
Asian	0
Hispanic/Latinx	1
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	6
Total	**8**

Total Complaints by Employment Status	
Merit	5
Non-Merit Exempt	1
Casual/Seasonal	2
Total	**8**

Total Complaints by Category	
Informal	2
Formal	3
External	3
Total	**8**

Total Complaints by type	
ADA	0
Discrimination	2
Gender	0
Generic Issue	0
Harassment	2
Hostile Work Environment	3
Merit Rule	0
Misconduct	0
Retaliation	1
Sexual Harassment	0
Workplace Violence	0
Total	**8**

Total Complaints by Current Status	
Open	2
Closed	6
Total	**8**

Total Complaints by Resolution	
To be Determined	2
Substantiated	2
Unsubstantiated	4
Total	**8**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	7	29%	9	27%	29%
Total Female Minority Disciplines	7	29%	16	48%	129%
Total Male Non-Minority Disciplines	5	21%	6	18%	20%
Total Male Minority Disciplines	5	21%	2	6%	-60%
Total Disciplines	**24**	**100%**	**33**	**100%**	**38%**
SEPARATIONS					
Total Female Non-Minority Separations	36	42%	7	39%	-81%
Total Female Minority Separations	23	27%	5	28%	-78%
Total Male Non-Minority Separations	21	24%	6	33%	-71%
Total Male Minority Separations	6	7%	0	0%	-100%
Total Separations	**86**	**100%**	**18**	**100%**	**-79%**
NEW HIRES					
Total Female Non-Minority New Hires	46	39%	22	39%	-52%
Total Female Minority New Hires	41	34%	15	27%	-63%
Total Male Non-Minority New Hires	24	20%	16	29%	-33%
Total Male Minority New Hires	8	7%	3	5%	-63%
Total New Hires	**119**	**100%**	**56**	**100%**	**-53%**
PROMOTIONS					
Total Female Non-Minority Promotions	20	42%	19	50%	-5%
Total Female Minority Promotions	9	19%	4	11%	-56%
Total Male Non-Minority Promotions	14	29%	12	32%	-14%
Total Male Minority Promotions	5	10%	3	8%	-40%
Total Promotions	**48**	**100%**	**38**	**100%**	**-21%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

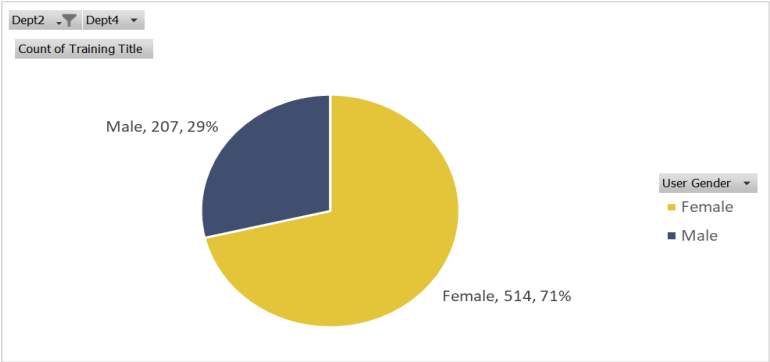


Figure 11

Training by Race and Ethnicity

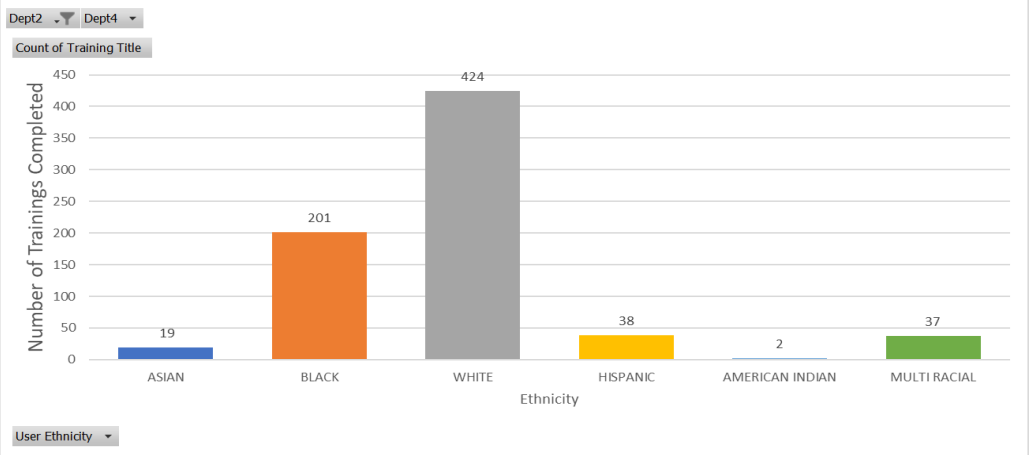
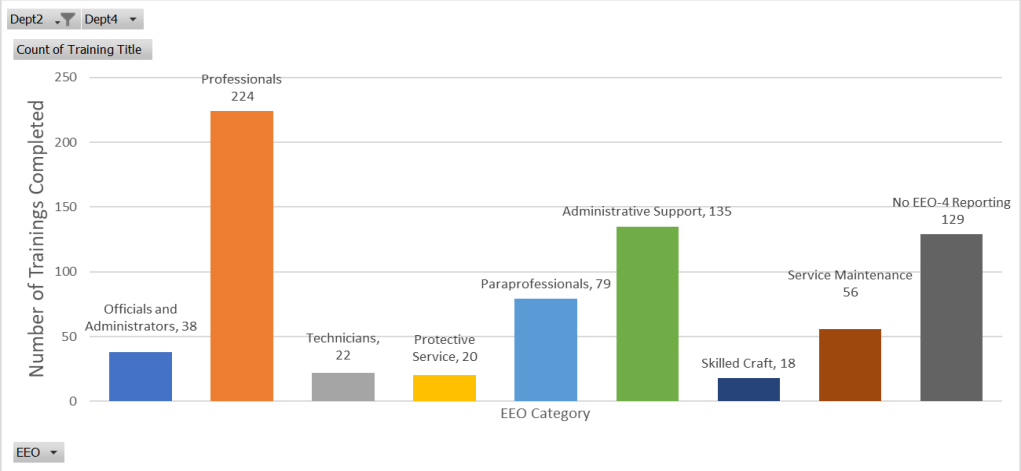


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	6
Total Non-Minority Female	3
Total Minority Female	3
Total Male	1
Total Non-Minority Male	1
Total Minority Male	0
Total Employees Requesting Tuition Reimbursement	**7**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	21
Total Request for Accommodations	3
Total Request Accommodated	3
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	100%	1	8%	1
Asian	0%	0	0%	0	100%	1	0%	0	0%	0	8%	1
African	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Hispanic or Latino	0%	0	0%	0	100%	2	0%	0	0%	0	15%	2
Hawaiian or Other Pacific	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Races	100%	1	0%	0	0%	0	0%	0	0%	0	8%	1
White	13%	1	13%	1	13%	1	25%	2	38%	3	62%	8
Identify	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Total	15%	2	8%	1	31%	4	15%	2	31%	4	100%	13
											Answered	**13**
											Skipped	**3**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
1	4	MAAB02	Corporations Assistant	33.00	3%	12%	9%
6	4	MABJ01	Bank Examiner I	10.00	60%	40%	-20%
0	0	MABJ02	Bank Examiner II	0.00	0%	0%	0%
0	0	MABJ03	Bank Examiner III	2.00	0%	0%	0%
3	4	MABL01	Public Utility Analyst I	5.00	60%	80%	20%
2	1	MABL02	Public Utility Analyst II	2.00	100%	50%	-50%
3	3	MABL03	Public Utility Analyst III	6.00	60%	50%	-10%
1	1	MCCA24	Equipment Mechanic IV	2.00	50%	50%	0%
0	0	MCCA25	Master Mechanic	1.00	0%	0%	0%
45	48	UDCD02	Certified Nursing Assistant	72.00	62%	67%	5%
3	2	UDGA01	Licensed Practical Nurse I	2.00	100%	100%	0%
12	12	UDGA03	Licensed Practical Nurse III	15.00	86%	80%	-6%
0	1	UDGB01	Registered Nurse I	2.00	0%	50%	50%
1	1	UDGB02	Registered Nurse II	2.00	100%	50%	-50%
15	15	UDGB03	Registered Nurse III	20.00	75%	75%	0%
2	2	UDGB05	Advanced Practical Nurse	2.00	100%	100%	0%
0	1	MUDG04	Assistant Nursing Director	3.00	0%	33%	33%
1	1	MDGY03	Registered Nurse III (Non-Union)	0.00	100%	0%	-100%
3	2	MDGB04	Nursing Supervisor	9.00	33%	22%	-11%
0	0	MGCA02	Conservation Technician II	0.00	0%	0%	0%
4	2	MGCA03	Conservation Technician III	7.00	57%	29%	-29%
0	0	MGCA05	Conservation Technician V	1	0	0%	0%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MAAB02	Corporations Assistant	19.00	193.00	10.16	82.00	4.32
MABJ01	Bank Examiner I	0.00	0.00	0.00	0.00	0.00
MABJ02	Bank Examiner II	0.00	0.00	0.00	0.00	0.00
MABJ03	Bank Examiner III	0.00	0.00	0.00	0.00	0.00
MABL01	Public Utility Analyst I	3.00	40.00	13.33	30.00	10.00
MABL02	Public Utility Analyst II	0.00	0.00	0.00	0.00	0.00
MABL03	Public Utility Analyst III	1.00	1.00	1.00	1.00	1.00
MCCA24	Equipment Mechanic IV	3.00	7.00	2.33	2.00	0.67
MCCA25	Master Mechanic	0.00	0.00	0.00	0.00	0.00
UDCD02	Certified Nursing Assistant	8.00	212.00	26.50	84.00	10.50
UDGA01	Licensed Practical Nurse I	2.00	7.00	3.50	3.00	1.50
UDGA03	Licensed Practical Nurse III	2.00	7.00	3.50	3.00	1.50
UDGB01	Registered Nurse I	3.00	32.00	10.67	12.00	4.00
UDGB02	Registered Nurse II	5.00	50.00	10.00	24.00	4.80
UDGB03	Registered Nurse III	11.00	13.00	1.18	9.00	0.82
UDGB05	Advanced Practical Nurse	0.00	0.00	0.00	0.00	0.00
MUDG04	Assistant Nursing Director	0.00	0.00	0.00	0.00	0.00
MDGY03	Registered Nurse III (Non-Union)	0.00	0.00	0.00	0.00	0.00
MDGY04	Nursing Supervisor	5.00	6.00	1.20	3.00	0.60
MGCA02	Conservation Technician II	0.00	0.00	0.00	0.00	0.00
MGCA03	Conservation Technician III	2.00	9.00	4.50	2.00	1.00
MGCA05	Conservation Technician V	0.00	0.00	0.00	0.00	0.00

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
200101100	Secretary of State's Office	6%	13%	7%
200102100	Commission of Veterans Affairs	35%	33%	-2%
200106100	Government Information Center	0%	0%	0%
200108100	Public Integrity Commission	0%	0%	0%
200109100	Employment Relations Board	0%	0%	0%
200201100	Human & Civil Rights	18%	25%	7%
200301100	Delaware Public Archives	24%	4%	-21%
200401100	Professional Regulation	16%	8%	-8%
200402100	Public Service Commission	5%	15%	11%
200403100	Public Advocate	0%	22%	22%
200501100	Corporations	5%	10%	5%
200601100	Historical & Cultural Affairs	7%	17%	10%
200701100	Arts	0%	14%	14%
200801100	Libraries	7%	7%	0%
200901100	Delaware Veterans Home	34%	29%	-5%
201001100	Small Business	31%	0%	-31%
201002100	Tourism	18%	0%	-18%
201501100	State Banking Commission	8%	0%	-8%
201610100	State/Off o/t AlcBevCntrlCo	0%	0%	0%
	Department Average	**11%**	**10%**	**-1%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
MAAB02	Corporations Assistant	10%	29%	19%
MABJ01	Bank Examiner I	0%	6%	6%
MABJ02	Bank Examiner II	0%	0%	0%
MABJ03	Bank Examiner III	0%	3%	3%
MABL01	Public Utility Analyst I	0%	1%	1%
MABL02	Public Utility Analyst II	0%	1%	1%
MABL03	Public Utility Analyst III	0%	3%	3%
MCCA24	Equipment Mechanic IV	0%	1%	1%
MCCA25	Master Mechanic	0%	1%	1%
UDCD02	Certified Nursing Assistant	0%	24%	24%
UDGA01	Licensed Practical Nurse I	0%	0%	0%
UDGA03	Licensed Practical Nurse III	0%	3%	3%
UDGB01	Registered Nurse I	0%	1%	1%
UDGB02	Registered Nurse II	0%	1%	1%
UDGB03	Registered Nurse III	0%	5%	5%
UDGB05	Advanced Practical Nurse	0%	0%	0%
MUDG04	Assistant Nursing Director	0%	2%	2%
MDGY03	Registered Nurse III (Non-Union)	0%	0%	0%
MGDB04	Nursing Supervisor	0%	7%	7%
MGCA02	Conservation Technician II	200%	0%	-200%
MGCA03	Conservation Technician III	100%	0%	-100%
MGCA05	Conservation Technician V	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 1925 people applied online to 66 jobs, a decrease from FY23 in which 2273 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

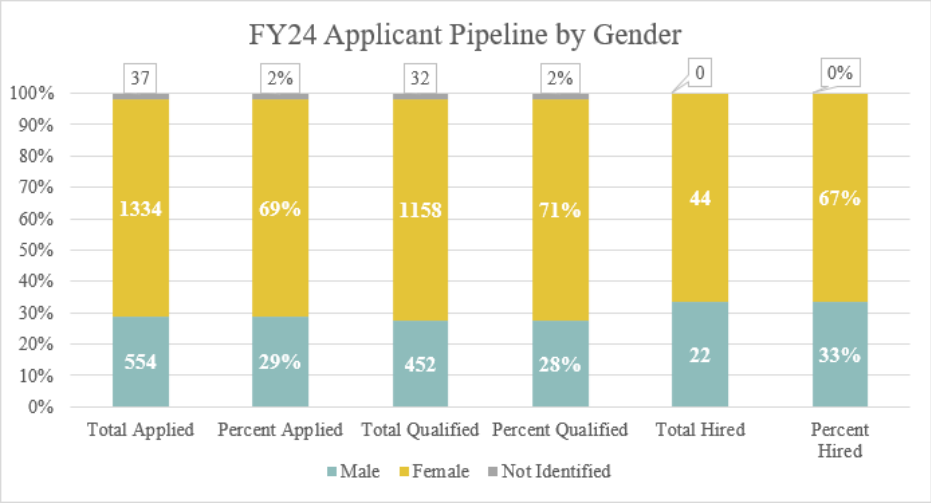
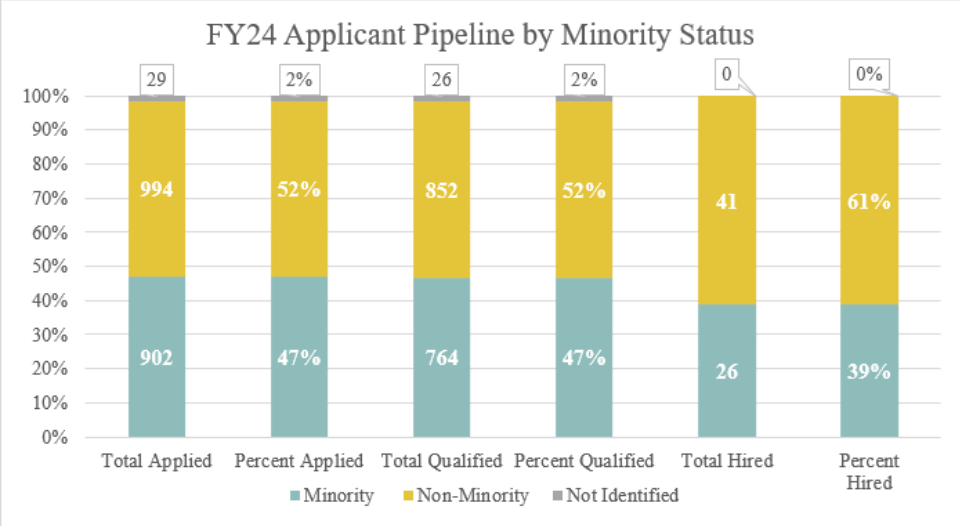


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	35	23
FY24	61	49
Change FY23 vs FY24	**26**	**26**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	3	3
FY24	4	3
Change FY23 vs FY24	**1**	**0**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees. working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Continue to increase Employee Satisfaction within all DOS Divisions	Continue Workplace Environment improvement processes. Continue Morale Committee at DVH Continue D&I Committee at DVH	DVH Management, Other Division Directors, HR, and DOS Director of Operations with Deputy Secretary.	Review exit survey reports quarterly. Provide training from HR as necessary. Use of EAP and DLC for other specific training as needed. Town Hall Meetings as necessary at the larger Divisions.	Ongoing throughout the year.
SP-1 Goal 2	Create New D& I Committee at Division of Archives (Due to numerous complaints FY24)	Less complaints about favoritism and workplace issues within the Division.	Archives Management, HR and DOS Director of Operations with DHR Central	Use information gathered through complaints in 2022, 2023 & 2024 to discuss issues within the Division.	Goal to create the D & I group by March 2025 and have them meet quarterly thereafter.
SP-1 Goal 3	Obtain more interns to help with all pipelines with vacancies with an eye on the Diversity & Inclusion perspective.	Vacancy rates decrease and obtain more parity for DOS Divisions.	HR, DHR Central, Talent Acquisition, Hiring Managers for DOS	Schools, Colleges and Professional Groups to obtain interns.	Ongoing throughout the year with an increase in interns by Springtime 2025.
SP-1 Goal 4	Increase pipelines for the Division of Professional Regulations for the Investigators.	Decease vacancies.	HR, DHR Central, Talent Acquisition, Hiring Manager & Division Director.	Schools, Colleges and Professional Groups.	Ongoing.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Continue to increase the number of Divisions within DOS completing performance plans and reviews yearly. Also ensure performance plans for new employees within 30 days of hire to help ensure employee understand the scope of work and their responsibilities in hopes of reducing turnover.	100% Performance Plans and Reviews received for FY24/25. Casual seasonal employees are not required but are recommended.	Division Directors, Managers, and Supervisors working in partnership with DOS Human Resources.	Provide DOS customized Performance Plans and Review training again for December/January.	Reviews in January 2025 and then ongoing. Goal to continue to increase DOS percentages for FY25.
SP-2 Goal 2	Continue to address all Workplace Environment issues within DOS Divisions.	Complete climate surveys as needed for all DOS Divisions.	DOS HR, Director of Operations working with Division Directors and management.	Follow up on Exit Interview issues. Follow up on Survey outcomes. Follow up on complaint outcomes.	Follow up in 2025 with Delaware Veterans Home with another survey by Fall of 2025. Follow up with Division of Archives in 2025 with another survey by Fall of 2025. Complete Surveys for all other Divisions in 2025.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Continue to offer Tuition Reimbursement to qualified DOS Staff for Professional Development. This effort also helps in retention efforts for the DOS.	Create a survey for those employees who have used the program to determine program success.	HR and Director of Operations.	Tracking spreadsheets for qualified and approved Tuition reimbursement staff.	Ongoing of the program. Survey by Spring 2025.
SP-3 Goal 2	Encourage more DOS staff to enroll in the Administrative Professionals Curriculum and the ILead Leadership Program.	Continue to inform all Division Directors to encourage their Managers and Supervisors for the available trainings.	HR, Division Directors & Employees.	Delaware Learning Center.	Ongoing.

State of Delaware

Department of Transportation

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Nicole Majeski Secretary/Official Agency Head]. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

DelDOT is committed to maintaining a professional environment with mutual respect for all to enable employees to achieve their highest potential and customers to receive the best service possible. We believe that everyone's talents and abilities should be represented and utilized to deliver on our mission to provide *Excellence in Transportation for every trip, every mode, every dollar, and everyone.* Our diverse backgrounds, experiences, and perspectives are our greatest strengths.

Secretary Majeski continually stresses the importance of respect and value among co-workers and members of the public whom our department serves daily. Our staff is held accountable for their adherence to the Standards of Conduct adopted by the State of Delaware in July 2021. In addition, we have Organizational Values for our Department that reflect the culture and environment that employees want to work in, specific to their section. The values are displayed within the main administration building as a reminder to all.

DelDOT created a Leadership Academy, which is an annual program that is made up of diverse employees from every level and every division. The intent of the program is to grow our own leaders and increase employee engagement. Our tenth cohort graduated earlier this year. Over 70% of our graduates have been promoted at least once after graduation.

In 2017, the Department partnered with the Caesar Rodney School District through the Charlton School to start a Project SEARCH program designed for students with significant intellectual and developmental disabilities. All in their last eligible year of high school, students from the Charlton School intern at DelDOT for the entire school year. The interns transition into different positions throughout the Department every 12 weeks, with the goal for each student to learn skills to participate in competitive employment. We graduated our seventh class in the spring of 2024. All students from the previous years who graduated from the program were either hired by DelDOT or another company.

The Department has also continued its high school and college summer intern program. This program is mainly geared towards the STEM fields within the department but has expanded to include students interested in finance, communications, and maintenance-type fields. We use the summer intern program as a recruitment tool and have had success over the last few years with hiring former interns into full-time positions. We had our largest intern class ever, with nearly 60 students participating during the summer of 2024.

We continued our Employee Engagement survey, asking for ideas on what the department is doing well and where improvements could be made. We hold smaller employee town halls by section to review the survey results and get direct feedback from staff on their opinions and suggestions for transforming DelDOT into a workplace where they would love to work. We made good progress on last year's suggestions. We have also been holding a series of monthly virtual employee town halls to keep employees informed and hear their concerns and ideas.

The Department is developing new relationships with a variety of entities across the state to assist with our recruitment efforts. Equity in transportation is one of the pillars of our work – for our customers, our contractors/consultants, and

most importantly, our employees. We are committed to making our department more representative of our constituents and continually working to diversify our workforce.

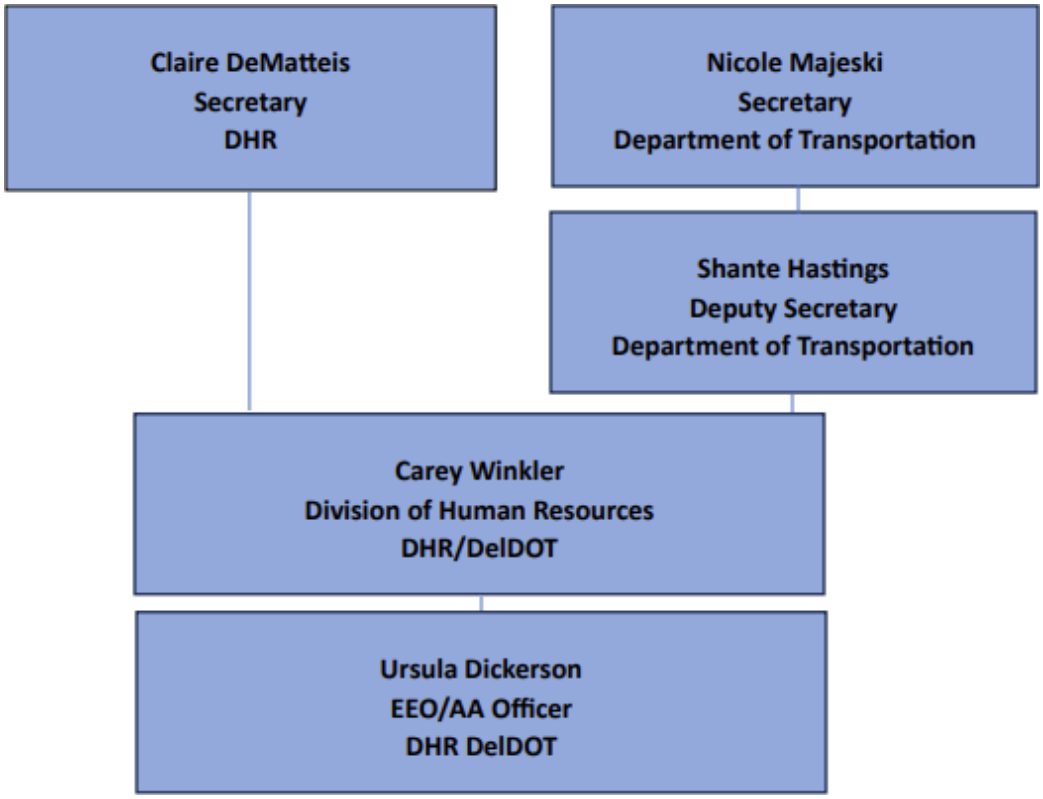
DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Office of the Secretary	30
Division of Finance	51
Community Relations	5
Technology and Innovation	18
Planning	55
Maintenance and Operations	608
Transportation Solutions	373
Motor Vehicles	465
TOTAL	**1,605**

RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of the Department of Transportations oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The EEO/AA Officer, Ursula Dickerson, 302-760-2631, Ursula.Dickerson@delaware.gov implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. To facilitate the implementation of the EEO/Affirmative Action Plan within the policies established by the Secretary and Division Directors.
2. To organize and implement monitoring activities associated with the Affirmative Action Plan.
3. To oversee the expeditious adjudication of discrimination complaints as required by the Department's Complaint Procedures.
4. To conduct statistical and personnel analysis.
5. To conduct monitoring activities of internal compliance programs.
6. To review changes in Federal and State Equal Employment Opportunity programs and make recommendations to the Secretary for necessary sessions for Department staff.
7. To provide Equal Employment Opportunity sensitivity sessions for Department staff.
8. To report the progress of the Equal Employment Opportunity program to the Secretary annually. The report will focus on progress made and on recommending further action needed to achieve the Department's Affirmative Action Objectives. Emphasis is placed on action(s) that can reasonably be taken to remedy the under-utilization of minorities and females in the EEO Categories.
9. To coordinate Equal Employment Opportunity activities with the Department's HR Section.
10. To keep current with Equal Employment Opportunity laws, policies, and regulations. To be aware and sensitive to the Equal Employment Opportunity needs and be prepared to act accordingly.
11. To assist managers and supervisors in carrying out Department Equal Employment Opportunity policies.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

CIVIL RIGHTS

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion	Status Update
SP-1 Goal 1	Build an inclusive workforce that is reflective of the program we serve by hiring a diverse group of employees within the Civil Rights Section by utilizing the Disadvantaged Business Enterprise to attract women and minorities; attending community events and festivals, as well as job fairs and conferences.	50% minorities and women; 4 males, 2 of which are minorities, 6 females, of which 3 are minorities.	Management Team	Conferences, workshops focused on DEI, job fairs, community events, festivals and any available outreach opportunity.	June 30, 2024; target met as of 11.17.23	There are vacancies within the section; however, their current staffing is: 2 males: 1 minority and 1 non-minority 5 females: 2 minorities and 3 non-minorities
SP-1 Goal 2	Continued Support of programs for persons with disabilities through Project Search and EN (Delaware's Employment Network Program). Since inception of program, DelDOT has	Ratio number of interns versus number of hired program participants.	DelDOT and business partners	DelDOT/DTC, EN, and local business community	June 1, 2024	After the program, there were: 9 interns graduated from the Project SEARCH program; 1 intern had a *potential* offer of employment here at DelDOT. 2 interns are enrolled in the Employment Network Program; no long-term offers of

	hired 23 individuals through both programs. Currently 12 interns are enrolled in total; goal is to hire 4 more interns by end of June 2024.					employment have been made yet

DIVISION OF FINANCE

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion	Status Update
SP-1 Goal 1	Strengthen the Division's overall workplace culture by using future local diversity committees.	Employee feedback and discussions. DelDOT's annual climate assessment survey	Division Management and Supervisors	The Finance Division regularly meets with managers and supervisors and continued to emphasize the importance of teamwork, collaboration, and accomplishing common goals.	This is an ongoing process.	The Department has not yet established the LDC so Finance is focusing on employee development through training initiatives outlined in Goals 2 & 3.

DIVISION OF MAINTENANCE AND OPERATIONS

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	To maintain a workplace environment focused on equal opportunity and inclusion	Employee feedback and discussions.	Division Management and Supervisors	Employee surveys, staff meetings., union meetings., town hall mtgs.	Ongoing There were 36 town hall meetings since 7/1/23. Union Meetings: Quarterly Union Presidents Meetings are scheduled but all previously scheduled meetings have been canceled due to lack of agenda items from the union indicating they have no current concerns. The next scheduled mtg. is 6/17/24. Quarterly Labor Management Meetings: Canal District: 1 meeting held

					North, Central, and South: Meetings were canceled due to lack of agenda items/concerns.
SP-1 Goal 2	Continued recruitment. Goal is to maintain a turnover rate of 20% or less each fiscal year.	Turnover/retention rates.	M&O and HR Management	Working to implement a recruitment/retention incentive program. Continuing support of Project Search interns, co-op students, summer CE interns, Heartwood Program employees. Continuing participation in job fairs.	Ongoing Turnover rate from 7/1/23 – 5/30/24 is 13.5%. Retention bonuses were issued to 440 employees in the following classifications that were experiencing at least a 20% vacancy rate: Engineer I – IV, Environmental Specialist I – IV, Traffic Sign Installers, Engineer Program Manager I, Equipment Operator & Mechanic I – IV, Intelligent Transportation System Tech I – IV, Physical Plant Trades Mechanic I – III, Physical Plant Trades Mechanic Tech, Supply, Storage, & Distribution Tech I M&O has continued their overtime incentive for the equipment mechanic series. From 7/1/23 through the present date, 49 Equipment Mechanics have been issued incentive payments for qualified overtime work. M&O is continuing to employ individuals with disabilities through the Project SEARCH and Employment Network programs as well as the former Heartwood program. To date, the Division has 3 employees from the former Heartwood Program, 2 interns through the Employment Network Program, and mentored 5 Project SEARCH students resulting in a job offer to 1 of the students. M&O continues to participate in high school and college job fairs to recruit for various positions throughout the division.
SP-1 Goal 3	Improvement of employee morale.	Employee engagement and feedback	M&O Business Management	Employee surveys, recognition events, town halls, employee appreciation picnics, M&O "Roadeo"	Completed and/or ongoing 85 employees participated in DelDOT's annual "Roadeo" (54 in the truck and 31 in the loader competitions). The top four employees competed in the

					national truck competition, and the top two competed in the national loader competition. The Department conducts an annual Employee Engagement Survey, which is sent to each Division to gather data for the Department as a whole and to gather data specific to their division. In the 2023 Employee Engagement survey, M&O employees were asked if the Department promotes & values diversity. 62% strongly agreed/agreed. 24.6% were neutral. 13.4% strongly disagreed/disagreed. These same employees were asked if they were treated fairly and equitably at work: 70.9% strongly agreed/agreed. 18.8 were neutral. 10.3% strongly disagreed/disagreed. They were also asked, "What is the Best Thing about DelDOT?": "The people – DelDOT has great people from the bottom up." "Good environment to work in." "Work life balance." "Everything, especially how valued I am with my coworkers and supervisor."

DIVISION OF MOTOR VEHICLES

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Status Update
SP-1 Goal 1	The Kindness Matters Committee is a volunteer based working group within the DMV, made up of employees who function as a peer-to-peer organization performing	Employee participation; employee feedback on events.	Kindness Matters Working Group and DMVs Management Team	None needed	The Committee has held numerous activities such as a plant exchange, t-shirt design contest, Mother's and Father's Day social media post, Easter Basket raffle, Cadbury Bunny Tryouts (any pet), funding of a

	and encouraging kind acts. The Kindness Matters Working Group develops programs, initiatives, weekly outreach award programs, and contests to foster kindness, inclusiveness, and comradery through peer recognition, and by performing encouraging and kind acts at all DMV locations. Events include ice cream socials, Halloween costume and ugly sweater contests, handing out life savers that have encouraging quotes attached to all employees, etc. Each DMV location is also encouraged to hold cultural heritage luncheons.				Wellness Oasis Room at every DMV and Toll Plaza, Superbowl Basket raffle, Quarterly Awards, Deck Our Halls Contest (Christmas), Christmas Basket raffle, Thanksgiving Basket raffle, ice cream social, and novelty plate fundraiser. In addition, the Wilmington location held a Heritage Celebration Luncheon in February 2024, where everyone was invited to bring a covered dish that reflected their heritage.
SP-1 Goal 2	The Communications team publishes staff accomplishments, including special moments, service awards, recognition, and praise received from the public in a monthly employee newsletter.	Employee feedback.	Communications team	None needed	The DMV Newsletter, Driven, continues to be created and shared on a monthly basis. It includes various events, kudos, awards, and two new sections called “Did You Know” where the Deputy Director provides monthly reminders and “The Mindful Minute” with mental and physical health tips. In addition, the Delaware City Lane creates and shares a newsletter specific to that lane, which highlights happenings and a spotlight on an employee each month.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

DIVISION OF FINANCE

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion	Status Update
SP-2 Goal 1	Conducting monthly management-level trainings for supervisors, such as coaching employees, stress management, situational awareness, working under pressure and self-reflection.	Employee feedback and discussions. Number of development opportunities and attendance.	Division Management and Supervisors	The Finance Division will continue to emphasize the importance of teamwork, collaboration, and accomplishing common goals. The management team is also incorporating training in the monthly meetings specific to leadership and supervision.	This is an ongoing process	Ongoing Trainings: The Division has hosted monthly management-level training for all of those who supervise staff. Topics have consisted of: 1.) Coaching employees 2.) Personal Safety and Situational awareness 3.) Happiness in the workplace 4.) Being Present in the workplace

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DIVISION OF MAINTENANCE & OPERATIONS

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Train 50% of supervisors in leadership, diversity & discipline	Numbers of trainings offered, percentage of training completed, number of supervisors that completed the trainings.	M&O and Training & Education	Continually offer online & in person trainings, and travel for training. Continually promote training opportunities.	M&O is continuing to support Both virtual and in-person training for staff, including the DelDOT Leadership Academy, to support and promote advancement in the division. The Division is currently working with the Training & Education Manager to obtain data on the percentage of supervisors who have successfully completed training related to leadership development, diversity, and discipline. M&O had an employee who successfully graduated from DelDOT's Leadership Academy.

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DIVISION OF MOTOR VEHICLES

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Status Update
SP-2 Goal 1	Increase awareness of EEO and diverse hiring practices and principals and share the value of a diverse workforce and value of diverse perspectives on teams. Follow hiring practices with diverse interview panel.	Supervisor morale: feedback received when employees are promoted under their supervision; increase/decrease of employee complaints.	DMV's Management team	None.	The team continues to follow the hiring standards and practices with every interview that is conducted. All DMV staff members who sit on an interview panel are required to complete DelDOT's Selection Interviewing course which gives a detailed overview of the hiring process and addresses requirements surrounding diversity in the interview panel, fairness surrounding interview questions, information regarding ADA and the importance of hiring decisions being based on the candidate's abilities to perform the job requirements and essential functions of the position. We are currently running training numbers to identify the number of DMV staff who have completed Selection Interviewing training. Supervisor Evaluation forms were disseminated to all DMV and Toll employees in June 2024 and locked boxes were placed in all break rooms, allowing for anonymous feedback to be provided regarding the employee's

					supervisor or anyone in a leadership capacity. The forms that were collected, feedback was addressed as applicable.
SP-2 Goal 2	Continue to work toward a harmonious relationship with the Union to foster a collaborative work environment.	Communication/agenda topics during LiUNA and DMV Labor Management Meetings.	DMV's Management team	None.	Management continues to work with the union as topics arise. Recently, the DMV participated in negotiations for a new Collective Bargaining Agreement which was successfully completed. The new contract will take effective in FY25. The last Labor Management meeting was held July 2023, and they continue to be offered every quarter, however, the union has not submitted any agenda items outlining concerns for subsequent meetings which shows relationships with the union have become more positive.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

DIVISION OF FINANCE

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion	Status Update
SP-3 Goal 1	Encourage professional development throughout staff while focusing on divisional goals. Monthly meetings that include a 30-minute staff development component for up to 16 staff members.	Employee feedback and discussions; number of staff development opportunities and attendance at them.	Division Management and Supervisors.	The Finance Division regularly meets with managers and supervisors and will continue to emphasize the importance of teamwork, collaboration, and accomplishing common goals. Incorporated training in the monthly meetings specifically for leadership and supervision.	This is an ongoing process.	Monthly meetings were conducted from December 2023 to July 2024. The Staff Development component of those meetings is 30 minutes in duration. The average attendance is 16 staff members per meeting. An estimated 56 hours of professional development took place.

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DIVISION OF MAINTENANCE & OPERATIONS

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Equitable access to trainings to ensure driving practices while operating equipment on roadways	Accident/Incident reporting	M&O Training/Education Administrators. M&O Occupational Safety and Support Services team, and districts.	Toolbox Talks, Safety trainings, Entry Level Driver Training for CDLs, MOT trainings, Hold Quarterly Performance Measures meeting where incidents and trends are reviewed with the districts to focus on areas of concern.	Ongoing DelDOT held its first annual Safety Week (May 20 – 24, 2024) throughout the department this year. The event included various safety demonstrations and wellness events throughout the week. The districts also held safety days to promote safety and wellness at the district level. The Division conducted a total of 989 toolbox talks from 7/1/23 through the current date. The Entry Level Driver (ELD) Training was successfully implemented for employees required to obtain a CDL. To date, a total of 77 employees (33 CDL A & 44 CDL B) have completed the program. Quarterly Performance Measure meetings— Four of these meetings have been held since 7/1/23. The next scheduled meeting is 10/28/24.
SP-3 Goal 2	Keeping the vacancy rate below 20%	Recruitment/ Retention percentage	M&O and HR Management	Continuing to work to implement a recruitment/retention bonus program. Continuing support of Project Search interns, co-op	M&O's current vacancy rate as of May 31st: 16.9% vacancy rate for FTEs *The Division is still experiencing record-

				students, summer CE interns. Continuing participation in job fairs at area colleges, high schools, and vocational schools.	high vacancy rates in the Equipment Mechanic classification, which has a 28% vacancy rate (as of 6/29/24) for that specific classification.

DIVISION OF MOTOR VEHICLES

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Continue to provide cross training opportunities for staff as appropriate.	Increased skills, fewer errors, higher promotability, improved communication, opportunities for professional development	DMV's management team	None.	Ongoing. The DMV/Tolls continue to receive, review, and approve cross-training requests as they are received and as appropriate. Most recently, inspection lane employees cross-trained 2 staff members in vehicle services and one of the employees was hired full-time in the driver license section.
SP-3 Goal 2	Provide detailed, in-depth training opportunities for all new front-line staff.	Participation in training. Fewer errors.	DMV's management team	None.	Ongoing. All new hires for Driver and Vehicle Services complete a 4 – 5-week Centralized Training Course, directly after NEO. Since 7/1/23, approximately 60 individuals have completed centralized training.
SP-3 Goal 3	Encourage staff to participate in DelDOT's Leadership Academy to foster leadership skills as well as participation in the DMV Managers in Training leadership	Number of staff participating in Leadership Academy. Fewer errors.	DMV's management team	None.	Ongoing, A DMV Vehicle Services Supervisor attended and graduated from DelDOT's 2024 Leadership Academy Class.

	course for up-and-coming leaders withing the Division.				As of 7/1/23, 7 employees have graduated the Manager in Training (MIT) leadership program. The Chief of Vehicles Services participated in the Continuous Improvement Practitioner Program sponsored by the Department of Human Resources, which was completed on June 27, 2024. The Vehicle Services Program Manager graduated from the Delaware State Police's 8th Professional Staff Leadership Development Course on June 28, 2024.
SP-3 Goal 4	Submit training opportunities through the State's Blue Collar Training Program.	Increased skills, fewer errors, higher promotability, improved communication, opportunities for professional development.	DMV's management team	Blue Collar Training Program.	Submissions are due August 15, 2024. The DMV/Tolls participated in the Blue Collar Program in the below courses: Physical Plant Maintenance Course – 1 employee Microsoft Excel Basic Plus Course – 3 employees The Reid Technique of Investigative Interviewing and Advanced Interrogation Techniques – 3 employees
SP-4 Goal 5	The Division is creating a robust internal training document for supervisors to assist	Increased skills, fewer errors, higher promotability, improved communication, opportunities for	DMV's management team	None.	First draft by August 2024. The internal training document is approximately 95%

	in all aspects of their position.	professional development.			complete. There are a few policies/SOPs that need to be updated and then the training will be complete and ready for use. The target rollout date is 8/31/24.

SECTION IV: WORKFORCE ANALYSIS

DELDOT WORKFORCE ANALYSIS OVERVIEW:

- Engineering positions pose a recruitment challenge due to the competitiveness of the job market and the lucrative salaries offered by private sector companies. In response, DELDOT continues to offer recruitment incentives for the Engineer series.
- DELDOT demonstrates a proactive approach by actively participating in various events and job fairs to attract top talent. DELDOT continues to expand outreach efforts and strengthen community partnerships while exploring new strategies to reach underrepresented groups.
- DelDOT has nurtured collaborative partnerships with high schools and technical institutions across the state. These partnerships aim to encourage internship/co-op opportunities and enhance recruitment efforts for two underrepresented EEO categories: Technicians and Skilled Craft positions.
- DELDOT been a role model in championing the employment of individuals with disabilities through the Project Search Program. They have achieved significant success with six graduating classes, and some of the program's graduates have found meaningful employment within the agency.
- DELDOT has consistently upheld its thriving annual Summer Engineer Internship program. This initiative is tailored to offer essential training to engineering students who have completed their first year in a bachelor's program in Civil or Construction Engineering. It is noteworthy that many students who participate in this program have gone on to secure full-time employment with DELDOT upon obtaining their Bachelor's degrees.
- DELDOT continues to offer the Leadership Essentials training series, a mandatory requirement for all new supervisors. This initiative aims to nurture and reinforce positive relationships between supervisors and their teams, fostering a more effective and collaborative work environment.
- DELDOT continues to actively explore the creation of a Workforce Development Academy (WDA) within its Office of Civil Rights. This innovative initiative is designed to offer talent development, training, and support aimed at boosting the recruitment and retention of women, minorities, and disadvantaged individuals in the highway construction industry. It reflects DELDOT's commitment to fostering diversity and inclusivity in the workforce and making positive strides towards a more representative and equitable organization.

In summary, DELDOT demonstrates a proactive approach to recruitment through active event participation and effective job advertising. Their success in hiring individuals with disabilities via the Project Search Program is commendable. However, the STEM and trades positions face fierce competition, and attracting diverse candidates remains challenging, partly due to wage comparisons with the private sector.

Despite these challenges, DELDOT remains underrepresented in six EEO-4 categories. To address this, providing additional resources for educating hiring managers on diversity hiring and maintaining a respectful workplace could enhance employee retention. Collaborating with Delaware State University and the High School Pathways programs to offer internship and job shadowing opportunities might also be instrumental in introducing students to the organization's work and fostering future talent.

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DEPARTMENT OF TRANSPORTATION DEMOGRAPHICS AT A GLANCE:

The total number of DelDOT EEO-4 eligible employees as of June 30, 2024, is 1,605.

The DelDOT EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DelDOT workforce based on the total number of employees within the eight EEO-4 categories. Analyses compare DelDOT workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. DelDOT does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 23% of the total DelDOT workforce, the same as FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Official & Administrators (-10%)
    - Professionals (-5%)
    - Technicians (-25%)
    - Protective Services (-23%)
    - Office & Clerical (-2%)
    - Skilled Craft (-10%)
    - Service Maintenance (-41%)

Female Representation:

- Females represent 34% of the total DelDOT workforce, a 1% increase from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Professionals (-16%)
    - Technicians (-41%)
    - Paraprofessionals (-11%)
    - Skilled Craft (-3%)
    - Service Maintenance (-26%)

Male Representation:

- Males represent 66% of the DelDOT workforce, a 1% decrease from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-5%)
    - Protective Services (-23%)
    - Office & Clerical (-13%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	26	3	0	0	0	0	1	30	50.0%	0	25	2	1	2	0	0	0	30	50.0%	0	60	9	15.0%
2 Professionals	140	15	12	8	1	0	3	179	57.4%	5	98	13	6	11	0	1	4	133	42.6%	5	312	74	23.7%
3 Technicians	202	19	3	2	0	1	4	231	90.9%	8	20	1	0	1	0	1	0	23	9.1%	0	254	32	12.6%
4 Protective Services	4	0	0	0	0	0	0	4	57.1%	1	2	1	0	0	0	0	0	3	42.9%	0	7	1	14.3%
5 Para Professional	64	28	13	0	0	0	3	108	34.2%	4	122	57	18	4	0	2	5	208	65.8%	9	316	130	41.1%
6 Office & Clerical	26	9	3	1	0	0	1	40	22.2%	2	101	25	6	3	0	2	3	140	77.8%	9	180	53	29.4%
7 Skilled Craft	372	36	20	4	0	4	7	443	97.6%	6	9	1	1	0	0	0	0	11	2.4%	0	454	73	16.1%
8 Service Maintenance	17	1	0	0	0	0	0	18	81.8%	0	4	0	0	0	0	0	0	4	18.2%	0	22	1	4.5%
Totals	**851**	**111**	**51**	**15**	**1**	**5**	**19**	**1053**	**65.6%**	**26**	**381**	**100**	**32**	**21**	**0**	**6**	**12**	**552**	**34.4%**	**23**	**1605**	**373**	**23%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Table 2

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	15%	-10%	8%	2%	3%	0%	0%	2%
2 Professionals	29%	24%	-5%	9%	6%	6%	0%	0%	2%
3 Technicians	38%	13%	-25%	8%	1%	1%	0%	1%	2%
4 Protective Services	37%	14%	-23%	14%	0%	0%	0%	0%	0%
5 Para Professional	34%	41%	7%	27%	10%	1%	0%	1%	3%
6 Office & Clerical	31%	29%	-2%	19%	5%	2%	0%	1%	2%
7 Skilled Craft	26%	16%	-10%	8%	5%	1%	0%	1%	2%
8 Service Maintenance	45%	5%	-41%	5%	0%	0%	0%	0%	0%

Table 3

Female Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	50%	5%	42%	3%	2%	3%	0%	0%	0%
2 Professionals	59%	43%	-16%	31%	4%	2%	4%	0%	0%	1%
3 Technicians	50%	9%	-41%	8%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	43%	23%	29%	14%	0%	0%	0%	0%	0%
5 Para Professional	77%	66%	-11%	39%	18%	6%	1%	0%	1%	2%
6 Office & Clerical	65%	78%	13%	56%	14%	3%	2%	0%	1%	2%
7 Skilled Craft	6%	2%	-3%	2%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	18%	-26%	18%	0%	0%	0%	0%	0%	0%

Table 4

Male Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	50%	-5%	43%	5%	0%	0%	0%	0%	2%
2 Professionals	41%	57%	16%	45%	5%	4%	3%	0%	0%	1%
3 Technicians	50%	91%	41%	80%	7%	1%	1%	0%	0%	2%
4 Protective Services	81%	57%	-23%	57%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	34%	11%	20%	9%	4%	0%	0%	0%	1%
6 Office & Clerical	35%	22%	-13%	14%	5%	2%	1%	0%	0%	1%
7 Skilled Craft	94%	98%	3%	82%	8%	4%	1%	0%	1%	2%
8 Service Maintenance	56%	82%	26%	77%	5%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-10%	-9%	-10%
2 Professionals	-7%	-6%	-5%
3 Technicians	-27%	-28%	-25%
4 Protective Services	13%	-3%	-23%
5 Paraprofessional	8%	9%	7%
6 Office & Clerical	-2%	-2%	-2%
7 Skilled Craft	-10%	-9%	-10%
8 Service Maintenance	-37%	-37%	-41%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-1%	-1%	5%
2 Professionals	-16%	-16%	-16%
3 Technicians	-41%	-41%	-41%
4 Protective Services	21%	36%	23%
5 Paraprofessional	-14%	-13%	-11%
6 Office & Clerical	16%	14%	13%
7 Skilled Craft	-4%	-4%	-3%
8 Service Maintenance	-31%	-32%	-26%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	1%	1%	-5%
2 Professionals	16%	16%	16%
3 Technicians	41%	41%	41%
4 Protective Services	-21%	-36%	-23%
5 Paraprofessional	14%	13%	11%
6 Office & Clerical	-16%	-14%	-13%
7 Skilled Craft	4%	4%	3%
8 Service Maintenance	31%	32%	26%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	15
Woman	12
Other	0
Total	**27**

Total Complaints by Race/Ethnicity	
Black - African American	12
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	1
White	14
Total	**27**

Total Complaints by Employment Status	
Merit	27
Non-Merit Exempt	0
Casual/Seasonal	0
Total	**27**

Total Complaints by Category	
Informal	21
Formal	6
External	0
Total	**27**

Total Complaints by type	
ADA	0
Discrimination	1
Gender	0
Generic Issue	1
Harassment	1
Hostile Work Environment	16
Merit Rule	0
Misconduct	4
Retaliation	0
Sexual Harassment	3
Workplace Violence	0
Total	**27**

Total Compaints by Current Status	
Open	7
Closed	20
Total	**27**

Total Complaints by Resolution	
To be Determined	7
Substantiated	8
Partially Substantiated	1
Unsubstantiated	11
Total	**27**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	57	24%	36	18%	-37%
Total Female Minority Disciplines	38	16%	27	13%	-29%
Total Male Non-Minority Disciplines	87	37%	89	43%	2%
Total Male Minority Disciplines	53	23%	53	26%	0%
Total Disciplines	**235**	**100%**	**205**	**100%**	**-13%**
SEPARATIONS					
Total Female Non-Minority Separations	45	21%	25	16%	-44%
Total Female Minority Separations	26	12%	21	13%	-19%
Total Male Non-Minority Separations	109	51%	77	49%	-29%
Total Male Minority Separations	34	16%	34	22%	0%
Total Separations	**214**	**100%**	**157**	**100%**	**-27%**
NEW HIRES					
Total Female Non-Minority New Hires	44	24%	35	22%	-20%
Total Female Minority New Hires	29	16%	25	16%	-14%
Total Male Non-Minority New Hires	75	41%	72	46%	-4%
Total Male Minority New Hires	35	19%	25	16%	-29%
Total New Hires	**183**	**100%**	**157**	**100%**	**-14%**
PROMOTIONS					
Total Female Non-Minority Promotions	55	21%	50	20%	-9%
Total Female Minority Promotions	33	12%	13	5%	-61%
Total Male Non-Minority Promotions	149	56%	146	60%	-2%
Total Male Minority Promotions	30	11%	35	14%	17%
Total Promotions	**267**	**100%**	**244**	**100%**	**-9%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

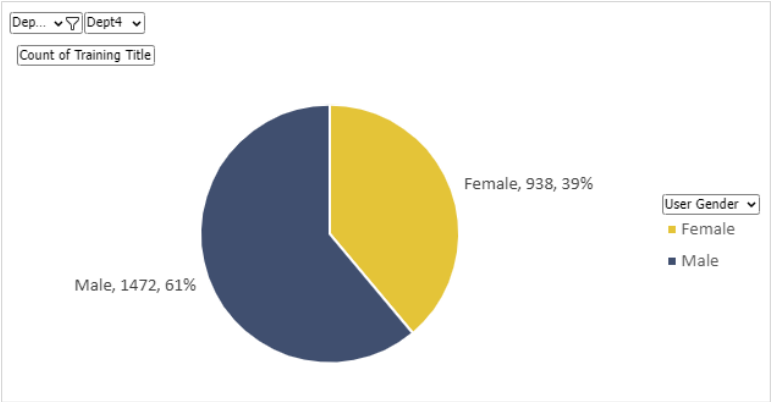


Figure 11

Training by Race and Ethnicity

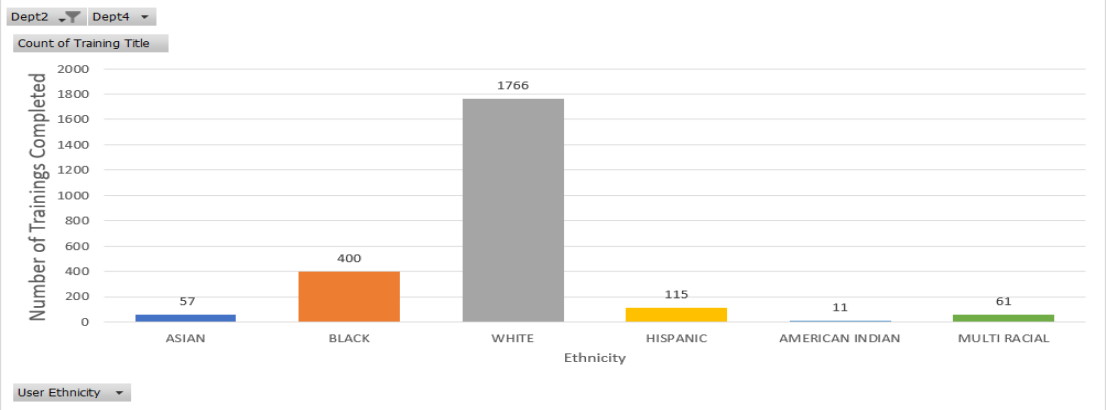
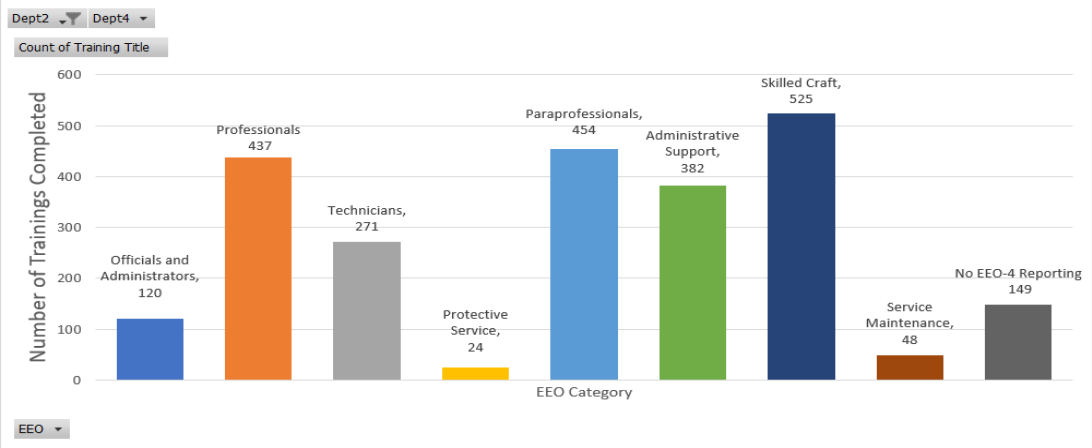


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category. *Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024*.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	4
Total Non-Minority Female	2
Total Minority Female	2
Total Male	6
Total Non-Minority Male	3
Total Minority Male	3
Total Employees Requesting Tuition Reimbursement	**10**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	41
Total Request for Accommodations	23
Total Request Accommodated	20
Total Selective Placement Candidates Interviewed	1
Total Selective Placement Candidates Hired	1

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	43%	3	29%	2	29%	2	0%	0	0%	0	19%	7
Hispanic or Latino	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	46%	12	23%	6	19%	5	4%	1	8%	2	72%	26
Prefer Not to Identify	0%	0	33%	1	33%	1	0%	0	33%	1	8%	3
Total	42%	15	25%	9	22%	8	3%	1	8%	3	100%	36

Answered	36
Skipped	5

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
0	0	UCCD01	Assistant Area Supervisor	14	0.00%	0%	0%
0	0	MFBC09	Assistant Director Transportation Engineering	14	0.00%	0%	0%
0	0	UCCB01	Automotive Supervisor I	2	0.00%	0%	0%
0	0	UCCB02	Automotive Supervisor II	5	0.00%	0%	0%
0	0	MCCZ13	Electrical and Mechanical Supervisor	1	0.00%	0%	0%
4	4	MFBC01	Engineer I	8	57.14%	50%	-7%
3	1	MFBC02	Engineer II	16	16.67%	6%	-10%
5	4	MFBC03	Engineer III	29	19.23%	14%	-5%
7	9	MFBC04	Engineer IV	23	29.17%	39%	10%
2	1	MFBC05	Engineer V	14	14.29%	7%	-7%
12	14	MFBC07	Engineer Program Manager I	48	26.67%	29%	2%
0	0	MFBC08	Engineer Program Manager II	32	0.00%	0%	0%
4	6	MFBA01/MFBB01/UFBA11/UFBB01	Engineering Technician I	18	23.53%	33%	10%
7	10	MFBA02/MFBB02/UFBA12/UFBB02	Engineering Technician II	37	17.95%	27%	9%
13	16	MFBA03/MFBB03/UFBA13/UFBB03	Engineering Technician III	72	16.46%	22%	6%
5	6	MFBA04/MFBB04	Engineering Technician IV	84	6.41%	7%	1%
3	3	MFBA05/MFBB05	Engineering Technician V	51	6.25%	6%	0%
0	1	MGBE04	Environmental Scientist IV	1	0.00%	100%	100%
1	1	MGCH01	Environmental Specialist I	1	100.00%	100%	0%
0	3	MGCH02	Environmental Specialist II	4	0.00%	75%	75%
1	2	MGCH03	Environmental Specialist III	3	25.00%	67%	42%
1	0	MGCH04	Environmental Specialist IV	1	50.00%	0%	-50%
1	0	MGCH06	Environmental Specialist Supervisor	3	33.33%	0%	-33%
0	0	MGCH07	Environmental Specialist Manager	1	0.00%	0%	0%
1	4	UCCA31	Equipment Mechanic I	2	50.00%	200%	150%
1	3	UCCA32	Equipment Mechanic II	12	8.33%	25%	17%
5	3	UCCA33	Equipment Mechanic III	12	38.46%	25%	-13%
6	7	UCCA34	Equipment Mechanic IV	33	16.22%	21%	5%
1	1	UCCA35	Master Mechanic	7	14.29%	14%	0%
13	18	UCCC01	Equipment Operator I	55	26.00%	33%	7%
9	2	UCCC02	Equipment Operator II	31	27.27%	6%	-21%
31	36	UCCC03	Equipment Operator III	188	15.98%	19%	3%
16	11	UCCC04	Equipment Operator IV	87	18.39%	13%	-6%
1	1	MCCZ16	HVAC/Refrigeration Technician	1	100.00%	100%	0%
0	1	UFAB01	Intelligent Transportation Tech I	3	0.00%	33%	33%
0	0	UFAB02	Intelligent Transportation Tech II	4	0.00%	0%	0%
0	0	UFAB03	Intelligent Transportation Tech III	1	0.00%	0%	0%
3	2	UFAB04	Intelligent Transportation Tech IV	10	21.43%	20%	-1%
0	0	UCCD02	Maintenance Area Supervisor I	18	0.00%	0%	0%
0	0	UCCD03	Maintenance Area Supervisor II	4	0.00%	0%	0%
0	0	MCCZ27	Master Electrician	2	0.00%	0%	0%
3	1	MCCK02/UCCK32	Phy Plnt Maint Trades Mech I	4	75.00%	25%	-50%
3	2	MCCK03/UCCK33	Phy Plnt Maint Trades Mech II	16	25.00%	13%	-13%
7	2	MCCK04/UCCK34	Phy Plnt Maint Trades Mech III	12	41.18%	17%	-25%
2	2	MCCK39/UCCK39	Phy Plnt Maint Trades Tech	5	40.00%	40%	0%
0	0	MFEA06	Planning Supervisor	4	0.00%	0%	0%
0	0	MADA04	Senior Application Support Specialist	2	0.00%	0%	0%
6	6	UCCM02	Traffic Sign Installer Specialist	15	40.00%	40%	0%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MFBC09	Assistant Director Transportation Engineering	0	0	0	0	0
UCCB01	Automotive Supervisor I	0	0	0	0	0
MCCZ13	Electrical & Mechanical Supervisor	0	0	0	0	0
MFBC01	Engineer I	19	106	5.58	65	3.42
MFBC02	Engineer II	12	76	6.33	42	3.5
MFBC03	Engineer III	14	91	6.5	37	2.64
MFBC04	Engineer IV	5	22	4.4	2	0.4
MFBC05	Engineer V	4	10	2.5	1	0.25
MFBC07	Engineer Program Manager I	7	24	3.43	6	0.86
MFBC08	Engineer Program Manager II	0	0	0	0	0
MFBA01/MFBB01/ UFBA11/UFBB01	Engineering Technician I	36	154	4.28	81	2.25
MFBA02/MFBB02/ UFBA12/UFBB02	Engineering Technician II	36	127	3.53	45	1.25
UFBA13/UFBB03/ MFBA03/MFBB03	Engineering Technician III	13	46	3.54	19	1.46
MFBA04/MFBB04	Engineering Technician IV	16	59	3.69	35	2.19
MFBA05/MFBB05	Engineering Technician V	6	17	2.83	10	1.67
MGBE04	Environmental Scientist IV	0	0	0	0	0
MGBE05	Environmental Scientist V	0	0	0	0	0
MGCH03	Environmental Specialist III	9	35	3.89	4	0.44
MGCH06	Environmental Specialist Supervisor	0	0	0	0	0
MGCH07	Environmental Specialist Manager	0	0	0	0	0
UCCA31	Equipment Mechanic I	9	65	7.22	20	2.22
UCCA32	Equipment Mechanic II	9	55	6.11	8	0.89
UCCA35	Master Mechanic	0	0	0	0	0
UCCC01	Equipment Operator I	43	489	11.37	218	5.07
UCCC02	Equipment Operator II	0	0	0	0	0
UCCC03	Equipment Operator III	0	0	0	0	0
UCCC04	Equipment Operator IV	14	22	1.57	7	0.5
MCCZ16	HVAC/Refrigeration Technician	0	0	0	0	0
MCCK02/UCCK32	Physical Plant Maintenance Trades Mechanic I	5	21	4.2	15	3
MCCK03/UCCK33	Physical Plant Maintenance Trades Mechanic II	8	27	3.38	9	1.13
MCCK04/UCCK34	Physical Plant Maintenance Trades Mechanic III	1	3	3	3	3
MCCK39/UCCK39	Physical Plant Maintenance Trades Technician	1	2	2	0	0
UCCM02	Traffic Sign Installer Specialist	11	74	6.73	29	2.64

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
550101001	DOT/Office of the Secretary	0%	20%	20%
550101003	DOT/Office of the Secretary	12%	30%	18%
550101004	DOT/Office of the Secretary	24%	12%	-12%
550102002	DOT/Secty/ Finance	7%	3%	-4%
550102004	DOT/Secty/ Finance	12%	25%	13%
550102006	DOT/Secty/ Finance	20%	0%	-20%
550103003	DOT/Secty/Community Relatio	17%	0%	-17%
550201001	DOT/Technology and Innovati	7%	0%	-7%
550301001	DOT/Planning	7%	4%	-3%
550301003	DOT/Planning/TFC	0%	0%	0%
550470075	DOT/M&O/Statewide Supp TFO	13%	18%	5%
550470076	DOT/Maint&Oper/North Distr	19%	10%	-9%
550470077	DOT/Maint&Oper/Canal Dist T	15%	12%	-3%
550470078	DOT/Maint&Oper/Centr Distr	11%	20%	9%
550470079	DOT/Maint&Oper/South Distr	16%	14%	-2%
550470701	DOT/Maint&Oper/Headquarter/	6%	6%	0%
550470753	DOT/M&O/Statewide Supp TFC	0%	0%	0%
550470763	DOT/Maint&Oper/NorthDist/TF	0%	0%	0%
550470773	DOT/Maint&Oper/Canal Dist T	0%	30%	30%
550470783	DOT/Maint&Oper/Centr Distr	20%	0%	-20%
550470784	DOT/M&Oper/SmyrnaRestArea/T	0%	0%	0%
550470793	DOT/Maint&Oper/South Distr	0%	0%	0%
550701001	DOT/US 301 Maint Operations	13%	27%	14%
550830011	DOT/Project Teams	10%	11%	1%
550830013	DOT/Project Teams	10%	6%	-4%
550830014	DOT/Project Teams	44%	0%	-44%
550830020	DOT/Project Teams	0%	0%	0%
550830023	DOT/Project Teams	9%	4%	-5%
550830025	DOT/Project Teams	0%	0%	0%
550830030	DOT/Project Teams	32%	23%	-9%
550830032	DOT/Project Teams	11%	15%	4%
550830034	DOT/Project Teams	0%	0%	0%
550830035	DOT/Project Teams	7%	14%	7%
550830036	DOT/Project Teams	15%	0%	-15%
550830037	DOT/Project Teams	8%	12%	4%
550830100	DOT/Project Teams	0%	0%	0%
550840040	DOT/TransSol/Traffic	17%	13%	-4%
551110010	DOT/Motor Vehicles/Administ	16%	16.20%	0%
551160901	DOT/MotorVeh/Toll Admin/TFO	0%	0%	0%
551160911	DOT/MotorVeh/TollOp Newark/	17%	22%	5%
551160921	DOT/MotorVeh/TollOps Dover/	14%	14%	0%
551160941	DOT/MotorVeh/TollOpsBiddle/	4%	11%	7%
	Department Average	**10%**	**9%**	**-1%**

Table 19

Turnover by Hard to Fill Vacancies				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
MADA04	Senior Application Support Specialist	0%	0%	0%
MCCZ13	Electrical and Mechanical Supervisor	0%	0%	0%
MCCZ16	HVAC/Refrigeration Technician	0%	0%	0%
MCCZ27	Master Electrician	0%	0%	0%
MFBC01	Engineer I	0%	0%	0%
MFBC02	Engineer II	7%	0%	-7%
MFBC03	Engineer III	16%	13%	-4%
MFBC04	Engineer IV	0%	0%	0%
MFBC05	Engineer V	17%	8%	-9%
MFBC07	Engineer Program Manager I	3%	12%	9%
MFBC08	Engineer Program Manager II	3%	0%	-3%
MFBC09	Assistant Director Transportation Engineering	0%	0%	0%
MFEA06	Planning Supervisor	0%	0%	0%
MGBE04	Environmental Scientist IV	100%	200%	100%
MGCH01	Environmental Specialist I	0%	0%	0%
MGCH02	Environmental Specialist II	67%	133%	67%
MGCH03	Environmental Specialist III	50%	0%	-50%
MGCH04	Environmental Specialist IV	0%	0%	0%
MGCH06	Environmental Specialist Supervisor	0%	0%	0%
MGCH07	Environmental Specialist Manager	100%	0%	-100%
UCCA31	Equipment Mechanic I	400%	50%	-350%
UCCA32	Equipment Mechanic II	18%	32%	13%
UCCA33	Equipment Mechanic III	57%	25%	-32%
UCCA34	Equipment Mechanic IV	33%	18%	-15%
UCCA35	Master Mechanic	67%	0%	-67%
UCCB01	Automotive Supervisor I	0%	0%	0%
UCCB02	Automotive Supervisor II	0%	0%	0%
UCCC01	Equipment Operator I	67%	41%	-26%
UCCC02	Equipment Operator II	82%	16%	-66%
UCCC03	Equipment Operator III	31%	9%	-22%
UCCC04	Equipment Operator IV	23%	12%	-10%
UCCD01	Assistant Area Supervisor	0%	0%	0%
UCCD02	Maintenance Area Supervisor I	0%	6%	6%
UCCD03	Maintenance Area Supervisor II	0%	0%	0%
UCCM02	Traffic Sign Installer Specialist	178%	56%	-122%
UFAB01	Intelligent Transportation Tech I	0%	0%	0%
UFAB02	Intelligent Transportation Tech II	0%	29%	29%
UFAB03	Intelligent Transportation Tech III	0%	100%	100%
UFAB04	Intelligent Transportation Tech IV	18%	22%	4%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 4,428 people applied online to DelDOT jobs, a decrease from FY23 in which 5,039 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

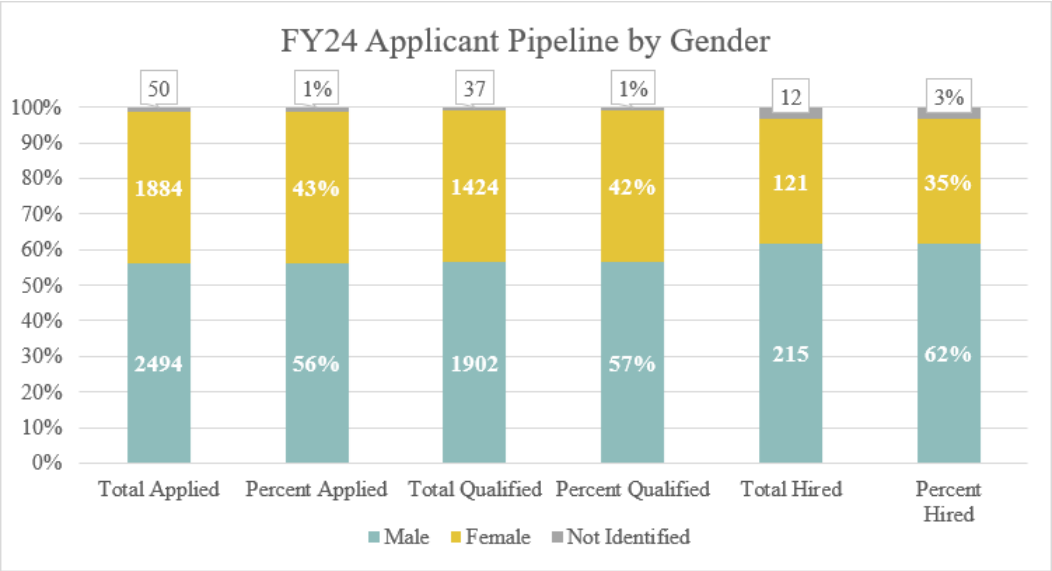
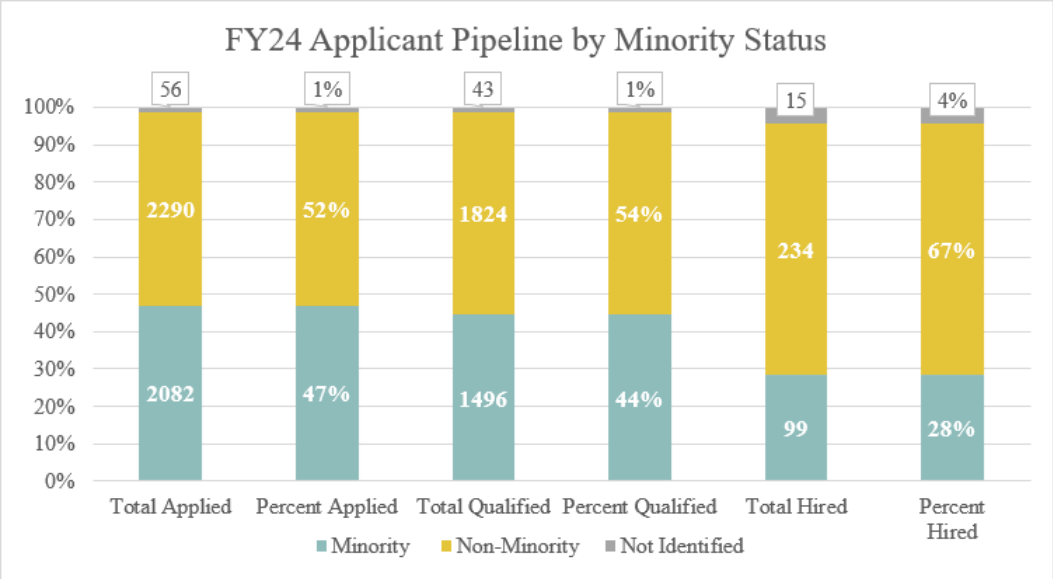


Figure 21



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	73	56
FY24	53	36
Change FY23 vs FY24	-20	-20

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	5	2
FY24	3	2
Change FY23 vs FY24	-2	0

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

STATE OF DELAWARE
Department of Transportation (DELDOT)
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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	To keep all employees informed and to provide a forum for employees to get information firsthand, the agency will host monthly Employee Town Hall meetings virtually.	Host minimum of 10 Employee Town Halls annually; Achieve 250 or more attendees	Cabinet Secretary, Deputy Secretary, Directors	Zoom Webinar for Hosting	Create schedule by Dec. 31, 2024; Host Employee Town Halls on the third Thursday of each month.
SP-1 Goal 2	To obtain feedback from employees, the agency will conduct an anonymous Employee Survey annually.	Achieve 50% participation rate or increase participation year over year; Improve year over year percentages in all categories	Cabinet Secretary, Deputy Secretary, Directors, Deputy Director of Community Relations (manages the survey)	Survey Planet	Survey sent in July/August 2024; Results summarized and distributed in September 2024. Develop action items for each Director based on survey comments.
SP-1 Goal 3	To keep all employees informed on DelDOT initiatives, kudos from our customers, celebrations (e.g. graduations, marriages, babies, awards, etc.), and upcoming events, the agency will produce a weekly newsletter sent via email and printed/posted for those without computer access.	Send at least 48 newsletters annually (skip weeks with 4-day work weeks);	Community Relations Team	Adobe Creative Cloud – Adobe InDesign	July 2024 (continuous)

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Host quarterly Strategic Leadership Team meetings with Directors and Assistant Directors.	Host four per year; Achieve 80% participation rate	Cabinet Secretary, Deputy Secretary, Directors, Assistant Directors	Facility – Delaware Room	September 2024
SP-2 Goal 2	Host annual Leadership Academy to grow new leaders within each Division;	Percentage of participants that are successful with promotions after completing the program	Cabinet Secretary, Deputy Secretary, Directors	SharePoint – Application Prcoess Facility – Delaware Room Zoom Microsoft Teams – Collaboration Fleet Vehicles – Field Trips Minimal Budget for course materials	Applications open December 2024 Course Begins March 2025
SP-2 Goal 3	Send staff to AASHTO Leadership Development Series	Send 10-12 staff annually	Cabinet Secretary, Deputy Secretary, Directors	AASHTO Mgmt Inst. - $3,000pp AASHTO Leadership Inst. - $4,000pp AASHTO Exec Inst. - $5,300pp	Staff nominated in Jan./Feb. 2025; Staff attend in the spring and fall of 2025

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Department of Transportation (DELDOT)
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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Enable staff to participate in AASHTO, AAMVA and APTA, which are national transportation trade organizations.	Number of staff participating; Number of staff in leadership for trade organizations	Cabinet Secretary, Deputy Secretary, Directors, Assistant Directors, Managers/Supervisors	Travel assistance as needed	September 2024 (continuous)
SP-3 Goal 2	Continue annual Federal Education and Assistance Program and coordination with UD's LTAP and T2 Center to provide staff with financial resources to obtain training and professional development.	Number of hosted trainings; Number of employees served by funding	Transportation Solutions Administrative Support Section; Planning Statewide and Regional Planning	Facilities to host trainings	October 2024 (continuous)
SP-3 Goal 3	Continue Educational Assistance Program that reimburses staff for college courses and some licensing certification courses.	Number of staff participating; Number of staff obtaining degrees; Percentage of staff eligible for licensure with licensure	Directors, Assistant Directors, Managers/Supervisors	Operating budget funding ($27K)	July 2024 (continuous)

State of Delaware

Delaware State Housing Authority

FY23 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY24 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Delaware State Housing Authority (DSHA)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity and Inclusion

FROM: Cynthia Karnai
Director
cynthia.karnai@delaware.gov

Shelly Huntington
Diversity, Equity & Inclusion Administrator
Shelly-ann.huntington@delaware.gov

DATE: September 13, 2024

SUBJECT: **Delaware State Housing Authority FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Delaware State Housing Authority FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Delaware State Housing Authority (DSHA)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Retirement Eligibility • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY24 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

STATE OF DELAWARE
Delaware State Housing Authority (DSHA)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Cynthia Karnai, Director. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Delaware State Housing Authority (DSHA) was created in 1968 as a public corporation. DSHA administers federal and state housing programs and performs the following major roles: Housing Finance Agency, Public Housing Authority, Community Development Agency, Housing Code Enforcement Agency, and a partner with other public and private agencies. In the mid 1990's, DSHA's functions and operations were legislatively realigned so that it now operates as a public agency and a public corporation, but it in various ways more autonomous of the State of Delaware. The result of that realignment is that "state employees" who are employed by DSHA as an agency. Non-State employees are hired outside of the Budget Act with DSHA program funds and are not subject to merit rules of other limitations on public employees. Where state employees participate in the State Employee Pension Plan, non-State employees do not. Instead, DSHA participates in a separate pension program for non-State employees.

Since its reorganization, DSHA has transferred its state employees to non-state through voluntary changes in status by employees and through attrition of State employees and rehiring DSHA employees on a non-State basis. With the passage of time, the number of State employees who work for DSHA has declined and will remain as reflected. The chart below lists sections of the Authority and the number of staff assigned to each. As of June 30, 2024, the total number of DSHA positions is 173, comprised of 2 active State position and 171 non-state or Authority positions.

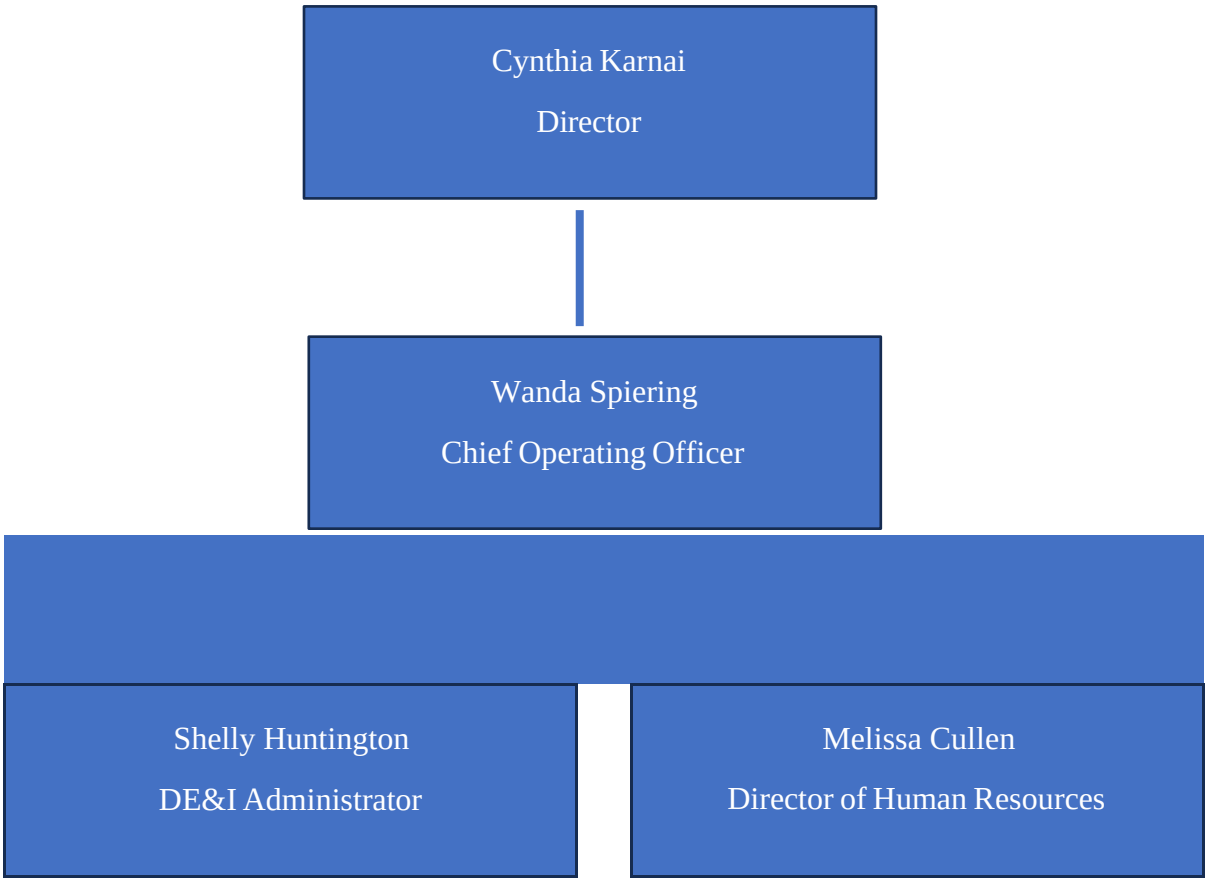
DEPARTMENT SUMMARY	
Names of Divisions	**# of Employees**
Director's Office	3
Administration	41
Public Relations	7
Housing Development	38
Housing Finance	13
Housing Management	61
Policy & Planning	10
TOTALS	**173**

RESPONSIBILITIES FOR IMPLEMENTATION:

The Director of Human Resources, Melissa Cullen, melissa.cullen@delaware.gov oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Director of Human Resources ensures that managers follow federal and state laws, regulations, and executive orders. She is responsible for all areas of Human Resources including EEO/AA oversight and duties. The Diversity, Equity and Inclusion Administrator, Shelly Huntington, shelly-ann.huntington@delaware.gov serves as the Affirmative Action Officer and is responsible for overseeing the implementation of the proposed processes in the Affirmative Action Plan.

An organizational chart below reflects the reporting structure. The Director of Human Resources actions regarding this plan is overseen by the Director's Office. Refer to the attached appendices for the Affirmative Action Officers tasks and responsibilities as well as a list of federal and state laws, regulations and executive order that DSHA follows to ensure compliance by Human Resource Management's EEO/AA Plan requirements as well as related tasks.

ORGANIZATIONAL CHART:



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SECTION III: FY24 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	• Staff Development for all employees regardless of position, race, gender, etc.	• Measure progress by actions taken and employees receiving more development and training opportunities.	• Human Resources Director/ Executive Team.	• Provide training and education opportunities. • Ensured knowledge transfer by retaining SME's on PT basis.	• Staff are provided training opportunities such as Dedicated Fair Housing and Housing related training / various conferences. • Provided executive coach/development training. • Provided Trauma Informed Care training for all staff.
SP-1 Goal 2	• Reduce Employee Turnover.	• Turnover rate decrease.	• Human Resources and Direct Supervisors.	• Adjusted salaries to better align with market competitiveness. • Created/added new positions to provide career opportunities.	• Salary rates were increased and/or leveled up for all eligible employees. • Efforts are ongoing to reduce turnover in FY25.
SP-1 Goal 3	• Improve Work Environment.	• Less Complaints and Higher Retention.	• Human Resources and All Employees.	• Training. • Coaching. • Climate Surveys • Recognition Efforts.	• Included more team building and added more in- person events and activities. • Efforts are ongoing to improve satisfaction in FY25.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the DSHA's mission, vision, and value proposition.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	• Increase Capacity.	• Development of Internal Staff. • Hire New as needed.	• Managers • Supervisors • Human Resources Staff.	• New strategic positions created.	• Created additional positions for enhanced productivity in several departments.
SP-2 Goal 2	• Train Leaders.	• Additional Staff Trained.	• Management Team and Human Resources Staff	• Contracted Executive Coach and trainer.	• Leaders successfully completed training with executive coach.
SP-2 Goal 3	• Re-engage.	• More positive feedback and greater retention.	• All Employees led by Management Team and Human Resources Staff	• Schedule of Employee Events • Enhanced updates on employee activities.	• Staff was greatly engaged with International Food day event and Employee Recognition Event with record turnout. • Enhanced communication to recognize employees and increase awareness.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	• Cross training and knowledge transference.	• Staff Development Plans Completed and Implemented for Selected Positions.	• Management Team and Human Resources Staff	• Sponsored Staff for additional job-related training. • Internal Training.	• Cross training efforts are ongoing. • Created NEXXT leadership group.
SP-3 Goal 2	• Educate and support hiring supervisors regarding the HRIS system.	• More independent usage of HRIS System. • Less Errors. • Less Questions of HR.	• Human Resources Staff	• Investment in training the new System Analyst. • Added a new Planner II position to Admin Department. • Increased training on HRIS system.	• 100% of employees consistently utilize HRIS. • System Analyst and Planner II can resolve HRIS system issues internally.
SP-3 Goal 3	• More education regarding the hiring process and expected timeframes.	• Staff Trained and working independently.	• Human Resources Staff	• Internal Training Available • Paycom Staff.	• Presented updated recruiting and hiring training to supervisors.

SECTION IV: WORKFORCE ANALYSIS

DSHA Overview:

The Delaware State Housing Authority is doing well regarding being a diverse agency. DSHA currently has 173 positions in FY24 and minorities represented 53% of DSHA's active workforce, a 4% increase from FY23.

Below are observable trends that affect DSHA's opportunity to increase diversity in their workforce:

- DSHA is diverse overall with good parity throughout race/ethnicity and gender demographics.
- Facilities Maintenance positions are hard to fill.
- DSHA must improve their workplace climate through manager training which focuses on diversity, cultural sensitivity, and effective communication.
- DSHA has a 23% turnover rate which is mostly due to retirees and casual seasonal staff leaving the workforce. With limited personnel, it is essential that DSHA engage in proactive workforce planning to identify succession or recruitment plans for anticipated retirements. This provides the current incumbents the opportunity to teach skills and transfer knowledge to the agency.

In summary, DSHA is a diverse agency with staffing and retention issues to resolve. DSHA will implement more staff development opportunities and always work toward diversity and cultural sensitivity training and action to improve the work experience to retain and engage employees. DSHA will continue to enhance their Management and leadership education and supervisory skillset to ensure that the working environment is inclusive and respectful.

With a small workforce, DSHA must always prepare for turnover and potential knowledge loss related to retirement. Therefore, DSHA will utilize outreach and marketing to attract students, exceptional candidates, and well-qualified applicants to the agency. They will continue partnering with Delaware universities and other programs to offer internship/job shadowing opportunities to attract candidates to the agency. DSHA's workforce planning includes a focus on positions with retirement eligible employees. DSHA will continue to work with directors, supervisors, and managers on succession planning and knowledge transfer to ensure better future.

DSHA Demographics at a Glance:

The total number of DSHA active employees as of June 30, 2024 by EEO-4 category was 140.

The DSHA EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DSHA workforce based on the total number of employees within the eight EEO-4 categories. Analyses are made comparing DSHA workforce demographics to the available Delaware regional labor market statistics by race/ethnicity, and gender. DSHA does not hire in the Protective Services and Para Professionals EEO-4 categories.

The following summary of findings were derived from this data:

Minority Representation:

- Minorities represent 53% of the total DSHA workforce, a 4% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Technicians (-38%)
    - Skilled Craft (-26%)

Female Representation:

- Females represent 72% of the total DSHA workforce, a 9% increase from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Technicians (-50%)
    - Skilled Craft (-6%)
    - Service Maintenance (-36%)

Male Representation:

- Males represent 28% of the DSHA workforce, a 6% decrease from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-26%)
    - Professionals (-22%)
    - Office & Clerical (-30%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	4	3	0	2	0	1	0	10	28.6%	1	13	10	2	0	0	0	0	25	71.4%	1	35	18	51.4%
2 Professionals	6	5	0	0	0	1	1	13	19.1%	2	27	23	1	1	0	0	3	55	80.9%	4	68	35	51.5%
3 Technicians	2	0	0	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0.0%	0	2	0	0.0%
4 Protective Services	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0%
5 Para Professional	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0%
6 Office & Clerical	0	0	0	0	0	0	1	1	4.8%	0	7	9	2	1	0	0	1	20	95.2%	3	21	14	66.7%
7 Skilled Craft	1	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0.0%	0	1	0	0.0%
8 Service Maintenance	5	7	0	0	0	0	0	12	92.3%	1	1	0	0	0	0	0	0	1	7.7%	0	13	7	53.8%
Totals	18	15	0	2	0	2	2	39	27.9%	6	48	42	5	2	0	0	4	101	72.1%	16	140	74	52.9%

Table 1 illustrates the total FY24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	DSHA Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	51%	27%	37%	6%	6%	0%	3%	0%
2 Professionals	29%	51%	23%	41%	1%	1%	0%	1%	6%
3 Technicians	38%	0%	-38%	0%	0%	0%	0%	0%	0%
4 Protective Services	37%	0%	NA	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	0%	NA	0%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	67%	36%	43%	10%	5%	0%	0%	10%
7 Skilled Craft	26%	0%	-26%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	54%	9%	54%	0%	0%	0%	0%	0%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	DSHA Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	71%	26%	37%	29%	6%	0%	0%	0%	0%
2 Professionals	59%	81%	22%	40%	34%	1%	1%	0%	0%	4%
3 Technicians	50%	0%	-50%	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	0%	NA	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	95%	30%	33%	43%	10%	5%	0%	0%	5%
7 Skilled Craft	6%	0%	-6%	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	8%	-36%	8%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	DSHA Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	29%	-26%	11%	9%	0%	6%	0%	3%	0%
2 Professionals	41%	19%	-22%	9%	7%	0%	0%	0%	1%	1%
3 Technicians	50%	100%	50%	100%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	0%	NA	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	5%	-30%	0%	0%	0%	0%	0%	0%	5%
7 Skilled Craft	94%	100%	6%	100%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	92%	36%	38%	54%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the Paycom HRIS system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	25%	24%	27%
2 Professionals	15%	16%	23%
3 Technicians	-4%	-38%	-38%
4 Protective Services	NA	NA	NA
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	24%	30%	36%
7 Skilled Craft	0%	-26%	-26%
8 Service Maintenance	5%	-4%	9%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	21%	24%	26%
2 Professionals	19%	17%	22%
3 Technicians	-50%	-50%	-50%
4 Protective Services	NA	NA	NA
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	32%	22%	30%
7 Skilled Craft	0%	-6%	-6%
8 Service Maintenance	-38%	-38%	-36%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-21%	-24%	-26%
2 Professionals	-19%	-17%	-22%
3 Technicians	50%	50%	50%
4 Protective Services	NA	NA	NA
5 Paraprofessional	NA	NA	NA
6 Office & Clerical	-32%	-22%	-30%
7 Skilled Craft	0%	6%	6%
8 Service Maintenance	38%	38%	36%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the Paycom HRIS system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	1
Woman	5
Other	0
Total	**6**

Total Complaints by Race/Ethnicity	
Black - African American	5
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	1
Total	**6**

Total Complaints by Employment Status	
Merit	0
Non-Merit Exempt	6
Casual/Seasonal	0
Total	**6**

Total Complaints by Category	
Informal	5
Formal	1
External	0
Total	**6**

Total Complaints by type	
ADA	0
Discrimination	1
Gender	0
Generic Issue	2
Harassment	0
Hostile Work Environment	0
Merit Rule	0
Misconduct	3
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**6**

Total Complaints by Current Status	
Open	0
Closed	6
Total	**6**

Total Complaints by Resolution	
To be Determined	0
Substantiated	3
Unsubstantiated	3
Total	**6**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to Human Resources FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	1	6%	0%
Total Female Minority Disciplines	3	60%	9	50%	200%
Total Male Non-Minority Disciplines	0	0%	3	17%	0%
Total Male Minority Disciplines	2	40%	5	28%	150%
Total Disciplines	**5**	**100%**	**18**	**100%**	**260%**
SEPARATIONS					
Total Female Non-Minority Separations	7	28%	10	25%	43%
Total Female Minority Separations	10	40%	10	25%	0%
Total Male Non-Minority Separations	3	12%	10	25%	233%
Total Male Minority Separations	5	20%	10	25%	100%
Total Separations	**25**	**100%**	**40**	**100%**	**60%**
NEW HIRES					
Total Female Non-Minority New Hires	9	25%	8	22%	-11%
Total Female Minority New Hires	13	36%	15	41%	15%
Total Male Non-Minority New Hires	7	19%	5	14%	-29%
Total Male Minority New Hires	7	19%	9	24%	29%
Total New Hires	**36**	**100%**	**37**	**100%**	**3%**
PROMOTIONS					
Total Female Non-Minority Promotions	11	46%	9	41%	-18%
Total Female Minority Promotions	9	38%	9	41%	0%
Total Male Non-Minority Promotions	3	13%	2	9%	-33%
Total Male Minority Promotions	1	4%	2	9%	100%
Total Promotions	**24**	**100%**	**22**	**100%**	**-8%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the Paycom HRIS system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Table 10

EEO Training Summary

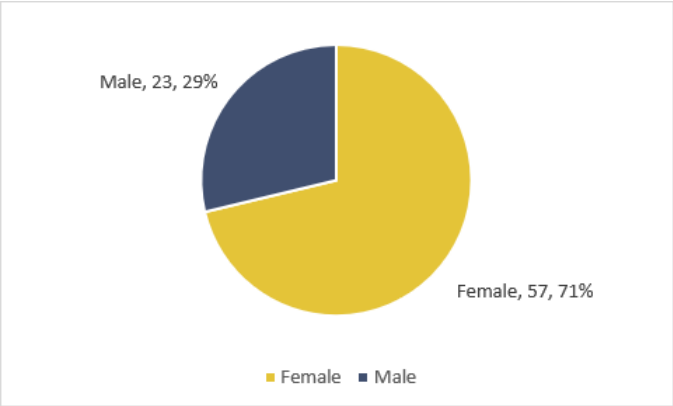


Table 11

Training by Race and Ethnicity

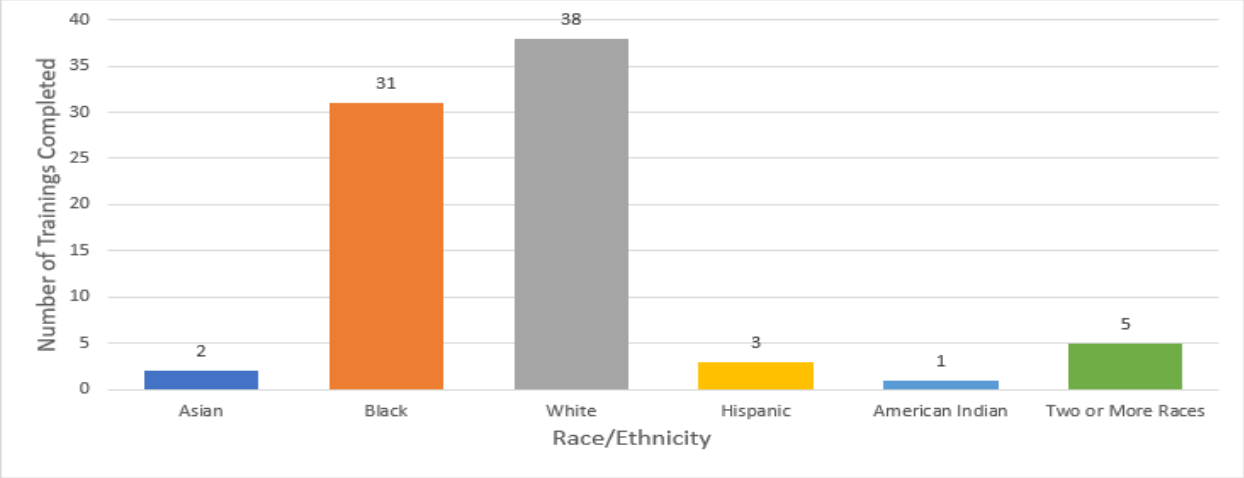


Table 12

Training by EEO-4 Job Category

Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from were obtained from agency internal records during FY24.

Table 13

Tuition Reimbursement Summary

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	1
Total Non-Minority Female	0
Total Minority Female	1
Total Male	0
Total Non-Minority Male	0
Total Minority Male	0
Total Employees Requesting Tuition Reimbursement	**1**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Table 14

Disabilities Summary

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	22
Total Request for Accommodations	16
Total Request Accommodated	13
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from agency internal records system as of 06/30/2024.

Table 15

EXIT SURVEY SUMMARY					
	EXCELLENT	GOOD	AVERAGE	BELOW AVERAGE / POOR	TOTAL
Agency commitment to quality and customer service	0%	75%	0%	25%	100%
	0	3	0	1	4
Benefits package	50%	50%	0%	0%	100%
	2	2	0	0	4
Compensation	50%	0%	0%	50%	100%
	2	0	0	2	4
Family-Friendly Workplace	100%	0%	0%	0%	100%
	4	0	0	0	4
Opportunity for advancement or promotion	0%	50%	25%	25%	100%
	0	2	1	1	4
Performance goals were clear, and you knew what was expected of you in your job	75%	0%	0%	25%	100%
	3	0	0	1	4
Consider Re-employment with State/Agency	50%	25%	0%	25%	100%
	2	1	0	1	4
Relationship with your manager/supervisor	100%	0%	0%	0%	100%
	4	0	0	0	4
Relationships with co-workers	75%	0%	25%	0%	100%
	3	0	1	0	4
Training and development needs were assessed and met	0%	25%	75%	0%	100%
	0	1	3	0	4
Work area tools available to perform the functions of your job	75%	0%	0%	25%	100%
	3	0	0	1	4
Consider Re-employment with DSHA	50%	25%	0%	25%	100%
	2	1	0	1	4

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses provided on an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
4	4	NA	Facilities Maintenance Technician	9	44%	44%	0%
0	5	NA	Facilities Maintenance Mechanic	10	0%	50%	50%
0	1	NA	Housing Compliance Specialist	2	0%	50%	50%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
NA	Facilities Maintenance Technician	17	152	9	38	2.24
NA	Facilities Maintenance Mechanic	8	43	5	19	2.38
NA	Housing Compliance Specialist	3	40	13	7	2.33

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 and 17 data were obtained from the Paycom HRIS system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
100801001	Delaware State Housing Authority	17%	23%	6%
	Department Average	**17%**	**23%**	**6%**

Table 19

TURNOVER BY HARD-TO-FILL JOBS				
Job Code	Job Title	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
n/a	Facilities Maintenance Technician	11%	62%	51%
n/a	Facilities Maintenance Mechanic	0%	67%	67%
n/a	Housing Compliance Specialist	0%	67%	67%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the Paycom HRIS system as of 06/30/2024.

Applicant Pipeline

In FY24, 1961 people applied online to Delaware State Housing Authority jobs, an increase from FY23. This data includes all jobs posted through Paycom HRIS System including Casual Seasonal Recruitments.

Figure 20

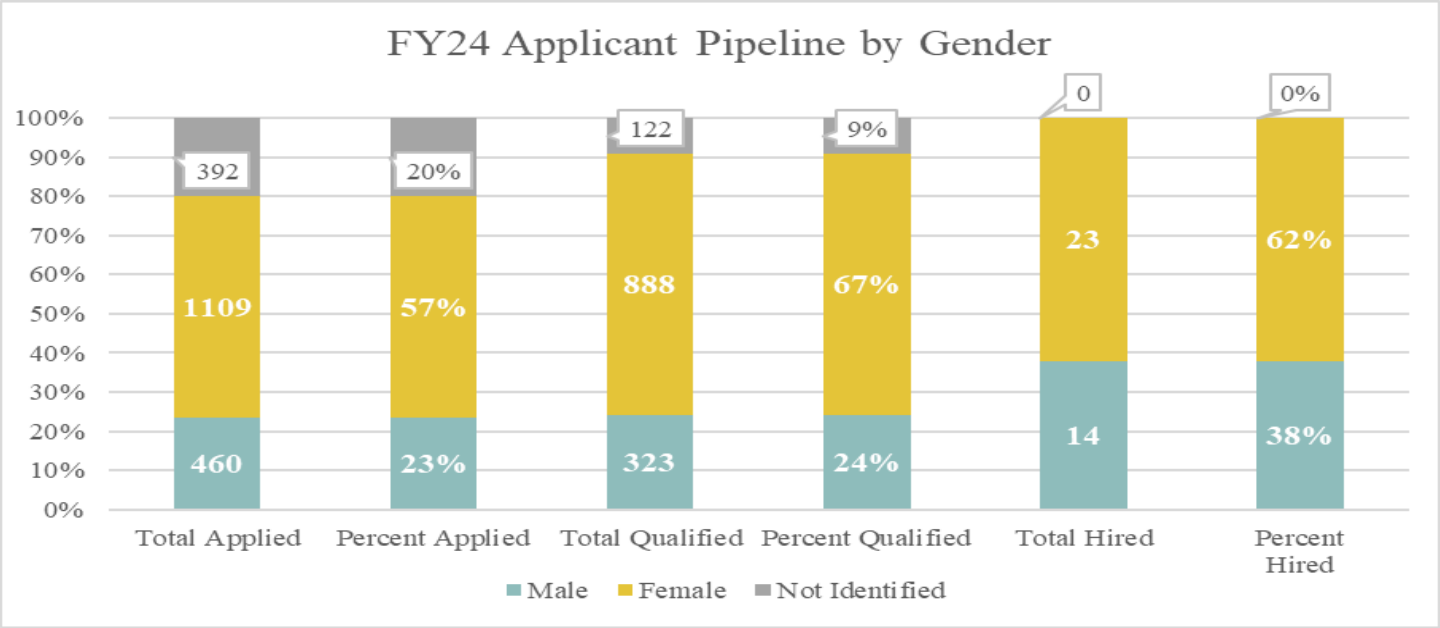
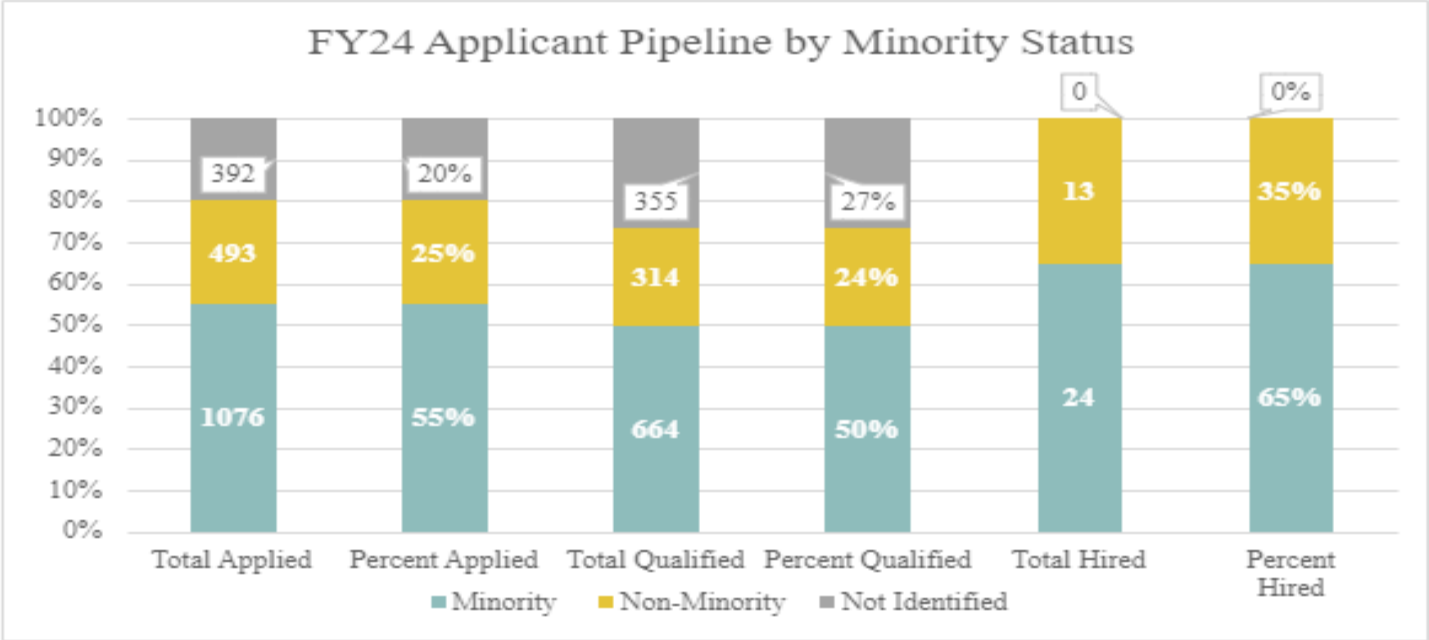


Figure 21



Figures 20 and 21 illustrate the total number of applicants who applied to the Delaware State Housing Authority jobs the primary hiring platform, the HRIS Paycom System.

Figures 20 and 21 data were obtained from the HRIS Paycom system as of 06/30/2024.

Recruitment and Hiring Times

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	32	90
FY24	27	67
Change FY23 vs FY24	**-5**	**-23**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and *measures the hiring Manager's effectiveness in making hires.*

- Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.
- Time-to-Hire is measured by the number of calendar days from the time the referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	4	3
FY24	4	3
Change FY23 vs FY24	**0**	**0**

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and *Measures HR's effectiveness in processing recruitments.*

- Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 4 calendar days.
- Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from HRIS Paycom system as of 06/30/2024.

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SECTION IV: PLAN OF ACTION – FUTURE STEPS TO IMPLEMENT IN FY25: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources/Action Steps	Target Date to Launch
SP-1 Goal 1	• Strengthen the Agency's overall workplace culture while focusing on Agency priorities.	• Accomplishment of Agency goals and mission in collaboration with all departments and staff.	• Sr Management • Supervisors • Human Recourses • Co-workers	• Department leaders regularly meet with managers and supervisors to emphasize the importance of teamwork, collaboration, and accomplishing Agency goals.	• Ongoing
SP-1 Goal 2	• The continued recruitment/retention of qualified employees.	• Turnover/retention rates of highly qualified candidates.	• Hiring Managers • Supervisors	• Ensure the orientation and ongoing employment experience is efficient with effective communication & clear expectations to improve employee's experience.	• Ongoing
SP-1 Goal 3	• Improve employee experience as a DSHA team member.	• Employee engagement and feedback.	• DSHA Leadership • Managers • Supervisors • Co-workers	• Collaborations within and across teams. • Continue to keep employees informed through regular communication channel (i.e., qtrly mtgs, newsletters) • Internal employee events.	• Ongoing

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources/Action Steps	Target Date to Launch
SP-2 Goal 1	• Diverse application pool.	• Increased number of diverse applicants.	• Human Resources Staff.	• Post to non-traditional sites	• Immediately
SP-2 Goal 2	• Develop our managers and supervisors.	• Managers/supervisors exhibit enhanced leadership behaviors (i.e., effective communication, fostering positive relations, creating & supporting a respectful work environment.	• Executive Leadership. • Managers and Supervisors. • Human Resources. • Leadership Committees.	• NEXXT Leadership • Leadership trainings • DE&I sponsored supervisory training • State LMS trainings • Professional group participations	• Ongoing
SP-2 Goal 3	• Effective performance plans and evaluations	• Performance evaluations are completed semi-annually.	• Managers • Supervisors • Human Resources	• Performance evaluations conducted electronically through HRIS system. • 100% evaluations completed.	• FY25

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources/Action Steps	Target Date to Launch
SP-3 Goal 1	• Complete succession plan.	• Succession plan in place.	• Management Team, DE&I Administrator and HR. • Section Director and Manager.	• Leadership participation in succession planning process with regularly scheduled reviews. • Cross training established. • Utilizing Casual-Seasonal and PT employees as SME's	FY25
SP-3 Goal 2	• Cross-training is in place.	• Internal processes are developed and updated. • Knowledge is transferred through cross training.	• Managers • Supervisors • Co-workers	• Assess Department needs. • Update SOP's. • Determine cross-trainers. • Schedule cross-training. • Evaluate.	FY 25
SP-3 Goal 3	• DE&A continuous improvement.	• Succession plan completion. • SOP updates. • Cross-training in place.	• DE&I • Executive Team • Managers • Supervisors • Cross-trainers	• Complete succession plan process. • Update and develop SOP's. • Complete cross-training process.	FY25

State of Delaware

Department of Safety and Homeland Security

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Plan of Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Safety and Homeland Security (DSHS)
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity and Inclusion

FROM: Nathaniel McQueen, Jr.
Cabinet Secretary, Department of Safety and Homeland Security
Nathaniel.McQueen@delaware.gov

Blaise Belfiore
Blaise.Belfiore@delaware.gov

DATE: September 15, 2024

SUBJECT: **Department of Safety and Homeland Security FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Department of Safety and Homeland Security FY24 Equal Employment Opportunity/Affirmative Action Report and FY24 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

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Department of Safety and Homeland Security (DSHS)
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Section II:	Executive Summary • Summary Statement • Responsibilities for Implementation
Section III:	FY24 Accomplishments: (July 1, 2022 - June 30, 2023) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2023 – June 30, 2024) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Nathaniel McQueen, Jr., Cabinet Secretary, Department of Safety and Homeland Security. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Safety and Homeland Security (DSHS) mission is to:
"Promote and protect the safety of people and property in Delaware."

During fiscal year 2024, the Department was comprised of the Office of the Secretary, the Delaware State Police, the Office of Highway Safety, the Division of Communications, the Delaware Emergency Management Agency, the Capitol Police, the Division of Forensic Science, the Division of Gaming Enforcement, the Division of Alcohol and Tobacco Enforcement, the Developmental Disabilities Council, and the State Council for Persons with Disabilities. The passing of amendments to House Bill 2 resulted in new alcohol and tobacco enforcement positions and the establishment of the Office of the Marijuana Commissioner. Amendments to House Bill 206 resulted in the establishment five positions for the Police Officer Standards and Training/Delaware Police Accreditation Commission. Each of the divisions play an integral role in achieving our mission. In addition, DSHS also works closely with first responders, various members of our public safety community, and public/private sector partners to provide for the safety of our citizens.

New Collective Bargaining Agreements for Capitol Police, Alcohol and Tobacco Enforcement, and Forensic Science have resulted in increased applicant interest and reduction of vacancies. During the fiscal year 2024, much focus was placed on the challenge of establishing, then hiring over twenty-five new full-time positions established through grants or the budget.

Levels of applicant interest have remained steady. Although there were slight decreases in the number of new hires (-3%) and total applicants (-150), DSHS reduced vacancy rates and hired for several hard-to-fill jobs. Further, an increase (7%) in minority representation shows growth in DSHS' ongoing commitment and efforts to recruit and hire a workforce representative of the Delaware population.

DSHS completed a multi-year process of addressing salary equity among division leads and deputies. Salaries are more competitive and commensurate with the respective roles and responsibilities for division leadership. Through working with the Department of Human Resources and Office of Management and Budget, salary compression was addressed for non-union management at Capitol Police and Alcohol and Tobacco Enforcement. DHR completed maintenance reviews for fiscal and training/education personnel, which have continued to benefit the DSHS' recruitment and retention initiatives. The in-progress maintenance reviews for administrative support and security personnel will surely yield similar positive results.

Similar challenges will arise during the fiscal year 2025. Salary increases for union employees at Forensic Science will create salary compression for management. Capitol Police has twelve newly established officer positions to serve the new Sussex County Courthouse. The licensure of recreational cannabis growers and retailers will create increased demand on The Office of the Marijuana Commissioner and Alcohol and Tobacco Enforcement. The work of P.O.S.T/DPAC will continue to grow as the division focuses on accreditation for police agencies and investigations. The process of centralizing human resource functions in ongoing, but in final stages.

The growth of the agency continues increasing demands on the agency's administrative support services, especially human resources and fiscal. As such, there will be a major focus on establishing, structuring, and integrating the new workforce into the department. The process of centralizing human resource functions is ongoing, but in final stages. The additional support from centralization and ongoing process improvement measures should serve to meet this ever-increasing demand.

Under the leadership of Secretary Nathaniel McQueen, Jr. the Department and each division are committed to creating equitable, productive, and comfortable work environments and supporting diversity, equity, and inclusion in the workforce. We must continue to improve human resources and fiscal services delivery to our divisions, and develop our people into great leaders through training, education, and collaborations between human resources and division operations.

DEPARTMENT SUMMARY	
Names of Divisions	**# of Employees**
Office of the Secretary/Administration (OSEC)	13
Office of Highway Safety (OHS)	9
Division of Forensic Science (DFS)	54
Division of Communications (DIVCOMM)	22
Delaware Emergency Management Agency (DEMA)	39
Division of Gaming Enforcement (DGE)	7
Developmental Disabilities Council (DDC)	4
State Council for Persons with Disabilities (SCPD)	2
Capitol Police (CPD)	92
Division of Alcohol and Tobacco Enforcement (DATE)	20
Office of the Marijuana Commissioner (OMC)	4
Police Officer Standards and Training/Delaware Police Accreditation Commission (POST/DPAC)	3
TOTALS	**269**

RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of Safety & Homeland Security oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. Human Resources Manager, Blaise Belfiore, (302) 744-2686, implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations, and executive orders.

EEO/AA Officer/HR Lead:

Blaise Belfiore, Human Resources Manager is designated as the EEO/AA Officer, (302) 744-2686, Blaise.belfiore@delaware.gov.

To ensure compliance with the EEO/AA Plan Requirements, the Department is guided by federal and state laws, regulations and executive orders as stated in Appendix B: List of Laws, attached. As stated in the Respectful Workplace and Anti-Discrimination Policy, "all employees, regardless of their positions, are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur" and immediately report experienced harassment, discrimination or alleged violation of the Respectful Workplace and Anti-Discrimination Policy.

Cabinet Secretary:

The Cabinet Secretary for DSHS retains final and ultimate responsibility for the implementation of the Department EEO/AA Plan and other subsequent diversity initiatives. The Affirmative Action Officer, Division Directors, Managers and Agency HR are, at the Cabinet Secretary's direction, responsible for taking the necessary steps to appropriately deal with issues of underutilization, under-representation, discrimination and harassment, retaliation within the Department of Safety and Homeland Security. Under the direction of Secretary Nathaniel McQueen Jr, Managers' and Supervisors' performance evaluations include their success in executing the EEO/AA plan.

Equal Employment Opportunity Officer:

A Department of Human Resources (DHR) is an employee that is designated to manage EEO responsibilities at an Agency. Administers and maintains the EEO/AA Policy and Plan. DHR shall designate an employee to serve as the Agency's EEO Officer. Drafts, implements, monitors, evaluates, and distributes the EEO/AA Policy and Plan. Serves as official liaison with relevant State organizations and groups, including but not limited to, the State Human Rights Commission, the Office of the Coordinator of the Americans with Disabilities Act, and the State Personnel Affirmative Action Office.

Works with appropriate agency personnel to ensure that the Department selection, appointment, and discipline processes are based on job relatedness and are free of artificial barriers and discriminatory practices.

Directs and/or coordinates Agency HR in the complaint process. Makes recommendations to the Cabinet Secretary regarding disposition and resolution of complaints, must notify in writing the ER section of DHR of complaints. Works with the Cabinet Secretary, Division Directors, Policy Advisor and Agency HR to identify tools, training and processes that provide employees opportunities for career advancement and enrichment.

Promotes affirmative action and diversity initiatives and provides technical guidance to the Cabinet Secretary, Division Directors, and Agency HR regarding related issues.

Provides statistical data to assess progress in achieving objectives of the Plan and other diversity initiatives.

Human Resources Lead:

Embraces and affirms continued commitment and support of the Department's equal employment opportunity, affirmative action, and diversity initiatives through the work of the human resources function.
Reviews human resources policies and practices to identify inconsistencies with or barriers to the goals of achieving and maintaining a workforce that reflects the diversity of the State of Delaware.

Ensures that the EEO/AA efforts are reflected in performance evaluations for all employees with management and supervisory responsibilities.

Monitor's employment, promotion, and discipline practices within the Department to ensure they are free of artificial barriers and discriminatory practices.

Works with State Personnel Office, Agency EEO Officer, Division Directors, and Agency HR to ensure that applicant pools and certification lists reflect accepted standards of diversity.

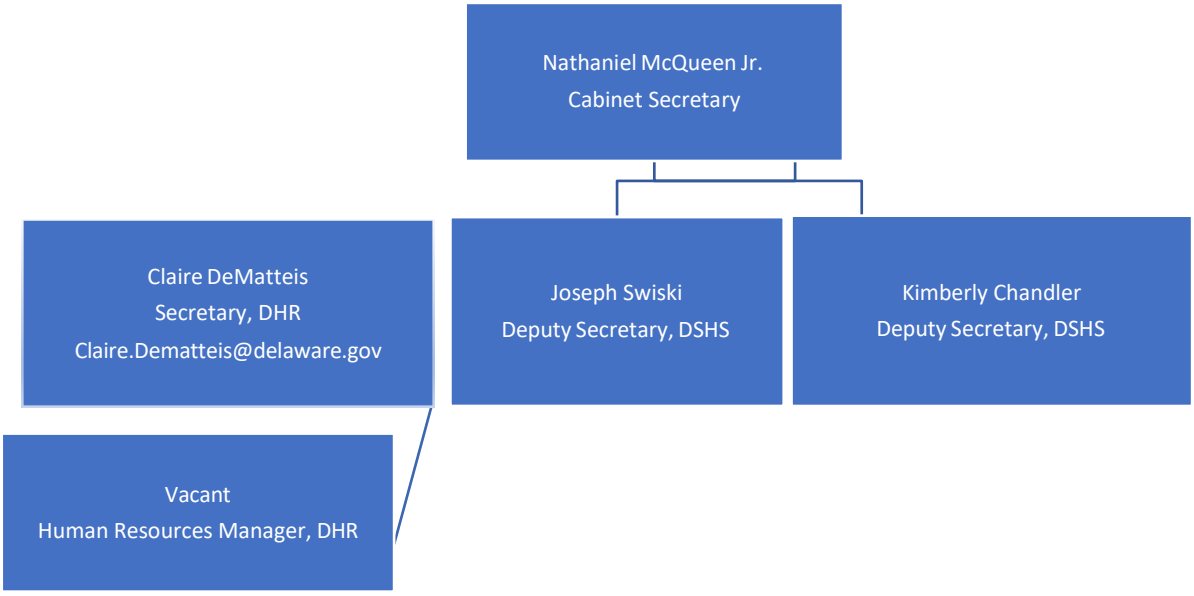
Agency Human Resource Professionals:

Responsible for the implementation and maintenance of the Plan and other diversity initiatives through daily human resources support.

Work with Hiring Managers and Supervisors to ensure selection and promotion processes are free of artificial barriers and discriminatory practices.

Promote and support the concept of diversity as an essential tool to reach agency goals.
Counsel and assist employees in identifying career advancement and enrichment opportunities.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/ Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	• Direct collaboration with division leads at Capitol Police and DivComm focused on workplace communication and supervisory skills.	• Efforts have not yet resulted in less complaints at Capitol Police.	• Deputy Secretary • Division Leads • Agency HR	• Capitol Police Lieutenants attended Employee and Labor Relations Training.	• Ongoing at Capitol Police
				• The Capitol Police Chief assigned a Planner to provide training on employee and labor relations.	
		• 100% decrease of complaints at DivComm and staff report more effective working relationships with supervisors.		• Climate Survey conducted by Agency Leadership, resulting in change management to improve upon reported issues.	• Complete at DivComm. The division must offer supervisory training and resources to managers on an ongoing basis.
				• Through addressing supervisory leadership expectations, and because of personnel changes, DivComm Supervisors are more effectively managing their teams.	
SP-1 Goal 2	• Realize positive impact from the implementation of the Local Diversity Committee (LDC).	• To date, one meeting has been held, HR personnel changes have resulted in this being put on hold.	• DHR/Diversity & Inclusion • Agency HR • Committee Members	• Formed a committee of members with subject matter expertise. • Held an Introductory Meeting	• There is a need to assign a new lead and re-convene the committee.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/ Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	• Improve and streamline delivery of services from HR and fiscal.	• Agency HR met more personnel action deadlines, resulting in less retro-pay to employees.	• Central HR • Agency HR • Fiscal	• Recruited and reclassed positions to meet administrative staffing needs. • Streamlined the process for completing personnel transactions.	Continual process with Centralization of HR
		• An internal HR system to constantly track and monitor personnel changes, especially related to salary increases, career ladder promotions, salary matrix increases, step increases, and skill level increases has been implemented. HR constantly monitors the personnel data for union employees.	• Central HR • Agency HR	• Created a system and the bandwidth for an Agency HR Associate to track and monitor union salaries on an ongoing basis.	Ongoing
		• Increased communication with Union Representatives has resulted more consistent applicant of promotional standards, leading to more timely and accurate salary increases for union employees.	• Division Leads • Agency HR	• Provided communication to union employees explaining who can resolve various issues whether it be CBA or Merit related.	Completed
		• Training managers in eSTAR has reduced timekeeping issues, thus improving the payroll process.		• Provided eSTAR Training to all supervisors.	Completed
SP-2 Goal 2	• Begin to form an ongoing leadership training curriculum.	• Implementation by target date to completion.	• DHR/Training • Agency HR	• Discussed with DHR/Statewide Training. Agency HR must choose courses from the DLC, and statewide training will implement as an agency curriculum.	TBD

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Strategic Priority	Objective	Measures of Success/ Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 3	• Further engage and inform hiring managers in the recruitment process • Train hiring managers in inclusive hiring practices to ensure the recruitment and onboarding of a qualified diverse workforce.	• The Centralized HR recruitment policies and procedures will be implemented during September 2024 and aim to address this.	• DHR/Talent Acquisition • Agency HR	• Hiring Manager Training scheduled for September 2024.	Target completion September 2024
SP-2 Goal 4	• Creation and distribution of information on subject's employee rights, responsibilities, and resources with a focus on providing easily digestible information.	• Employees have direct access to all HR resources.	• Division Leads • Agency HR	• Distributed reminders and information to employees regarding leave, benefits, timekeeping, general salary increases, news and events, etc.	Ongoing

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/ Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	• Continued analysis of organizational structure and compensation structure focused on equity and strategic planning for agency growth in FY24.	• Salary competitiveness and equity addressed for all division leads and deputies.	• Division Leads • Agency	• Pursued reclassifications and other personnel options with DHR to achieve this goal. • Leadership positions established and hired to leverage growth.	Completed.
SP-3 Goal 2	• Train all supervisors on proper implementation of HR procedures such as complaints, disciplines, time reporting, employee safety, and other common employee concerns.	• For the most part, division leads and supervisors have more effectively communicated HR issues, resulting in a reduction of overpayment issues related to disability and workers compensation. • Increased communication with HR resulted in certain employee issues being resolved before escalation. However, complaints increased from the prior fiscal year.		• Communications and meetings with division leads.	Ongoing.
		• Per their CBA, STEP 1 and 2 grievances must be handled within the Division of Capitol Police. Its evident additional training is needed for leadership on the grievance process.		• Training to Capitol Police Command Staff.	
		• Agency HR has become more responsive and accurate to employee questions regarding leave, benefits, salary, HR policies, etc. This has resulted in quicker turnaround for common employee questions and issues.		• Increased communications with employees.	

SECTION IV: WORKFORCE ANALYSIS

DSHS DEMOGRAPHICS AT A GLANCE:

The total number of DSHS EEO-4 eligible employees as of June 30, 2024, is 259.

The DSHS EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DSHS workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DSHS workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. DSHS does not hire in the Skilled Craft EEO-4 category.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 32% of the total DSHS workforce, a 7% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
  - Officials & Administrators (-11%)
  - Professionals (-7%)
  - Paraprofessionals (-1%)
  - Service Maintenance (-45%)

Female Representation:

- Females represent 36% of the total DSHS workforce, the same as in FY23.
- Females are under-represented in the following EEO-4 categories:
  - Officials & Administrators (-7%)
  - Technicians (-36%)
  - Service Maintenance (-19%)

Male Representation:

- Males represent 64% of the DSHS workforce, the same as in FY23.
- Males are under-represented in the following EEO-4 categories:
  - Professionals (-2%)
  - Paraprofessionals (-23%)
  - Office & Clerical (-15%)

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DSHS WORKFORCE ANALYSIS OVERVIEW:

1. **Minorities represent 32% of the total DSHS workforce, a 7% increase from FY23**. This along with a 20% increase in female minority new hires and a 113% increase in male minority new hires demonstrates the agency's commitment to its EEO/AA initiatives. Male minority promotions increased by 36% from FY23. However, female minority promotions decreased by 25% from FY23. This should be examined in FY24.

2. **Females represent 36% of the total DSHS workforce, the same as in FY23.** Females are under-represented in the Officials & Administrators (-4%). Although DSHS has limited administrator level positions and little turnover, a continued focus on equitable mentorship, career development, and promotional opportunity throughout the organization will ensure high performing females have equal access to high level opportunities.

3. **Time to Recruit and Hire positions decreased across the board from FY23**. Reversing this trend demonstrates the agency's focus on recruiting more efficiently during FY23. The centralizing of human resources should lead to further efficiency in recruiting.

As the agency's workforce continues to grow, and new legislation drives work, DSHS will focus on developing leaders who understand personnel management and have the tools to integrate diversity, equity, and inclusion into all aspects of their work. Divisions will continue to engage with the community through job fairs, summer camps, part-time and internship opportunities, and other outreach initiatives. To ensure a healthy applicant pool, the agency must work to develop the relationship between civilian and civil servant. Also, such outreach exposes people to opportunities in the many specialized fields in the agency, such as emergency management, forensics, communications, highway safety, disabilities advocacy, and many more. The centralization of human resources will provide further opportunity to engage with potential applicants on various levels.

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	15	3	0	0	0	0	0	18	62.1%	2	7	1	0	0	0	0	0	11	37.9%	0	29	4	13.8%
2 Professionals	27	2	1	0	0	0	2	32	39.5%	4	40	7	3	3	0	0	0	49	60.5%	1	81	18	22.2%
3 Technicians	10	7	0	0	0	0	2	19	86.4%	4	4	2	1	0	0	0	0	3	13.6%	0	22	12	54.5%
4 Protective Services	55	27	8	2	0	0	1	93	84.5%	5	15	5	1	0	0	0	0	17	15.5%	0	110	44	40.0%
5 Para Professional	0	0	0	0	0	0	0	0	0.0%	0	1	0	0	0	0	0	1	3	100.0%	0	3	1	33.3%
6 Office & Clerical	2	0	0	0	0	0	0	2	20.0%	0	6	3	1	0	0	1	0	8	80.0%	2	10	5	50.0%
7 Skilled Craft	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.00%
8 Service Maintenance	3	0	0	0	0	0	0	3	75.0%	0	0	0	0	0	0	0	0	1	25.0%	0	4	0	0.0%
Totals	**112**	**39**	**9**	**2**	**0**	**0**	**5**	**167**	**64.5%**	**15**	**73**	**18**	**6**	**3**	**0**	**1**	**1**	**92**	**35.5%**	**3**	**259**	**84**	**32.4%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	14%	-11%	14%	0%	0%	0%	0%	0%
2 Professionals	29%	22%	-7%	11%	5%	4%	0%	0%	2%
3 Technicians	38%	55%	17%	41%	5%	0%	0%	0%	9%
4 Protective Services	37%	40%	3%	29%	8%	2%	0%	0%	1%
5 Para Professional	34%	33%	0%	0%	0%	0%	0%	0%	33%
6 Office & Clerical	31%	50%	19%	30%	10%	0%	0%	10%	0%
7 Skilled Craft	26%	0%	NA	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	0%	-45%	0%	0%	0%	0%	0%	0%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	62%	7%	52%	10%	0%	0%	0%	0%	0%
2 Professionals	41%	40%	-2%	33%	2%	1%	0%	0%	0%	2%
3 Technicians	50%	86%	36%	45%	32%	0%	0%	0%	0%	9%
4 Protective Services	81%	85%	4%	50%	25%	7%	2%	0%	0%	1%
5 Para Professional	23%	0%	-23%	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	20%	-15%	20%	0%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	75%	19%	75%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

				Comparison to Minority % of Category						
EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	62%	7%	52%	10%	0%	0%	0%	0%	0%
2 Professionals	41%	40%	-2%	33%	2%	1%	0%	0%	0%	2%
3 Technicians	50%	86%	36%	45%	32%	0%	0%	0%	0%	9%
4 Protective Services	81%	85%	4%	50%	25%	7%	2%	0%	0%	1%
5 Para Professional	23%	0%	-23%	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	20%	-15%	20%	0%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	75%	19%	75%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 22, 23

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-3%	-25%	-11%
2 Professionals	-15%	-29%	-7%
3 Technicians	-6%	-38%	17%
4 Protective Services	-3%	-37%	3%
5 Paraprofessional	-34%	-34%	0%
6 Office & Clerical	2%	-31%	19%
7 Skilled Craft	N/A	N/A	N/A
8 Service Maintenance	-45%	-45%	-45%

Female Representation Trends FY22, 22, 23

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-10%	55%	-7%
2 Professionals	-1%	41%	2%
3 Technicians	-36%	50%	-36%
4 Protective Services	-3%	81%	-4%
5 Paraprofessional	23%	23%	23%
6 Office & Clerical	22%	35%	15%
7 Skilled Craft	N/A	N/A	N/A
8 Service Maintenance	-19%	56%	-19%

Male Representation Trends FY22, 22, 23

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	10%	-55%	7%
2 Professionals	1%	-41%	-2%
3 Technicians	36%	-50%	36%
4 Protective Services	3%	-81%	4%
5 Paraprofessional	-23%	-23%	-23%
6 Office & Clerical	-22%	-35%	-15%
7 Skilled Craft	N/A	N/A	N/A
8 Service Maintenance	19%	-56%	19%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	4
Woman	4
Other	0
Total	**8**

Total Complaints by Race/Ethnicity	
Black - African American	6
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	2
Total	**8**

Total Complaints by Employment Status	
Merit	7
Non-Merit Exempt	0
Casual/Seasonal	1
Total	**8**

Total Complaints by Category	
Informal	0
Formal	7
External	1
Total	**8**

Total Complaints by type	
ADA	0
Discrimination	6
Gender	0
Generic Issue	0
Harassment	0
Hostile Work Environment	1
Merit Rule	0
Misconduct	1
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**8**

Total Compaints by Current Status	
Open	5
Closed	3
Total	**8**

Total Complaints by Resolution	
To be Determined	4
Substantiated	0
Unsubstantiated	4
Total	**8**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	1	0%	1	0%	0%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	2	0%	3	0%	50%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**3**	**0%**	**4**	**0%**	**33%**
SEPARATIONS					
Total Female Non-Minority Separations	13	0%	8	0%	-38%
Total Female Minority Separations	5	0%	5	0%	0%
Total Male Non-Minority Separations	11	0%	21	0%	91%
Total Male Minority Separations	3	0%	4	0%	33%
Total Separations	**32**	**0%**	**38**	**0%**	**19%**
NEW HIRES					
Total Female Non-Minority New Hires	21	0%	11	0%	-48%
Total Female Minority New Hires	10	0%	12	0%	20%
Total Male Non-Minority New Hires	19	0%	16	0%	-16%
Total Male Minority New Hires	8	0%	17	0%	113%
Total New Hires	**58**	**0%**	**56**	**0%**	**-3%**
PROMOTIONS					
Total Female Non-Minority Promotions	16	21%	15	33%	-6%
Total Female Minority Promotions	4	10%	3	7%	-25%
Total Male Non-Minority Promotions	12	31%	17	37%	42%
Total Male Minority Promotions	7	18%	11	24%	57%
Total Promotions	**39**	**100%**	**46**	**100%**	**18%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

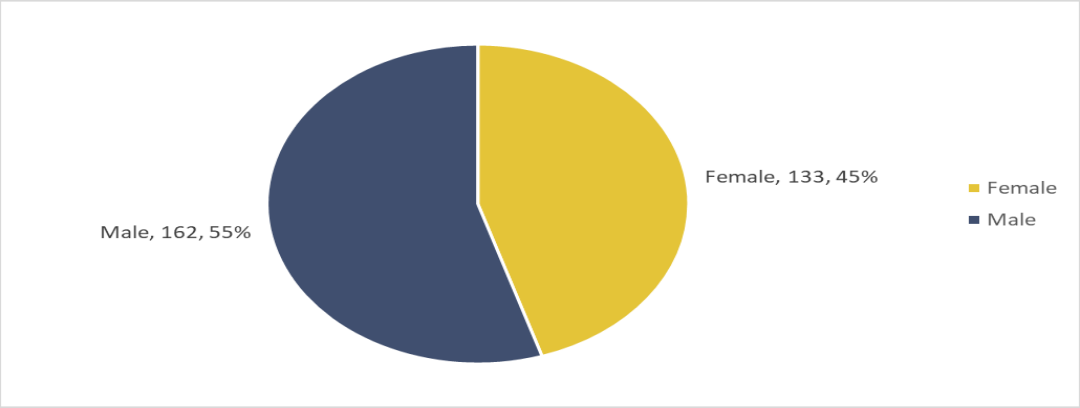


Figure 11

Training by Race and Ethnicity

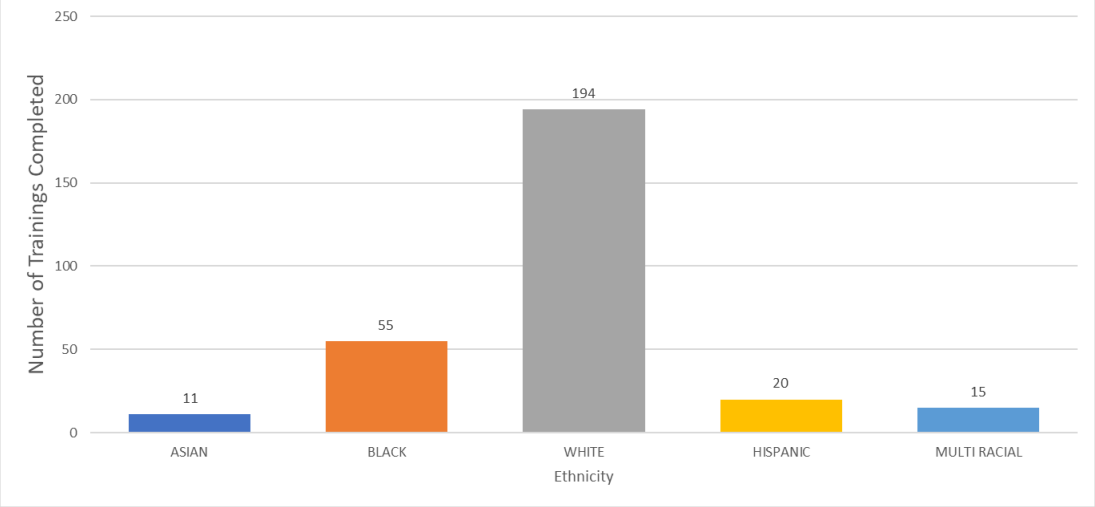
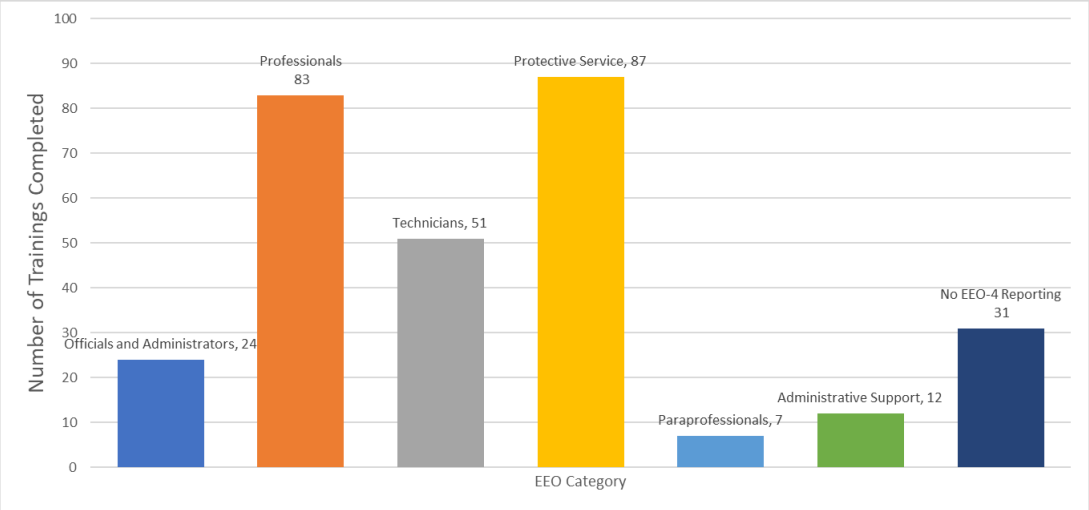


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

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Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	N/A
Total Non-Minority Female	N/A
Total Minority Female	N/A
Total Male	N/A
Total Non-Minority Male	N/A
Total Minority Male	N/A
Total Employees Requesting Tuition Reimbursement	**N/A**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	26
Total Request for Accommodations	4
Total Request Accommodated	4
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Hispanic or Latino	0%	0	100%	1	0%	0	0%	0	0%	0	25%	1
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	50%	1	0%	0	50%	1	0%	0	0%	0	50%	2
Prefer Not to Identify	100%	1	0%	0	0%	0	0%	0	0%	0	25%	1
Total	**50%**	**2**	**25%**	**1**	**25%**	**1**	**0%**	**0**	**0%**	**0**	**100%**	**4**

Answered	**4**
Skipped	**2**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
11	4	MBBB04	Capitol Police Officer III	58	20%	7%	-65%
1	1	MADZ15	Data Specialist	1	100%	100%	0%
2	0	MGBA08	Analytical Chemist II	7	40%	0%	-100%
1	1	MGBA09	Analytical Chemist III	10	10%	10%	0%
0	2	MDEZ01	Assistant Medical Examiner	4	0%	50%	0%
2	1	MFAA02	Communications Systems Specialists	2	25%	50%	100%
2	0	MECZ02	Communications Dispatcher	5	40%	0%	-100%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MABZ15	Unemployment Insurance Admin	3	51	17	28	9
MABZ62	Tax Collection Manager	1	4	4	2	2
MABZ25	Tax Operations Supervisor	4	13	3	7	2
MDDZ65	UI Local Office Manager	3	33	11	17	6
MBAZ06	UI Quality Control Manager	N/A				
MAFZ02	Chief UI Appeals Referee	N/A				
MDDZ70	UI Local Office Supervisor	0	0	0	0	0
MABR05	Fiscal Advisor V	N/A				
MABR06	Fiscal Manager	N/A				
MABZ14	UI Sr Quality Control Auditor	N/A				
MABZ16	U I Benefits Pay Control Svc Mgr.	1	14	14	6	6
MAFZ01	Unemployment Comp Appeals Referee	4	23	6	14	4
MDDZ64	UI Benefits Supervisor	0	0	0	0	0
MECB03	Marketing Specialist III	N/A				
MFDB03	Management Analyst III	1	11	11	8	8

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
450101100	OSEC/Administration	0%	34%	34%
450120300	Division of Communications	4%	30%	26%
450130400	Delaware Emergency Management Agency	37%	14%	-23%
450140500	Office of Highway Safety	12%	11%	-1%
450150100	Developmental Disabilities Council	29%	0%	-29%
450160100	Special Council for Persons with Disabilities	0%	0%	0%
450170100	Division of Gaming Enforcement	0%	0%	0%
450180100	Division of Forensic Science	22%	20%	-2%
450210100	Capitol Police	9%	7%	-2%
450410100	Division of Alcohol and Tobacco Enforcement	0%	16%	16%
450510100	Office of the Marijuana Commisioner	0%	0%	0%
	Department Average	**10%**	**12%**	**2%**

Table 19

Turnover by Hard to Fill Vacancies				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
MBBB04	Capitol Police Officer III	4%	0%	-4%
MADZ15	Data Specialist	0%	100%	100%
MGBA07	Analytical Chemist I	0%	0%	0%
MGBA08	Analytical Chemist II	0%	0%	0%
MGBA09	Analytical Chemist III	24%	0%	-24%
MDEZ01	Assistant Medical Examiner	33%	0%	-33%
MFAA02	Communications Systems Specialists	43%	100%	57%
MECZ02	Communications Dispatcher	50%	100%	50%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 1,245 people applied online to DSHS jobs, a 11% decrease from FY23 in which 1,395 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

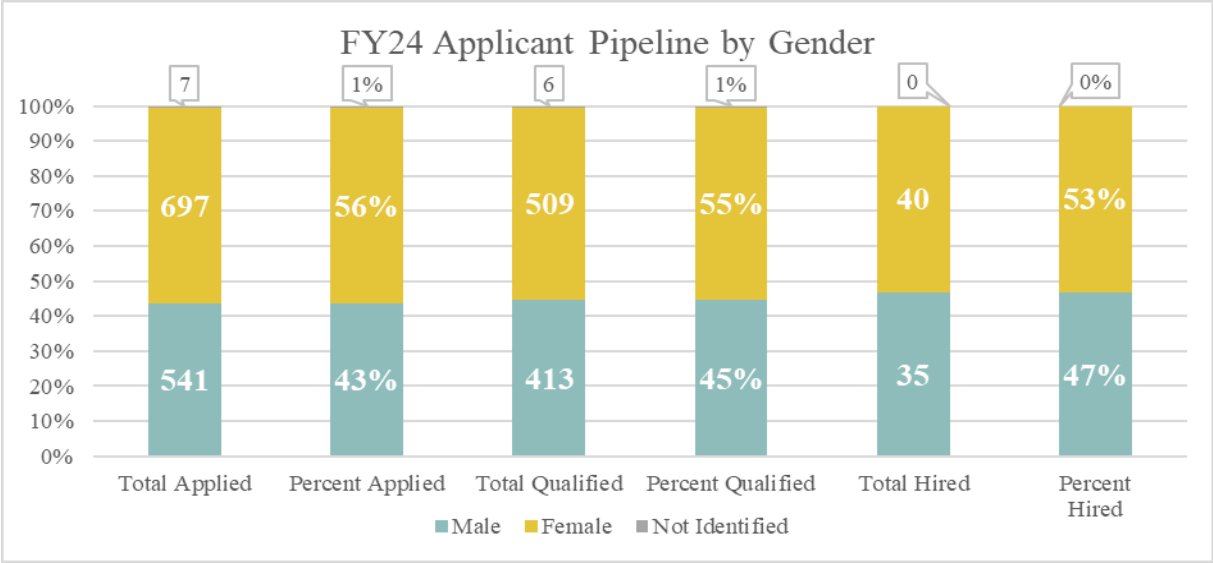
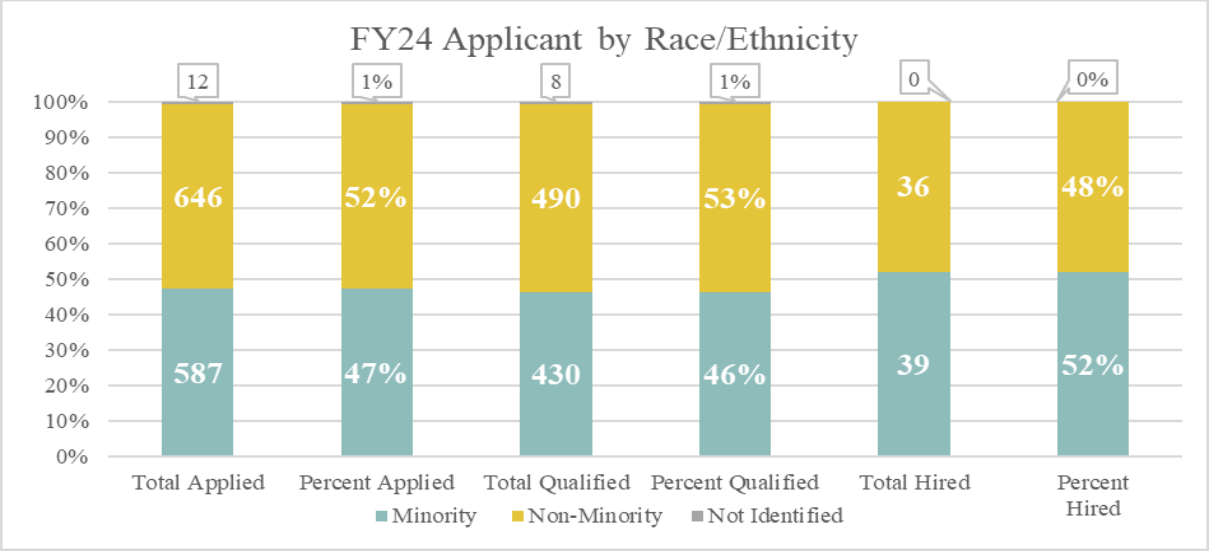


Figure 21

FY24 Applicant Pipeline by Minority Status



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	55	37
FY24	52	32
Change FY23 vs FY24	**-3**	**-5**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	4	7
FY24	3	5
Change FY23 vs FY24	**-1**	**-2**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees. working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	• Direct collaboration with division leads at Capitol Police focused on workplace communication and supervisory skills.	• Complaints at Capitol Police continued in FY23. Increased and focused attention on leadership training is needed to achieve the goal of reducing complaints at the division.	• Deputy Secretary • Division Leads • Agency HR • Central HR	• Delaware Learning Center (DLC) • Employee Assistance Program (EAP)	Ongoing
SP-1 Goal 2	• Realize positive impact from the implementation of the Local Diversity Committee (LDC).	• Designate a new lead and resume meetings and initiatives.	• DHR/Diversity & Inclusion • Agency HR • Committee Members	• Committee members with subject matter expertise • Online resources • Fundraising	End of FY24
		• Complete at least two LDC events/initiatives before the end of FY25.			
		• Measure participation as agency DEI events and create surveys to garner employee feedback.		• N/A	After each LDC meetings and event.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	• Improve and streamline delivery of services from HR and fiscal.	• Utilize centralized DHR processes and procedures for increased efficiency and consistency of application.	• Central HR • Agency HR • Fiscal	• DHR Website	End of FY24.
		• Continued partnership with organization and union leads to ensure the proper implementation of all collective bargaining agreements.	• Division Leads • Agency HR • Central HR	• N/A	Ongoing
SP-2 Goal 2	• Begin to form an ongoing leadership training curriculum.	• Implementation by target date to completion.	• DHR/Training • Agency HR	• DLC	End of FY26.
SP-2 Goal 3	• Further engage and inform hiring managers in the recruitment process	• All hiring managers receive recruitment procedures, documents, resources, and checklists.	• DHR/Talent Acquisition • Supervisors • Agency HR	• DHR Website	September 2024
	• Train hiring managers in inclusive hiring practices to ensure the recruitment and onboarding of a qualified diverse workforce.	• Provide additional training and access to the recruitment system from DHR/Talent Acquisition.			
SP-2 Goal 4	• Creation and distribution of information on subject's employee rights, responsibilities, and resources with a focus on providing easily digestible information.	• Employees have direct access to all HR resources.	• Division Leads • Agency HR	• DHR Website	Ongoing
		• Distribute at least five communications during F24 focusing on benefits/leave, diversity & inclusion, DHR policies, and internal procedures			

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	• Centralization of HR functions directed and streamlining the delivery of HR services.	• Accurate and on-time compensation and benefits administration for every employee, every time.	• Division Leads • Supervisors • Central HR • Agency HR • Fiscal	• N/A	Ongoing
SP-3 Goal 2	• Train all supervisors on proper implementation of HR procedures such as complaints, disciplines, time reporting, employee safety, and other common employee concerns.	• Division leads and supervisors always inform agency HR of personnel issues or concerns. • Supervisors effectively and equitably address employee concerns and complaints, resulting in less step one grievances. • Supervisors properly and appropriate administer discipline in compliance with merit rules and CBA's where applicable, resulting in less step one and step two grievances.	• Agency Leads • Division Leads • Supervisors • Central HR • Agency HR	• DHR website • DLC	End of FY25.

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State of Delaware

Delaware State Police

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
DSHS/DELAWARE STATE POLICE
FY2024/FY2025 EEO REPORT AND ACTION PLAN

MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Nathaniel McQueen, Jr.
Cabinet Secretary, Department of Safety & Homeland Security
Nathaniel.McQeen@delaware.gov

Colonel Melissa Z. Zebley
Superintendent, Delaware State Police

Rhonda Davis, EEO/AA Representative
rhonda.davis@delaware.gov

DATE: September 13, 2024

SUBJECT: **Delaware State Police FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Delaware State Police FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Colonel Melissa A. Zebley, Superintendent. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Delaware State Police (DSP) is a division of the Department of Safety and Homeland Security (DSHS). The State Police currently reports separately through the Secretary of Safety and Homeland Security and is a non-merit employer. The Division of State Police employs 717 sworn members and 251 civilians.

- Publicizing on the Division's recruiting webpage and on social media platforms, including information about recruiting missions to increase our accessibility. Have added snip-it videos to our social media platforms.
- Advertised on Philadelphia sports television station. Will be advertising on satellite radio in the coming year.
- Sending community leaders an annual letter from the Superintendent to announce employment opportunities that may be of interest to their groups.
- Advertising at military bases overseas.
- Advertising on billboards throughout the State of Delaware, gas toppers at gas stations through DE, and surrounding states to include VA and NY.
- Advertising at DMV offices on their television screens as well as our SBI (State Bureau of Identification) waiting area television.
- DSP Recruiters attended 14 job fairs, 61 college job fairs, 9 military bases, 4 college classroom presentations, 19 high school fairs/classroom presentations, and 22 other community events.
- DSP Community Engagement Unit attended 21 back to school visits, 291 business visits, 2 community clean up events, 146 community events, 28 community patrols, 5 coffee/cafe events, 49 crime prevention meetings, 156 school visits and 50 trainings/presentations.
- Increase in electronic recruiting methods.
- Establishing and maintaining Trooper Youth Week at the DSP Training Academy free of charge.
- Camp Barnes summer camp for children in Delaware is free of charge.
- Facilitating college internships and using those internships to mentor college students toward future employment opportunities with the Division.
- Cadet program, for college student interested in law enforcement careers as well as internships for high school students.
- Providing ride-along opportunities for applicants to experience "a day in the life" of a trooper.
- Utilizing photos in advertisements to clearly represent diversity among the current personnel.
- Providing dialog through classroom presentations at high school and collegiate criminal justice classes.
- Providing qualified instructors to the Law Enforcement Option (LEO) program in partnership with DTCC.
- Recruiting at returning veteran events and at job fairs on military bases.
- Staffing each recruiting event with at least one minority, when staffing permits, to clearly demonstrate the diversity of our work group.

- Guiding and encouraging casual/seasonal employees to pursue full-time positions, as well as assisting civilian employees who are interested in pursuing sworn employment.
- Assigning mentors to conditionally hired candidates before employment and during training.
- Meeting with unsuccessful candidates to recommend strategies for improving future candidacy.
- Civilian applicant liaison/recruiter reaches out to applicants and interested candidates on upcoming testing and communicates throughout the applicant process.
- Conduct How to Succeed in Our Process seminars and How to Succeed in the Academy seminars.

DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Delaware State Police	968
TOTAL	**968**

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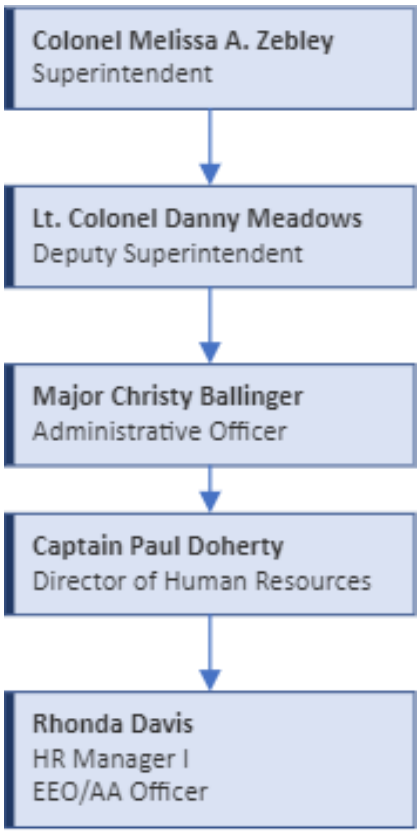
RESPONSIBILITIES FOR IMPLEMENTATION:

The Secretary of Safety & Homeland Security oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The HR Manager I, Rhonda Davis, 302-672-5469, rhonda.davis@delaware.gov implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

- Prepare the Division's Affirmative Action Plan and distribute to all sections/troops.
- Develop and assist with plan of action to identify and correct those EEO categories that are under-represented.
- Guide and assist the Executive Staff, Managers and Supervisors on any EEO related issues.
- Work directly with DHR Labor Relations on any EEO related complaints.
- Train incoming recruits on the Respectful Workplace and Anti-Discrimination Policy.
- Conduct and/or recommend training for in-services.
- Member of the Statewide Diversity Committee, HR Leads team and DSP Diversity Committee.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Inservice training for sworn employees. Inservice training for civilian employees.	Meaningful learning opportunities for all sworn members at in-service.	Academy and Human Resources Academy and Human Resources	Human capital and training. Human capital and training.	Completed April and May 2024. Completed April 2024.
SP-1 Goal 2	Reinstitute DSP's Diversity Committee	Quarterly meetings with meaningful discussions and training opportunities.	DSP Local Diversity Committee (LDC)	Reconvened under Major Ballinger's leadership.	Continuous
SP-1 Goal 3	Increase Participation in DHR's Cultural Heritage Months	DSP Participation in DHR's Cultural Heritage months	DSP Local Diversity Committee (LDC)	Emails distributed thru Major Ballinger.	Continuous
SP-1 Goal 4	To place emphasis on recruiting efforts to attract additional applicants, especially recruits among the under-represented EEO/AA categories.	Increase in number of applicants and number of applicants in the under-represented EEO/AA categories.	Human Resources/Recruiting and Community Policing Unit	Attended job fairs, military, high school, college classroom, and community events through the recruiting office and community policing.	DSP had a 9% increase in the number of applicants and a 7% increase in minority applicants in FY24.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Conduct performance evaluations throughout the year for newly promoted civilian and sworn supervisors/managers.	Successful completion of the probation period – correct and improve any deficits before they arise.	Supervisors and Managers of newly promoted employees in this category.	Human capital and training	Completed in FY24 and Continuous
SP-2 Goal 2	Conduct newly promoted supervisors course for sworn and civilian.	Successful completion of the course.	DSP Academy	Human capital and training.	Completed January 2024.
SP-2 Goal 3	Administer LDP (Leadership Development Program) for Civilians	Allows newly promoted civilians seeking future promotional opportunities to succeed in implementing those lessons learned into their new assignment.	Executive Staff and a cadre of DSP adjunct instructors.	Human capital and training	Completed June 2024.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Continue our Tuition Reimbursement Program.	Increase in the number of employees participating.	Human Resources	Tuition reimbursement budget.	Tuition reimbursement was paid out to both sworn and civilian employees in FY24.
SP-3 Goal 2	Conduct FTO (Field Training Officer) Course	Successful completion of the course.	DSP Academy	Selection process	Completed May 2024.

SECTION IV: WORKFORCE ANALYSIS

DSP WORKFORCE ANALYSIS OVERVIEW:

The Delaware State Police (DSP) are underrepresented for minorities in all EEO categories. DSP has 968 employees and minorities represent 17.87% of the DSP workforce an increase of 1.49% from FY23. There was an increase in the FY24 Minority Variance of Labor Market in the Protective Services, Paraprofessional and Office and Clerical categories.

Below are observable trends that affect DSP's opportunity to increase diversity in its workforce:

- Recruitment for all public safety/law enforcement vacancies continues to become increasingly challenging in the last few years due to the influence of social, political, and economic forces. DSP administers Trooper Youth Week, Camp Barnes and the Cadet program to expose diverse groups of students to the field at an earlier age. DSP also attended job fairs and classroom visits for elementary, middle and high school students in FY24 in addition to the normal job fairs, military bases and community events attended for prospective employees.

- With local and federal law enforcement agencies facing similar challenges, there is sufficient competition to hire eligible applicants. There continues to be a national shortage of applicants in the law enforcement arena.

- DSP has continued to prioritize trooper and civilian recruitments while continuing to address staffing and bolstering training and development opportunities to encourage employee development and retention, thus reducing turnover. DSP continues to offer a retention and signing bonus for Telecommunications Specialist (911 Dispatchers) in FY24. This has aided in recruitment but more so retention efforts.

- DSP has minority and female underrepresentation and must continue to work toward reaching more diverse talent pipelines for all categories, with a particular focus on attracting minorities to all jobs and females to jobs outside of the Office & Clerical category. DSP saw an increase in Minority % of Delaware Labor Market in Protective Services, Paraprofessional and Office and Clerical. DSP also saw an increase in Female % of Delaware Labor Market in Officials & Administrators, Professionals, Technicians, and Paraprofessionals.

- DSP shall continue to recruit at diverse schools and HBCU's to increase diversity in the workforce.

- DSP mandates training for all employees regarding workplace harassment, hostility, and cultural diversity. Furthermore, employees are trained and encouraged to recognize and report any such behavior.

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DSP DEMOGRAPHICS AT A GLANCE:

The total number of Delaware State Police EEO-4 eligible employees as of June 30, 2024, is 968.

The Delaware State Police EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the Delaware State Police workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DSP workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 17.87% of the total DSP workforce, a 1.49% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-19.94%)
    - Professionals (-9.24%)
    - Technicians (-25.70%)
    - Protective Services (-17.61%)
    - Para Professional (-8.70%)
    - Office & Clerical (-3.13%)
    - Skilled Craft (-25.80%)
    - Service & Maintenance (-45.10%)

Female Representation:

- Females represent 26.24% of the total DSP workforce, a 1.24% increase from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Professionals (-22.70%)
    - Technicians (-15.83%)
    - Protective Services (-6.20%)
    - Para Professional (-1.60%)
    - Skilled Craft (-5.80%)
    - Service & Maintenance (-43.90%)

Male Representation:

- Males represent 73.76% of the DSP workforce, a 1.24% decrease from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-7%)
    - Office & Clerical (-32%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	10	0	0	0	0	0	0	10	48%	1	10	0	0	0	0	0	1	11	52%	0	21	1	5%
2 Professionals	64	6	2	2	0	0	1	75	64%	1	30	6	5	0	0	1	0	42	36%	0	117	23	20%
3 Technicians	101	10	3	1	0	1	1	117	66%	2	56	4	1	0	0	0	0	61	34%	1	178	21	12%
4 Protective Services	396	53	29	6	0	5	4	493	87%	1	63	5	4	2	0	0	1	75	13%	0	568	109	19%
5 Para Professional	2	0	0	0	0	0	0	2	25%	0	4	2	0	0	0	0	0	6	75%	0	8	2	25%
6 Office & Clerical	0	1	1	0	0	0	0	2	3%	0	44	13	1	0	0	0	1	59	97%	1	61	17	28%
7 Skilled Craft	14	0	0	0	0	0	0	14	100%	0	0	0	0	0	0	0	0	0	0%	0	14	0	0%
8 Service Maintenance	1	0	0	0	0	0	0	1	100%	0	0	0	0	0	0	0	0	0	0%	0	1	0	0%
Totals	**588**	**70**	**35**	**9**	**0**	**6**	**6**	**714**	**74%**	**5**	**207**	**30**	**11**	**2**	**0**	**1**	**3**	**254**	**26%**	**2**	**968**	**173**	**18%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Table 2

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	5%	-20%	0%	0%	0%	0%	0%	5%
2 Professionals	29%	20%	-9%	10%	6%	2%	0%	1%	1%
3 Technicians	38%	12%	-26%	8%	2%	1%	0%	1%	1%
4 Protective Services	37%	19%	-18%	10%	6%	1%	0%	1%	1%
5 Para Professional	34%	25%	-9%	25%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	28%	-3%	23%	3%	0%	0%	0%	2%
7 Skilled Craft	26%	0%	-26%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	0%	-45%	0%	0%	0%	0%	0%	0%

Table 3

Female Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	52%	7%	48%	0%	0%	0%	0%	0%	5%
2 Professionals	59%	36%	-23%	26%	5%	4%	0%	0%	1%	0%
3 Technicians	50%	34%	-16%	31%	2%	1%	0%	0%	0%	0%
4 Protective Services	19%	13%	-6%	11%	1%	1%	0%	0%	0%	0%
5 Para Professional	77%	75%	-2%	50%	25%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	97%	32%	72%	21%	2%	0%	0%	0%	2%
7 Skilled Craft	6%	0%	-6%	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	-44%	0%	0%	0%	0%	0%	0%	0%

Table 4

Male Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	48%	-7%	48%	0%	0%	0%	0%	0%	0%
2 Professionals	41%	64%	23%	55%	5%	2%	2%	0%	0%	1%
3 Technicians	50%	66%	16%	57%	6%	2%	1%	0%	1%	1%
4 Protective Services	81%	87%	6%	70%	9%	5%	1%	0%	1%	1%
5 Para Professional	23%	25%	2%	25%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	3%	-32%	0%	2%	2%	0%	0%	0%	0%
7 Skilled Craft	94%	100%	6%	100%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	100%	44%	100%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-19%	-20%	-20%
2 Professionals	-14%	-9%	-9%
3 Technicians	-26%	-26%	-26%
4 Protective Services	-19%	-19%	-18%
5 Paraprofessional	-19%	-19%	-9%
6 Office & Clerical	-20%	-16%	-3%
7 Skilled Craft	-26%	-26%	-26%
8 Service Maintenance	-45%	-45%	-45%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-4%	-10%	7%
2 Professionals	-23%	-25%	-23%
3 Technicians	-18%	-17%	-16%
4 Protective Services	-6%	-6%	-6%
5 Paraprofessional	-5%	-5%	-2%
6 Office & Clerical	32%	33%	32%
7 Skilled Craft	-6%	-6%	-6%
8 Service Maintenance	-44%	-44%	-44%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	4%	10%	-7%
2 Professionals	23%	25%	23%
3 Technicians	18%	17%	16%
4 Protective Services	6%	6%	6%
5 Paraprofessional	5%	5%	2%
6 Office & Clerical	-32%	-33%	-32%
7 Skilled Craft	6%	6%	6%
8 Service Maintenance	44%	44%	44%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	1
Woman	1
Other	0
Total	**2**

Total Complaints by Race/Ethnicity	
Black - African American	0
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	2
Total	**2**

Total Complaints by Employment Status	
Merit	0
Non-Merit Exempt	2
Casual/Seasonal	0
Total	**2**

Total Complaints by Category	
Informal	0
Formal	2
External	0
Total	**2**

Total Complaints by type	
ADA	0
Discrimination	2
Gender	0
Generic Issue	0
Harassment	0
Hostile Work Environment	0
Merit Rule	0
Misconduct	0
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**2**

Total Compaints by Current Status	
Open	1
Closed	1
Total	**2**

Total Complaints by Resolution	
To be Determined	1
Substantiated	0
Unsubstantiated	1
Total	**2**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9a: Civilian Workforce

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	0	0%	0%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	0	0%	0	0%	0%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**0**	**0%**	**0**	**0%**	**0%**
SEPARATIONS					
Total Female Non-Minority Separations	12	23%	6	13%	-50%
Total Female Minority Separations	0	0%	1	2%	0%
Total Male Non-Minority Separations	29	55%	35	74%	21%
Total Male Minority Separations	12	23%	5	11%	-58%
Total Separations	**53**	**100%**	**47**	**100%**	**-11%**
NEW HIRES					
Total Female Non-Minority New Hires	5	14%	11	22%	120%
Total Female Minority New Hires	1	3%	1	2%	0%
Total Male Non-Minority New Hires	21	57%	32	64%	52%
Total Male Minority New Hires	10	27%	6	12%	-40%
Total New Hires	**37**	**100%**	**50**	**100%**	**35%**
PROMOTIONS					
Total Female Non-Minority Promotions	30	15%	26	12%	-13%
Total Female Minority Promotions	3	2%	5	2%	67%
Total Male Non-Minority Promotions	131	66%	144	68%	10%
Total Male Minority Promotions	33	17%	38	18%	15%
Total Promotions	**197**	**100%**	**213**	**100%**	**8%**

Table 9a and 9b displays the total number of disciplines, separations, new hires, and promotions by gender and minority status for Civilian and Sworn Employees Respectively.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

Table 9b: Sworn Workforce

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	0	0%	0%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	0	0%	0	0%	0%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**0**	**0%**	**0**	**0%**	**0%**
SEPARATIONS					
Total Female Non-Minority Separations	24	45%	13	28%	-46%
Total Female Minority Separations	3	6%	3	6%	0%
Total Male Non-Minority Separations	8	15%	0	0%	-100%
Total Male Minority Separations	3	6%	10	21%	233%
Total Separations	**38**	**72%**	**26**	**55%**	**-32%**
NEW HIRES					
Total Female Non-Minority New Hires	21	57%	15	30%	-29%
Total Female Minority New Hires	12	32%	11	22%	-8%
Total Male Non-Minority New Hires	12	32%	18	36%	50%
Total Male Minority New Hires	5	14%	6	12%	20%
Total New Hires	**50**	**135%**	**50**	**100%**	**0%**
PROMOTIONS					
Total Female Non-Minority Promotions	10	5%	28	61%	180%
Total Female Minority Promotions	5	23%	7	15%	40%
Total Male Non-Minority Promotions	7	32%	10	22%	43%
Total Male Minority Promotions	0	0%	1	2%	0%
Total Promotions	**22**	**60%**	**46**	**100%**	**109%**

Table 9a and 9b displays the total number of disciplines, separations, new hires, and promotions by gender and minority status for Civilian and Sworn Employees Respectively.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

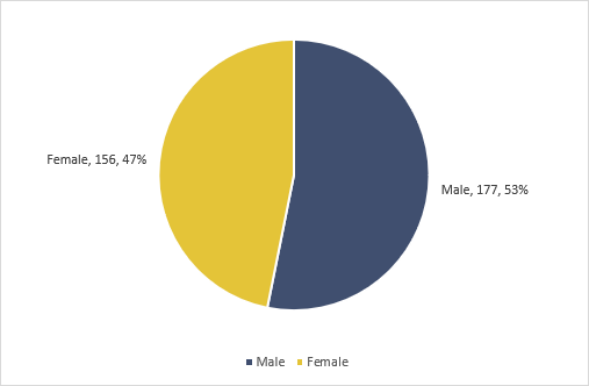
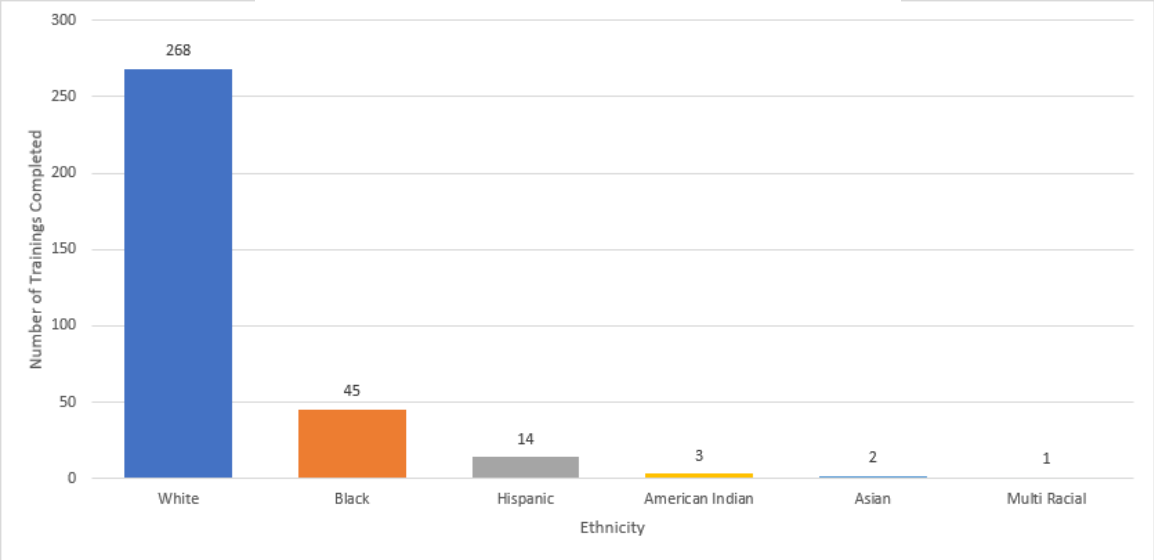


Figure 11

Training by Race and Ethnicity



Figures 10-11 display the total number of attendees for D&I-related training courses by gender and race/ethnicity.

Figures 10-11 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 12

SWORN TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	1
Total Non-Minority Female	1
Total Minority Female	0
Total Male	8
Total Non-Minority Male	6
Total Minority Male	2
Total Employees Requesting Tuition Reimbursement	**9**

Table 13

CIVILIAN TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	2
Total Non-Minority Female	1
Total Minority Female	1
Total Male	2
Total Non-Minority Male	2
Total Minority Male	0
Total Employees Requesting Tuition Reimbursement	**4**

Table 12-13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 12-13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	1
Total Request for Accommodations	2
Total Request Accommodated	2
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	0%	0	0%	0	0%	0	100%	1	0%	0	6%	1
Hispanic or Latino	100%	1	0%	0	0%	0	0%	0	0%	0	6%	1
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	64%	7	27%	3	0%	0	0%	0	9%	1	65%	11
Prefer Not to Identify	0%	0	25%	1	25%	1	0%	0	50%	2	24%	4
Total	47%	8	24%	4	6%	1	6%	1	18%	3	100%	17
											Answered	17
											Skipped	1

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
22	18	L23203	Telecommunications Specialists (911) career ladder to L23204 - L23205	86	26%	21%	-5%
5	1	L23214	Telecommunications Network Technicians I - IV career ladder up to	9	56%	11%	-44%
2	1	L26003	Equipment Mechanic III	13	15%	8%	-8%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
L23203	Telecommunications Specialists (911)	2	241	121	229	114.50
L23214	Telecommunications Network Technicians I	3	22	7	22	7.33
L26003	Equipment Mechanic III	2	6	3	6	3.00

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
450601100	DSP	6%	9%	4%
450602200	DSP	0%	0%	0%
450603300	DSP	6%	4%	-2%
450604400	DSP	8%	9%	2%
450605500	DSP	3%	6%	3%
450606600	DSP	11%	7%	-4%
450607700	DSP	5%	10%	5%
450608800	DSP	8%	6%	-2%
450609900	DSP	9%	10%	1%
450610910	DSP	9%	3%	-7%
450610911	DSP	9%	0%	-9%
450612912	DSP	0%	0%	0%
	Department Average	**6%**	**5%**	**-1%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
L23203	Telecommunications Specialists (911) career ladder to L23204 -	0%	0%	0%
L23214	Telecommunications Network Technicians I - IV career ladder up to L23217	0%	0%	0%
L26003	Equipment Mechanic III	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline/ Recruitment and Hiring Times

DSP uses its own independent recruitment methods. Therefore, Applicant Pipeline and Recruitment/Hiring Time data are not currently available

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DELAWARE STATE POLICE

SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Continue DSP Diversity Committee initiatives	Quarterly meetings with meaningful discussions and training opportunities.	DSP LDC (Local Diversity Committee)	Local members and assistance from the Statewide Diversity Office	FY25 continuous
SP-2 Goal 2	Increase participation in DHR's Cultural Heritage Month and other training opportunities	DSP participation in offered trainings.	DSP LDC (Local Diversity Committee)	Committee's outreach in addition to DHR's events.	FY25 continuous
SP-1 Goal 3	Emphasis on recruiting efforts to attract additional applicants, especially in the under-represented EEO/AA categories.	Increase in the number of applicants and number of applicants in the under-represented EEO/AA categories.	Human Resources Recruiting, Community Policing Unit/PIO	Continue attending job fairs, military, high school, community events and advertising and social media. 30 x 30 Initiative	FY25 Continuous

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Conduct performance evaluations throughout the year for newly promoted civilian and sworn supvs/managers as well as new employees.	Successful completion of the probationary period-correct and improve any deficiencies before the arise.	Supervisors and Managers of newly promoted employees and new hires in this category.	Human capital and training.	FY25 continuous
SP-2 Goal 2	Conduct newly promoted supervisors course for sworn and civilian	Successful completion of the course.	DSP Academy	Email notification to all employees and managers.	FY25
SP-2 Goal 3	Administer LDP (Leadership Development Program) for Sworn	Allows newly promoted and soon to be promoted seeking future promotional and leadership opportunities to succeed in implementing those lessons learned into their new assignment.	Executive Staff and a cadre of DSP adjunct instructors.	Human capital and training.	FY25

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Continue our tuition reimbursement program.	Increase in the number of employees participating.	Human Resources	Tuition reimbursement budget	FY25 continuous
SP-3 Goal 2	Conduct FTO (Field Training Officer Course)	Successful completion of the course.	DSP Academy.	Selection process	FY25

State of Delaware

Department of Technology and Information

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

Delaware Department of Technology and Information

MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Greg Lane
Chief Information Officer
Gregory.Lane@delaware.gov

Ben Parsons
Chief of Staff
Ben.Parsons@delaware.gov

DATE: ~~September XX,~~ 2024

SUBJECT: Department of Technology and Information
FY24 Equal Opportunity Employment/Affirmative Action Report
and FY25 Action Plan

Attached is a copy of the Department of Technology and Information FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

801 Silver Lake Blvd.
Dover, DE 19904

302-739.9500
dti.delaware.gov

STATE OF DELAWARE
Department of Technology and Information (DTI)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Chief Information Officer Gregory Lane. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The objective of the Department of Technology and Information's (DTI) Affirmative Action Plan is to ensure all its employees receive equality of opportunity limited only by everyone's desire and ability. DTI remains dedicated to providing a work environment that is diverse, inclusive, and free from discrimination. As an Equal Opportunity Employer, DTI does not discriminate based on a person's race, color, national origin, gender, age, sex, pregnancy, marital status, sexual orientation, gender identity or expression, religion, creed, genetic information, disability, veteran's status, family responsibility, status as a victim of domestic violence, sexual assault and/or stalking, or other category protected by statute and/or federal laws. DTI conforms to all applicable equal employment opportunity laws and regulations. DTI's Affirmative Action Plan is aligned with its core value to "Value people and their contributions" and describes our ongoing DEI initiatives that foster an inclusive work culture and maintain an environment where all employees are respected and valued for who they are so that they reach their full potential. During FY24, DTI received zero discrimination or work environment complaints.

The plan also addresses areas where an increased focus in recruitment and retention of a more diverse workforce is required. DTI participated in the Military and Family Readiness job fair and Dover YMCA job fair that honored disability history and awareness. DTI is finalizing position profiles and taking steps to establish a new compensation structure which will allow DTI to hire and retain a highly qualified workforce, especially for the hard-to-fill positions, is a high priority.

Two DTI employees (one male, one female – both minority) created DHR recruitment videos to highlight the IT field which were to be placed on JobApps, the statewide job posting site to help encourage female and minority candidates to apply to posted positions.

DTI continues to focus on female under-representation and implemented new strategies to attract qualified females such as training and development opportunities, flexible work schedule, and created a lactation room. DTI is under-represented in females compared to the Delaware labor market. However, according to Forbes June 2024 statistic, women comprise only about 25% of the tech workforce and women hold only 11% of leadership positions. DTI is comprised of 106 females (32%) and 10 (37%) females in Officials & Administrators – EEO Category 1. DTI hired/sponsored twelve summer interns, four (33%) were female and nine (75%) were minority.

DTI held an all-day offsite Leadership Summit that included all levels of management to share and discuss insights, strategies and strengthen leadership skills. The program for the day included facilitated sessions designed to address current challenges in DTI as well as challenge leaders to interact with their teams in a new way. The front-line supervisors and managers were given a forum to directly address concerns to the senior leadership team and have open dialogue around the challenges they face in completing their daily activities. The intent moving forward is to engage this group on a more regular basis to ensure alignment and open communication.

DTI established a new Local Diversity Committee that has focused on diversity, equity, and inclusion of DTI staff. The committee also recognizes accessibility as a fundamental aspect of inclusion. To promote this, the committee actively involved DTI's Digital Accessibility Senior Manager in all meetings and events. Additionally, DTI appointed two committee captains to spearhead these efforts: one minority female and one minority male. The

committee held two Multiculture Food Events which many employees participated and enjoyed. The events provided an opportunity for employees to learn about different cultures, enjoy a variety of dishes prepared by DTI staff, good comradery, and conversations regarding the diverse backgrounds. During Women's History Month a committee member provided the staff with a presentation during a Town Hall meeting on the history of Women in IT and the importance of the roles they held. During Mental Health Awareness Month, DTI staff were encouraged to wear a certain color every Friday of the month to bring awareness to what the various colors represented.

DTI's Chief of Staff (CoS) and Chief of Administration (CoA) maintain open communication with the VOICE (Vet Opportunities to Improve our Culture and Environment) Committee, attending bi-monthly meetings. This collaboration fosters continuous communication and awareness between line personnel and Senior Leadership. Leadership and VOICE Committee updates are consistently shared at DTI's Monthly Town Hall Meetings for team-wide review and feedback. In April 2024, the DTI VOICE Committee conducted an Employee Satisfaction Survey which obtained 50% participation. The survey results indicated that 62% of surveyed employees are satisfied with the effectiveness of communication at DTI; 70% believe their performance goals reflect what is expected and aligned with DTI's strategic goals; 72% feel recognized for their accomplishments and contributions; 73% agree that they are provided with relevant training and development opportunities to perform their work; 93% found their work environment pleasant, safe and accessible (parking lot concerns that have been addressed). While all findings of the survey are taken seriously, the results of compensation and advancement are high priority and will be addressed with the finalization of the job profiles and new compensation structure. The survey results indicated that 42% were satisfied with their compensation and 48% were satisfied with advancement opportunities. The CoS and COA used insights from this year's Leadership Summit and the VOICE Committee's employee satisfaction survey to identify shared priorities and focus on actionable items.

DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Office of the CIO	9
Security Office	16
Operations Office	101
Technology Office	127
Policy and Communications	6
Partner Engagement Office	71
TOTAL	**330**

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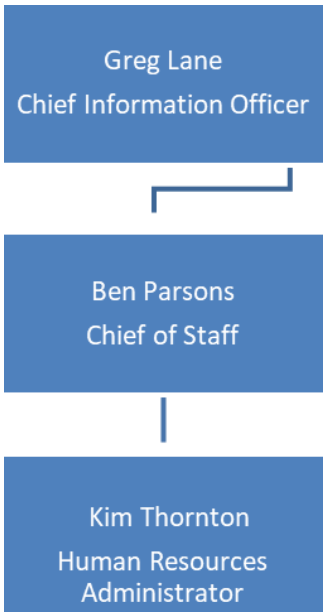
RESPONSIBILITIES FOR IMPLEMENTATION:

The Chief of Information (CIO) of the Department of Technology and Information oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Chief of Staff, Ben Parsons, 739-9734, Ben.Parsons@delaware.gov, with the assistance of the Human Resources Administrator, Kim Thornton, 739-9512, Kimberly.Thornton@delaware.gov, implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. Lead management staff in interpretation and administration of the Affirmative Action Program.
2. Identify under-represented areas and proactively plan outreach and recruitment efforts that deliberately focus on increasing organizational diversity.
3. Maintain an open line of communication with management and provide updates regarding the latest development and requirements of Federal/State laws, rules, and regulations which may require changes to current policies and procedures.
4. Monitor and evaluate employment policies and practices to ensure compliance.
5. Promote positive working relationships and better communications, employees, and their managers to meet and discuss employee claims of policy or law violations prior to filing a complaint. Employees have the right to use DTI's complaint procedure free of threats, intimidation, or retaliation.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Create Local Diversity Committee	Implementation of committee and participation in educational offerings and events.	DTI	DTI employees and educational resources	A committee was created consisting of 16 volunteers. The committee hosted two Multicultural Food luncheons which received high employee participation and generated good conversation.
SP-1 Goal 2	Grow utilization of intern program in collaboration with DHR	Year over year growth in utilization rate.	DTI/DHR	Various organizations and schools.	DTI's Security Office, Data Management and Governance, and EDL teams hired 12 interns, 4 were females (33%), 9 were minority (75%).
SP-1 Goal 3	Modernize DTI Pay Plan	Implement updated pay scales; align DTI compensation plan with industry to be competitive in recruiting and retention.	DTI/DHR	Funding approval	Drafted new proposed compensation structure. Collaborating with DHR Class/Comp team in reviewing and finalizing new structure before proposing to DHR and OMB/CGO for approval.

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Ongoing training of managers.	Utilize DLC and other training resources to deliver content to those with leadership responsibilities.	DTI	Various	Managers completed 246 EEO/Diversity and Leadership training courses in the DLC. Also, there are 44 employees currently enrolled in the iLEAD training program. DTI Leadership Summit was held offsite for all levels of management to discuss DTI goals and strategies.
SP-2 Goal 2	Increase recognition of employee/team accomplishments and celebration.	Increased number of nominations/awards and celebration events.	DTI Managers	Recognition program/solution	The total number of nominations submitted in the DTI Employee Recognition application increased to 155 in FY24 versus 91 nominations in FY23. Recognition is presented during the Town Hall meetings and an annual event held in December. Employee's Years of Service are also celebrated during the Town Hall meetings.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Establish career ladders	Update job profiles to allow for internal promotional opportunities; increased retention of employees.	DTI/DHR	Funding approval	Finalizing the remaining four position profiles to obtain 100% completion. Collaborating with DHR Class/Comp team to apply HAY points to the remaining profiles.
SP-3 Goal 2	Increase employee professional development	Employees utilizing the various offerings of professional development.	DTI	Promote various learning opportunities including the DLC iLEAD program and encourage employees to participate/enroll/ complete.	Currently there are 44 employees completing the iLEAD curriculum and 41 employees have completed the program, which is a 26% participation rate.

SECTION IV: WORKFORCE ANALYSIS

DTI WORKFORCE ANALYSIS OVERVIEW:

Observable trends that affect increase in diversity is competing higher salaries in private industry and only 25% of females make up the IT workforce. Girls interested in technology at age 11 have changed their mind by age 15 due to lack of role models. Only 20% of computer science undergraduate degrees go to women. Only 27% of women among student groups say they would consider a career in technology, compared to 61% of males.

The Department of Technology and Information is underrepresented in minorities in the EEO 3 – Technicians category. This category consists of only eight employees, two are minority (25%). DTI has 330 employees and 122 are minorities (37%), an increase from 115 in FY23.

DTI employs 106 females (32%), an increase from 98 in FY23. DTI's FY24 applicant pipeline was 69% male and 31% female which is an increase from FY23's pipeline of 73% male and 26% female. The number of female applicants increased from 210 in FY23 to 249 in FY24. However, females are showing as underrepresented in five EEO categories.

Females are under-represented in the following EEO-4 categories:

- Officials & Administrators
    - This category consists of Senior Leadership and Directors. Senior Leadership positions are appointed. This category includes 10 females which is 37% of the work group. No change from FY23.
- Professionals
    - This is DTI's largest category with a total of 282 employees including 87 females which is 31% of the work group. There was an increase of 6 females in this category, there were 81 females in FY23. In the US, the overall percentage of female representation in tech jobs is 25%.
- Technicians
    - There are eight employees in this category, two are female (25%). The positions in this category oversee the Network Operations Center which is a 24x7 operation consisting of rotating 12-hour shifts including weekends and holidays. There was an increase of 1 female in this category, there was only on female in FY23.
- Paraprofessional
    - There are only two employees in this category, one is a female (50%). No change from FY23.
- Service Maintenance
    - There are only two employees in this category: one minority male, one non-minority male.

DTI has ten job classifications that have been identified as hard-to-fill. Most of these are senior level and management positions. DTI's salaries are not competitive with private sector IT industry. DTI will be finalizing a new compensation structure to address the salary disparity.
DTI received pay adjustment approval in FY24 which provided pay increases for staff the same as the pay raises for merit employees in FY24.

DTI continues to work on modernizing job profiles, to include promotional career ladders, and finalize the new compensation structure that will help in recruiting and retaining efforts.

DTI continues to focus on improving efforts in attracting and hiring qualified females to address the underrepresented EEO categories. DTI had an increase of 18 positions to the headcount (FY24 - 330, FY23 - 312) and 8 of the 18 positions were filled with females (45%).

DTI DEMOGRAPHICS AT A GLANCE:

The total number of DTI EEO-4 eligible employees as of June 30, 2024, is 330.

The DTI EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DTI workforce based on the total number of employees within the eight EEO-4 categories. Analyses compare DTI workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. DTI does not hire in the Protective Services or Skilled Craft EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 37% of the total DTI workforce, the same as FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Technicians (-13%)

Female Representation:

- Females represent 32% of the total DTI workforce, a 1% increase from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-8%)
    - Professionals (-28%)
    - Technicians (-25%)
    - Paraprofessional (-27%)
    - Service Maintenance (-44%)

Male Representation:

- Males represent 68% of the DTI workforce, a 1% decrease from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Office & Clerical (-2%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	10	2	0	4	0	0	1	17	63%	0	9	1	0	0	0	0	0	10	37%	0	27	8	30%
2 Professionals	122	32	4	29	1	0	7	195	69%	7	53	17	1	15	0	0	1	87	31%	1	282	107	38%
3 Technicians	5	1	0	0	0	0	0	6	75%	0	1	1	0	0	0	0	0	2	25%	0	8	2	25%
4 Protective Services	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
5 Para Professional	0	1	0	0	0	0	0	1	50%	0	1	0	0	0	0	0	0	1	50%	0	2	1	50%
6 Office & Clerical	1	1	1	0	0	0	0	3	33%	0	5	1	0	0	0	0	0	6	67%	0	9	3	33%
7 Skilled Craft	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
8 Service Maintenance	1	1	0	0	0	0	0	2	100%	0	0	0	0	0	0	0	0	0	0%	0	2	1	50%
Totals	**139**	**38**	**5**	**33**	**1**	**0**	**8**	**224**	**68%**	**7**	**69**	**20**	**1**	**15**	**0**	**0**	**1**	**106**	**32%**	**1**	**330**	**122**	**37%**

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	30%	5%	11%	0%	15%	0%	0%	4%
2 Professionals	29%	38%	9%	17%	2%	16%	0%	0%	3%
3 Technicians	38%	25%	-13%	25%	0%	0%	0%	0%	0%
4 Protective Services	37%	0%	NA	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	50%	16%	50%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	33%	2%	22%	11%	0%	0%	0%	0%
7 Skilled Craft	26%	0%	NA	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	50%	5%	50%	0%	0%	0%	0%	0%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	37%	-8%	33%	4%	0%	0%	0%	0%	0%
2 Professionals	59%	31%	-28%	19%	6%	0%	5%	0%	0%	0%
3 Technicians	50%	25%	-25%	13%	13%	0%	0%	0%	0%	0%
4 Protective Services	19%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	50%	-27%	50%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	67%	2%	56%	11%	0%	0%	0%	0%	0%
7 Skilled Craft	6%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	-44%	0%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	63%	8%	37%	7%	0%	15%	0%	0%	4%
2 Professionals	41%	69%	28%	43%	11%	1%	10%	0%	0%	2%
3 Technicians	50%	75%	25%	63%	13%	0%	0%	0%	0%	0%
4 Protective Services	81%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	50%	27%	0%	50%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	33%	-2%	11%	11%	11%	0%	0%	0%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	100%	44%	50%	50%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Table 5

Minority Representation Trends FY22, 23, 24

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	9%	1%	5%
2 Professionals	6%	9%	9%
3 Technicians	5%	-9%	-13%
4 Protective Services	NA	NA	NA
5 Paraprofessional	33%	16%	16%
6 Office & Clerical	12%	19%	2%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	55%	55%	5%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	-8%	-8%	-8%
2 Professionals	-28%	-28%	-28%
3 Technicians	-36%	-36%	-25%
4 Protective Services	NA	NA	NA
5 Paraprofessional	-10%	-27%	-27%
6 Office & Clerical	7%	18%	2%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	-44%	-44%	-44%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	8%	8%	8%
2 Professionals	28%	28%	28%
3 Technicians	36%	36%	25%
4 Protective Services	NA	NA	NA
5 Paraprofessional	10%	27%	27%
6 Office & Clerical	-7%	-18%	-2%
7 Skilled Craft	NA	NA	NA
8 Service Maintenance	44%	44%	44%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	1
Woman	0
Other	0
Total	**1**

Total Complaints by Race/Ethnicity	
Black - African American	0
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	1
Total	**1**

Total Complaints by Employment Status	
Merit	0
Non-Merit Exempt	1
Casual/Seasonal	0
Total	**1**

Total Complaints by Category	
Informal	1
Formal	0
External	0
Total	**1**

Total Complaints by type	
ADA	0
Discrimination	0
Gender	0
Generic Issue	0
Harassment	0
Hostile Work Environment	0
Merit Rule	0
Misconduct	1
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**1**

Total Compaints by Current Status	
Open	0
Closed	1
Total	**1**

Total Complaints by Resolution	
To be Determined	0
Substantiated	1
Unsubstantiated	0
Total	**1**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	0	0%	0%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	0	0%	1	100%	0%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**0**	**0%**	**1**	**100%**	**0%**
SEPARATIONS					
Total Female Non-Minority Separations	9	29%	4	17%	-56%
Total Female Minority Separations	1	3%	5	21%	400%
Total Male Non-Minority Separations	12	39%	9	38%	-25%
Total Male Minority Separations	9	29%	6	25%	-33%
Total Separations	**31**	**100%**	**24**	**100%**	**-23%**
NEW HIRES					
Total Female Non-Minority New Hires	9	18%	12	26%	33%
Total Female Minority New Hires	5	10%	6	13%	20%
Total Male Non-Minority New Hires	21	43%	16	35%	-24%
Total Male Minority New Hires	14	29%	12	26%	-14%
Total New Hires	**49**	**100%**	**46**	**100%**	**-6%**
PROMOTIONS					
Total Female Non-Minority Promotions	4	15%	3	20%	-25%
Total Female Minority Promotions	2	8%	1	7%	-50%
Total Male Non-Minority Promotions	16	62%	6	40%	-63%
Total Male Minority Promotions	4	15%	5	33%	25%
Total Promotions	**26**	**100%**	**15**	**100%**	**-42%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10 **Training by Gender**

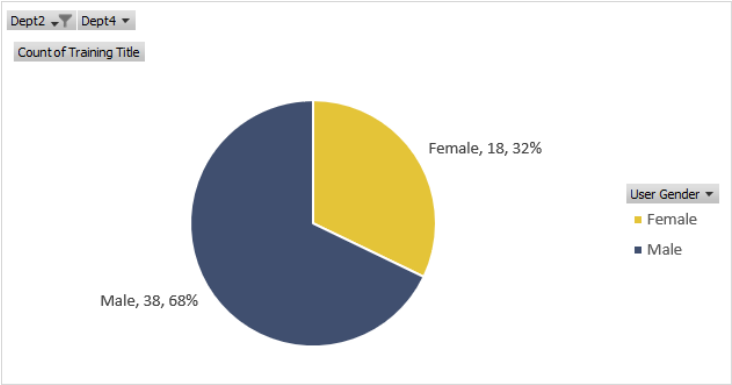


Figure 11

Training by Race and Ethnicity

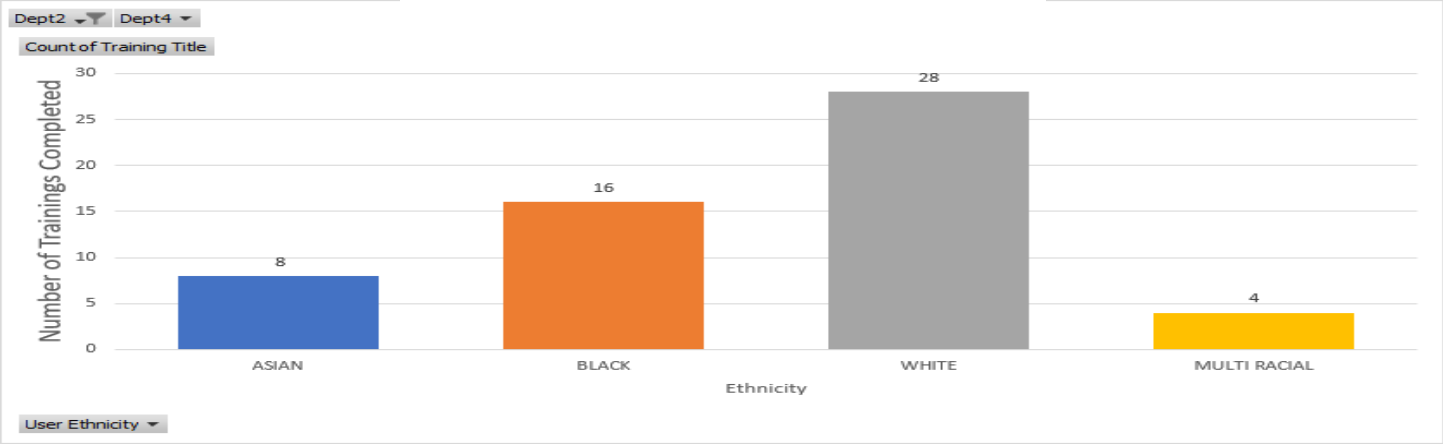
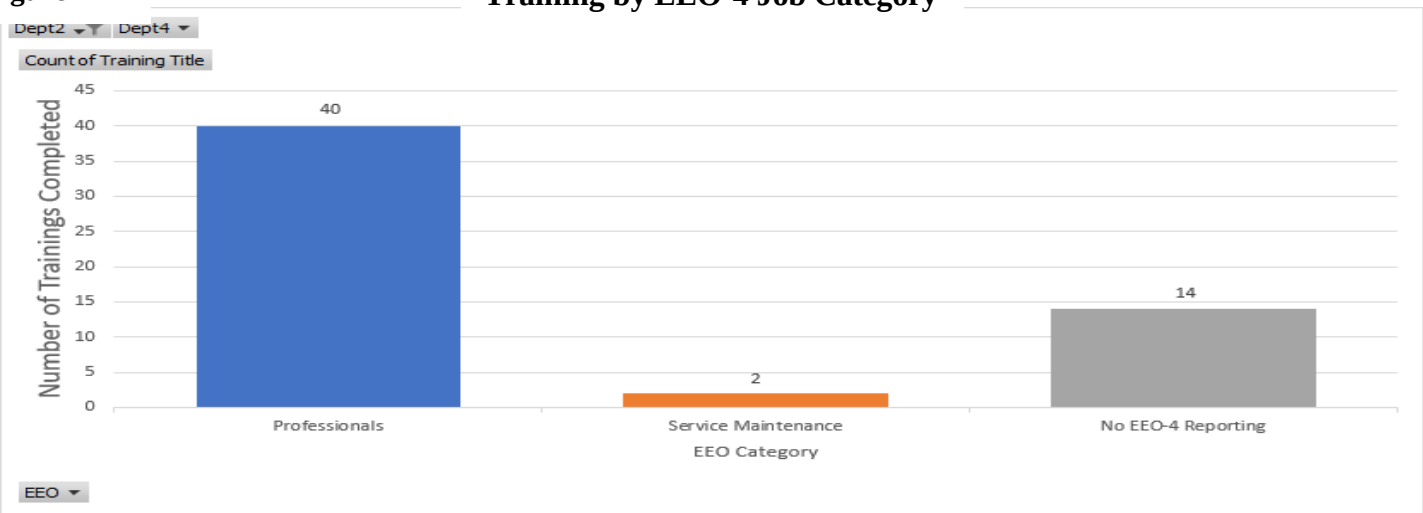


Figure 12 **Training by EEO-4 Job Category**



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	2
Total Non-Minority Female	1
Total Minority Female	1
Total Male	7
Total Non-Minority Male	5
Total Minority Male	2
Total Employees Requesting Tuition Reimbursement	**9**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	8
Total Request for Accommodations	3
Total Request Accommodated	3
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	33%	1	0%	0	33%	1	33%	1	0%	0	43%	3
Hispanic or Latino	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	100%	3	0%	0	0%	0	0%	0	0%	0	43%	3
Prefer Not to Identify	100%	1	0%	0	0%	0	0%	0	0%	0	14%	1
Total	71%	5	0%	0	14%	1	14%	1	0%	0	100%	7

Answered	**7**
Skipped	**0**

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
1	1	MUAD20	Enterprise App Specialist/DBA	8	13%	13%	0%
0	1	MUAD40	Project Management Specialist	8	0%	13%	13%
2	1	MUAD44	Sr Software Engineer	23	8%	4%	-4%
0	1	MUAD51	Sr Telecommunications Technologist	6	0%	17%	17%
1	2	MUAD60	Sr Systems Engineering Analyst	13	8%	15%	7%
0	0	MUAD67	Lead Telecommunications Technologist	6	0%	0%	0%
0	0	MUAD75	Sr Project Management Specialsit	10	0%	0%	0%
1	0	MAUI18	Security Engineering Manager	1	100%	0%	-100%
0	1	MAUI10	Sr Security Operations Center Analyst	1	0%	100%	100%
1	1	MAUI11	Security Operations Center Manager	1	100%	100%	0%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MUAD20	Enterprise App Specialist/DBA	1	6	6	4	4
MUAD40	Project Management Specialist	1	31	31	29	29
MUAD44	Sr Software Engineer	1	3	3	3	3
MUAD51	Sr Telecommunications Technologist	0	0	0	0	0
MUAD60	Sr Systems Engineering Analyst	1	2	2	2	2
MUAD67	Lead Telecommunications Technologist	0	0	0	0	0
MUAD75	Sr Project Management Specialsit	1	7	7	6	6
MAUI18	Security Engineering Manager	1	17	17	3	3
MAUI10	Sr Security Operations Center Analyst	0	0	0	0	0
MAUI11	Security Operations Center Manager	1	1	1	1	1

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
110000	DTI	10%	7%	-3%
	Department Average	**10%**	**7%**	**-3%**

Table 19

TURNOVER DATA FOR HARD TO FILL VACANCIES UNAVAILABLE

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 829 people applied online to DTI jobs, a 3.8% increase from FY23 in which 798 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

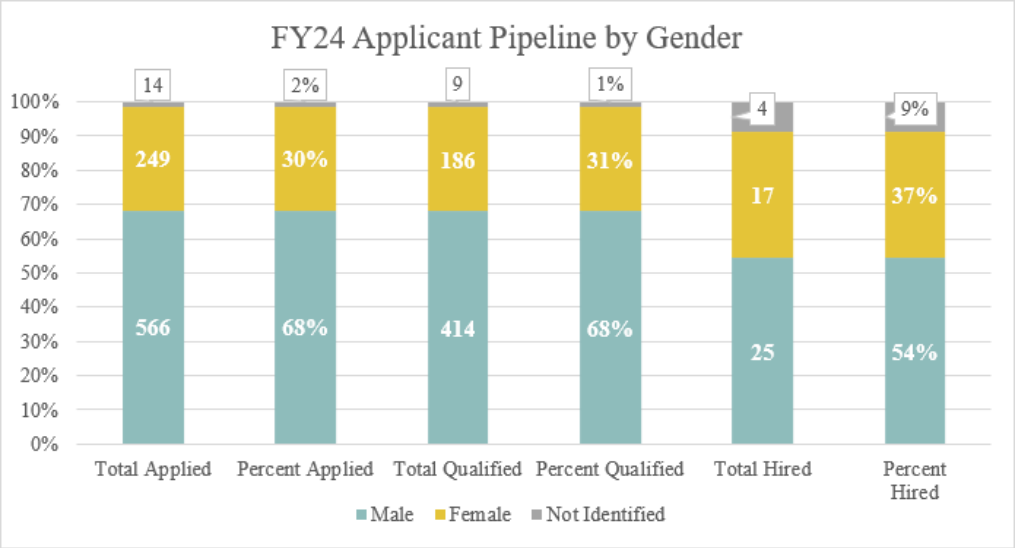
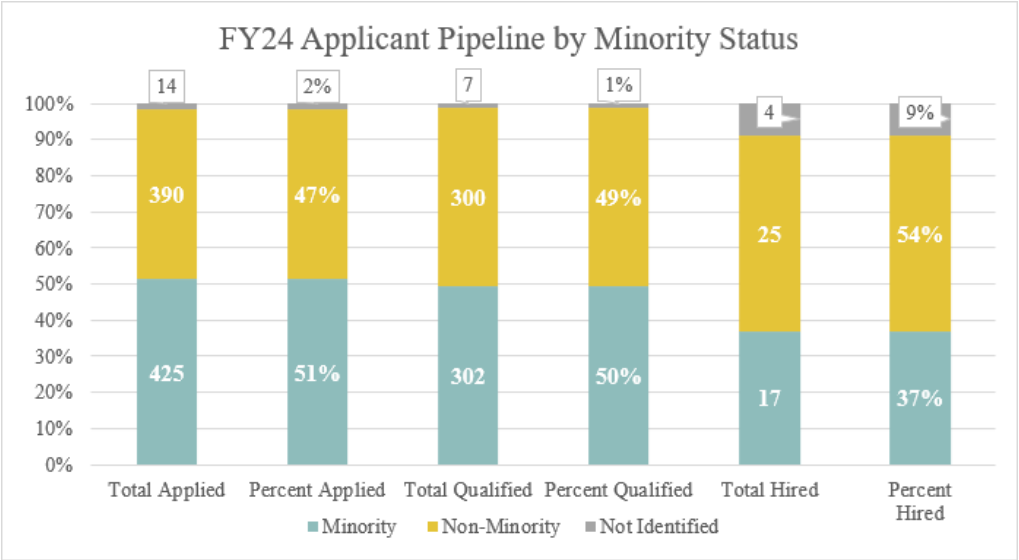


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)
FY23	47
FY24	49
Change FY23 vs FY24	2

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Tables 22 data was obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Complete and implement DTI Pay Plan Modernization initiative.	Implement updated pay scales Launch DTI Associates program with newly implemented career ladders Align DTI compensation plan with industry to be competitive in recruiting and retention.	DTI/DHR	Classification phase – DHR review by Class/Comp team Compensation phase – OMB/CGO funding approval	June 2025
SP-1 Goal 2	Continue to grow DTI Internship program to increase applicant pipelines.	Year over year growth in utilization rate.	DTI/DHR	DHR Internship Program Various tech organizations and schools	Ongoing through FY25
SP-1 Goal 3	Identify key roles across the organization and develop a succession plan to ensure continuity of services.	Lower time-to-fill for identified critical positions	DTI	Retirement Eligibility Report DTI Senior Team/Team Directors	Ongoing through FY25

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Develop and train DTI managers and supervisors	Increase number of training sessions, both internal and external, for leadership group	DTI	Delaware Learning Center Industry conferences Leadership meetings	Ongoing through FY25
SP-2 Goal 2	Drive engagement in performance management platform.	Increase percentage of performance plans and performance reviews completed timely.	DTI	PerformYard	FY25
SP-2 Goal 3	Increase candidate pools for management vacancies.	Raise awareness around open vacancies related to management opportunities.	DTI	JobAps board External recruiting partners	FY25

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Promote education reimbursement program for all employees	Increase number of employees successfully completing approved educational courses.	DTI	DTI Education Reimbursement Program	Ongoing through FY25
SP-3 Goal 2	Identify professional development opportunities for staff at all levels across the organization.	Number of teams and unique employees completing training courses.	DTI	DTI Training budget Delaware Learning Center Industry conferences	Ongoing through FY25
SP-3 Goal 3	Develop comprehensive onboarding program to position new hires to be successful contributors.	Rollout of 'DTI 101' curriculum for new hires.	DTI	Delaware Learning Center Tools to produce required training videos and materials	FY25

FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Office of Management and Budget (OMB)
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Cerron Cade
Director, Office of Management and Budget
Cerron.Cade@delaware.gov

Tamara Ben Addi
Human Resources Administrator
Tamara.Ben-Addi@delaware.gov

DATE: September 15, 2024

SUBJECT: **Office of Management and Budget | FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the Office of Management and Budget, FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Office of Management and Budget (OMB)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

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Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

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Office of Management and Budget (OMB)
FY2024/FY2025 EEO REPORT AND ACTION PLAN

SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Cerron Cade, Director. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Office of Management and Budget (OMB) is committed to ensuring that our employment practices are equitable and non-discriminating and that employees are compared with the relevant labor market by Equal Employment Opportunity (EEO) code, race, and gender. OMB has a major role in fulfilling the purpose of the Delaware Equal Employment Opportunity/Affirmative Action (EEO/AA) Laws and Executive Orders and provides leadership in carrying out good faith efforts to provide equal opportunity in hiring and promotions and elimination of barriers to employment. Training hiring officials to understand fair employment practices and promoting a diverse workforce fulfills this major role. Proactive measures have been implemented to ensure fair employment practices are used in hiring decisions and prohibit unlawful discrimination.

We continue to maximize on job fair outreach, internships and casual/seasonal hiring. We also continue to see the success of this type of hiring with casual/seasonal college students obtaining their degree and obtaining full-time employment.

Another focus has been the review of various positions and classifications in an effort to more accurately describe the work and warrant a more competitive pay grade. In addition, we have also participated in the FY24 maintenance review of Administrative Support staff and are anxious to see the results in hopes to provide for further retention.

DEPARTMENT SUMMARY	
Name of Division	**# of Employees**
Administration	24
Budget Development and Planning	25
Office of Pensions	66
Government Support Services	74
PHRST	46
Facilities Management	73
TOTAL	**308**

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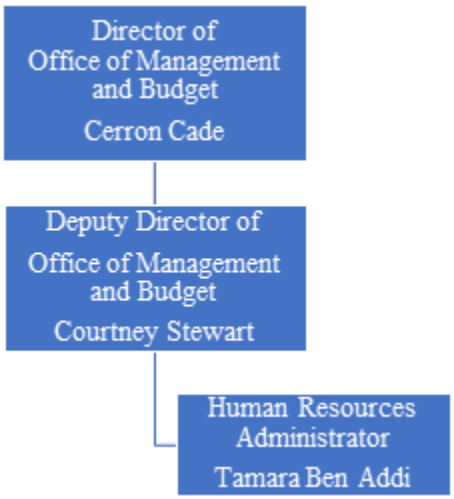
RESPONSIBILITIES FOR IMPLEMENTATION:

The Director of the Office of Management and Budget oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Human Resources Administrator, Tamara Ben Addi, 735.6279, tamara.ben-addi@delaware.gov implements the Affirmative Action Plan and ensures that managers follow federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. While our recruitment is now centralized, I provide continuous coaching and support to our Human Resource Associate in the areas of Merit Rules and Merit System Hiring rules. I often serve as a conduit for outside of the box recruitment efforts to streamline the process to result in a quicker job offer.
2. I provide guidance to hiring managers for more complex recruitments.
3. I represent the organization in grievances and external complaints.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Continue to create meaningful engagement opportunities in a remote/hybrid work environment, ensuring that agency employees feel welcome, engaged, and part of a team driving the mission of OMB.	New employees report they feel welcome, understand the central service role that OMB plays, and feel comfortable reaching out to members of the senior leadership team with their ideas, thoughts, and suggestions.	Directors and Employee Recognition Committee	Creating meaningful engagement opportunities in a remote/hybrid work environment, ensuring that agency employees feel welcome, engaged, and part of a team driving the mission of OMB.	

Office of the Secretary:

November 12, 2023: Staff meeting with Budget Development and Planning and Financial Operations to celebrate the completion of the FY 24 operating, capital, and grant-in-aid budget.

We also had a guest speaker from the Federal Reserve Bank of Chicago present on the national economic outlook. By including the Financial Operations Team, we are exposing the team to higher, more complex subject matter and getting them interested in other divisions within OMB in order to help further their career. We had almost all members from both groups participate in person and virtually.

March 19, 2024: Manager and Director Retreat at the Modern Maturity Center in Dover to enjoy a wonderful, interactive, half-day training with Kristin Scroggin, a Generational Expert. Survey results indicated that the training was well received. As a result, OMB has scheduled training to be rolled out to all employees on the following dates:

- September 19, 2024 – All OMB – Conflict Resolution Through Healthy Communication
- October 17, 2024 – Managers/Supervisors - Unlocking the Feedback Code
- March 4, 2025 - What the Next Generation Wants from Their Leaders

Government Support Services:

- The Landing (Summer) Luncheon; 8/23/2023
- GSS SECC Fundraiser - Salad Luncheon; 9/13/2023
- GSS Thanksgiving Luncheon; 11/15/2023
- Holiday Luncheon; 12/20/2023

Office of Pensions

PHRST

- Thanksgiving Luncheon
- Holiday Party
- PHRST Picnic (October, 2023)
- Lunch and Games (January and May, 2024)
- Soup and Grilled Cheese (February, 2024)
- Build your Own Sundaes (July, 2023)

Budget Development and Planning

Staff are included in the Office of the Secretary activities

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Participate in maintenance reviews and the review of current classifications for possible reclassification to ensure appropriate work and pay.	Completion of the scheduled systemic review within the prescribed classification system structure. Support retention efforts.	Human Resources, Deputy Director, OMB, and Directors	Department of Human Resources	

Agencywide participation in the FY24 Maintenance Review for the Administrative Support classifications.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Provide Leadership Programs	Enrollment of at least one employee into leadership programs.	Directors, Deputy Director, and Human Resources.	Program and funding availability.	
SP-3 Goal 2	Hire students for fiscal training.	100% of student interns complete employment with the ability to use First State Financials.	Applicable Director	Position and funding availability.	
SP-3 Goal 3	Hire students for human resource training.	100% of student interns complete employment with the ability to use PHRST and DEL.	Human Resources Administrator	Position and funding availability.	

Provide Leadership Programs:

Annual participation in the University of Delaware, Women's Leadership Program. Unfortunately, the Fall program was cancelled; however, we are participating in the Spring, 2025 program.

Hire Students for Fiscal Training: OMB Financial Operations unit hired 11 casual seasonal employees to learn under the full-time staff in the unit. Because of the quantity and frequency of the hires, they also hired a full time employee into an exempt position to provide support and supervise the interns.

In addition, the OMB Deputy Secretary encourages other divisions to take on interns. This past fiscal year, we have been able to employee interns in the following areas:

- 2, Office of State Planning
- 1, Government Support Services (Ultimately became a full-time employee before the internship started)
- 1, Facilities Management

Hire Students for Human Resources Training: While paid by DHR, the human resource office has employed 2 additional interns this past fiscal year. We have been able to retain one intern hire 2 years ago who has since graduated from Delaware State University.

SECTION IV: WORKFORCE ANALYSIS

Office of Management and Budget WORKFORCE ANALYSIS OVERVIEW:

The Office of Management and Budget has taken specific steps to improve diversity:

- The Deputy Director and the Human Resources Administrator attend job fairs to market the organization and obtain resumes for potential applicants into both casual/seasonal and merit positions.
- Utilizing casual/seasonal opportunities to direct hire college students and recent graduates. Provide training and experience to allow them to qualify for full-time opportunities.
- Hold agencywide activities to improve employee engagement.

OMB has hired 15 casual seasonal employees in internship roles this past fiscal year.

The challenge that we face are classifications that have few budget positions which significantly impacts our parity when we experience turnover. To overcome this, we will continue to utilize social media and comply with the merit recruitment process.

We will continue to attend job fairs and solicit Talent Acquisition for resumes when casual/seasonal opportunities become available.

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Office of Management and Budget DEMOGRAPHICS AT A GLANCE:

The total number of Office of Management and Budget EEO-4 eligible employees as of June 30, 2024, is 308.

The OMB EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the its workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare OMB workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. OMB does not hire in the Technicians and Protectives Services EEO-4 categories.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 27% of the total OMB's workforce, a 3% increase from FY23.
- Minorities are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-14%)
    - Professionals (-1%)
    - Para Professionals (-4%)
    - Service Maintenance (-3%)

Female Representation:

- Females represent 53% of the total OMB workforce, a 1% decrease from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Para Professional (-35%)
    - Skilled Craft (-3%)
    - Service Maintenance (-31%)

Male Representation:

- Males represent 47% of the OMB workforce, a 1% increase from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials and Administrators (-25%)
    - Professionals (-9%)
    - Office and Clerical (-29%)

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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	14	1	2	0	0	0	0	17	30%	0	37	3	0	0	0	0	0	40	70%	0	57	6	11%
2 Professionals	37	8	0	0	0	0	2	47	33%	4	67	26	2	0	0	0	2	97	67%	4	144	40	28%
3 Technicians	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
4 Protective Services	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0%	0	0	0	0%
5 Para Professional	8	2	0	0	0	0	0	10	59%	1	4	2	0	0	0	0	1	7	41%	1	17	5	29%
6 Office & Clerical	1	0	0	0	0	0	0	1	6%	0	10	3	1	0	0	1	0	15	94%	0	16	5	31%
7 Skilled Craft	29	9	0	0	0	1	3	42	98%	0	1	0	0	0	0	0	0	1	2%	0	43	13	30%
8 Service Maintenance	15	8	0	2	0	0	2	27	87%	1	3	0	0	0	0	0	1	4	13%	1	31	13	42%
Totals	104	28	2	2	0	1	7	144	47%	6	122	34	3	0	0	1	4	164	53%	6	308	82	27%

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	11%	-14%	7%	4%	0%	0%	0%	0%
2 Professionals	29%	28%	-1%	24%	1%	0%	0%	0%	3%
3 Technicians	38%	0%	NA	0%	0%	0%	0%	0%	0%
4 Protective Services	37%	0%	NA	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	29%	-4%	24%	0%	0%	0%	0%	6%
6 Office & Clerical	31%	31%	0%	19%	6%	0%	0%	6%	0%
7 Skilled Craft	26%	30%	4%	21%	0%	0%	0%	2%	7%
8 Service Maintenance	45%	42%	-3%	26%	0%	6%	0%	0%	10%

Female Labor Market Representation FY24
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	70%	25%	65%	5%	0%	0%	0%	0%	0%
2 Professionals	59%	67%	9%	47%	18%	1%	0%	0%	0%	1%
3 Technicians	50%	0%	NA	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	41%	-35%	24%	12%	0%	0%	0%	0%	6%
6 Office & Clerical	65%	94%	29%	63%	19%	6%	0%	0%	6%	0%
7 Skilled Craft	6%	2%	-3%	2%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	13%	-31%	10%	0%	0%	0%	0%	0%	3%

Male Labor Market Representation FY24
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	30%	-25%	25%	2%	4%	0%	0%	0%	0%
2 Professionals	41%	33%	-9%	26%	6%	0%	0%	0%	0%	1%
3 Technicians	50%	0%	NA	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	59%	35%	47%	12%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	6%	-29%	6%	0%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	98%	3%	67%	21%	0%	0%	0%	2%	7%
8 Service Maintenance	56%	87%	31%	48%	26%	0%	6%	0%	0%	6%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Minority Representation Trends FY22, 23, 24

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	-14%	-11%	-14%
2 Professionals	-8%	-6%	-1%
3 Technicians	13%	0%	NA
4 Protective Services	NA	NA	NA
5 Paraprofessional	-34%	-11%	-4%
6 Office & Clerical	2%	-7%	0%
7 Skilled Craft	-5%	-3%	4%
8 Service Maintenance	3%	-7%	-3%

Female Representation Trends FY22, 23, 24

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	22%	30%	25%
2 Professionals	10%	10%	9%
3 Technicians	17%	0%	NA
4 Protective Services	NA	NA	NA
5 Paraprofessional	3%	-10%	-35%
6 Office & Clerical	21%	26%	29%
7 Skilled Craft	-4%	-3%	-3%
8 Service Maintenance	-35%	-32%	-31%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-22%	-30%	-25%
2 Professionals	-10%	-10%	-9%
3 Technicians	-17%	0%	NA
4 Protective Services	NA	NA	NA
5 Paraprofessional	-3%	10%	35%
6 Office & Clerical	-21%	-26%	-29%
7 Skilled Craft	4%	3%	3%
8 Service Maintenance	35%	32%	31%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	0
Woman	2
Other	0
Total	**2**

Total Complaints by Race/Ethnicity	
Black - African American	1
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	1
Total	**2**

Total Complaints by Employment Status	
Merit	1
Non-Merit Exempt	0
Casual/Seasonal	0
Total	**1**

Total Complaints by Category	
Informal	0
Formal	0
External	0
Total	**0**

Total Complaints by type	
ADA	0
Discrimination	2
Gender	0
Generic Issue	0
Harassment	0
Hostile Work Environment	0
Merit Rule	0
Misconduct	0
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	**2**

Total Compaints by Current Status	
Open	1
Closed	1
Total	**2**

Total Complaints by Resolution	
To be Determined	1
Substantiated	0
Unsubstantiated	1
Total	**2**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	0	0%	0%
Total Female Minority Disciplines	1	50%	0	0%	-100%
Total Male Non-Minority Disciplines	1	50%	2	100%	100%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	**2**	**100%**	**2**	**100%**	**0%**
SEPARATIONS					
Total Female Non-Minority Separations	6	35%	6	21%	0%
Total Female Minority Separations	3	18%	7	24%	133%
Total Male Non-Minority Separations	7	41%	13	45%	86%
Total Male Minority Separations	1	6%	3	10%	200%
Total Separations	**17**	**100%**	**29**	**100%**	**71%**
NEW HIRES					
Total Female Non-Minority New Hires	18	37%	13	26%	-28%
Total Female Minority New Hires	13	27%	10	20%	-23%
Total Male Non-Minority New Hires	13	27%	19	38%	46%
Total Male Minority New Hires	5	10%	8	16%	60%
Total New Hires	**49**	**100%**	**50**	**100%**	**2%**
PROMOTIONS					
Total Female Non-Minority Promotions	15	60%	11	39%	-27%
Total Female Minority Promotions	5	20%	8	29%	60%
Total Male Non-Minority Promotions	1	4%	7	25%	600%
Total Male Minority Promotions	4	16%	2	7%	-50%
Total Promotions	**25**	**100%**	**28**	**100%**	**12%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

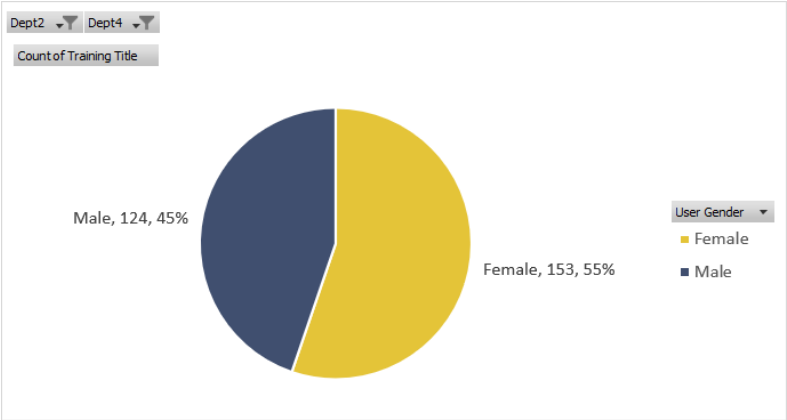


Figure 11

Training by Race and Ethnicity

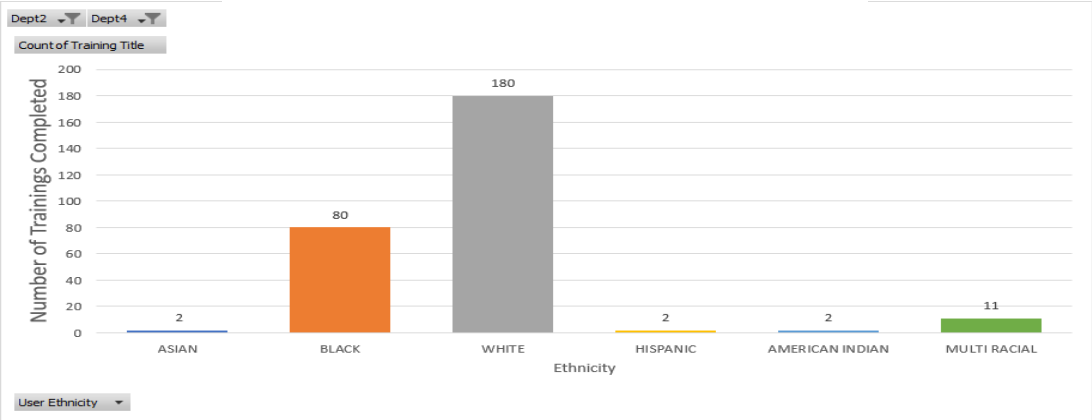
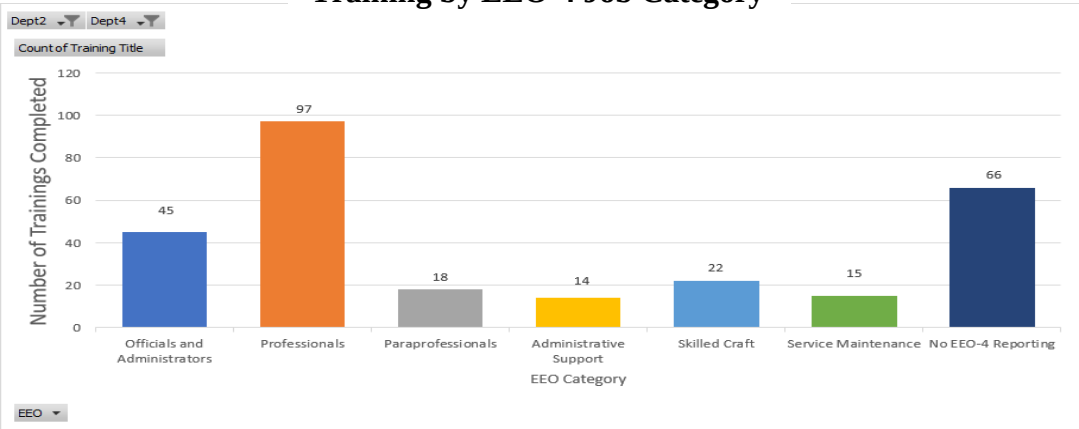


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	1
Total Non-Minority Female	1
Total Minority Female	0
Total Male	0
Total Non-Minority Male	0
Total Minority Male	0
Total Employees Requesting Tuition Reimbursement	**1**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	12
Total Request for Accommodations	1
Total Request Accommodated	1
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	33%	1	0%	0	67%	2	0%	0	0%	0	23%	3
Hispanic or Latino	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
White	38%	3	25%	2	13%	1	13%	1	13%	1	62%	8
Prefer Not to Identify	0%	0	0%	0	0%	0	100%	1	0%	0	8%	1
Total	31%	4	15%	2	23%	3	15%	2	8%	1	100%	13
											Answered	13
											Skipped	4

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
0	0	MFBZ02	Building Support Systems Engineer	3	0%	0%	0%
0	0	MFBZ03	Chief of Engineering & Operations	1	0%	0%	0%
3	3	MFGA01	Construction Project Manager	7	43%	43%	0%
3	6	MCCZ16	HVAC/Refrigeration Technician	12	27%	50%	23%
0	2	MCCZ27	Master Electrician	5	0%	40%	40%
0	0	MCCK05	Physical Plant Maintenance Foreman	1	0%	0%	0%
0	0	MCCK03	Physical Plant Maintenance Trades Mechanic II	N/A CL	0%	0%	0%
4	4	MCCK04	Physical Plant Maintenance Trades Mechanic III	14	27%	29%	2%
4	3	MCCK09	Physical Plant Maintenance Trades Technician	9	44%	33%	-11%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Postings in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MFBZ02	Building Support Systems Engineer	0	0	0	0	0
MFBZ03	Chief of Engineering & Operations	0	0	0	0	0
MFGA01	Construction Project Manager	4	81	20	66	17
MCCZ16	HVAC/Refrigeration Technician	8	38	5	11	1
MCCZ27	Master Electrician	3	39	13	12	4
MCCK05	Physical Plant Maintenance Foreman	0	0	0	0	0
MCCK03	Physical Plant Maintenance Trades Mechanic II	1	2	2	2	2
MCCK04	Physical Plant Maintenance Trades Mechanic III	7	38	5	34	5
MCCK09	Physical Plant Maintenance Trades Technician	6	25	4	5	1

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
100205050	Administration	10%	0%	-10%
100210100	Budget Development and Planning	4%	0%	-4%
100232320	Office of Pensions	5%	9%	4%
100240400	GSS/Messenger Services	13%	0%	-13%
100242420	GSS/Fleet Management	4%	18%	15%
100244440	GSS/Contracting	12%	4%	-8%
100245450	GSS/Surplus Services	0%	0%	0%
100246460	GSS/Food Distribution	0%	0%	0%
100247470	PHRST	2%	2%	0%
100250500	Facilities Management	7%	7%	0%
	Department Average	**6%**	**4%**	**-2%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	Job Title	Turnover Rate FY23	Turnover Rate FY24	Change in % FY24 vs FY23
MFBZ02	Building Support Systems Engineer	0%	0%	0%
MFBZ03	Chief of Engineering & Operations	67%	0%	-67%
MFGA01	Construction Project Manager	0%	0%	0%
MCCZ16	HVAC/Refrigeration Technician	0%	29%	29%
MCCZ27	Master Electrician	0%	50%	50%
MCCK05	Physical Plant Maintenance Foreman	0%	0%	0%
MCCK03	Physical Plant Maintenance Trades Mechanic II	0%	0%	0%
MCCK04	Physical Plant Maintenance Trades Mechanic III	18%	9%	-10%
MCCK09	Physical Plant Maintenance Trades Technician	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 963 people applied online to OMB jobs, a 7.7% increase from FY23 in which 894 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

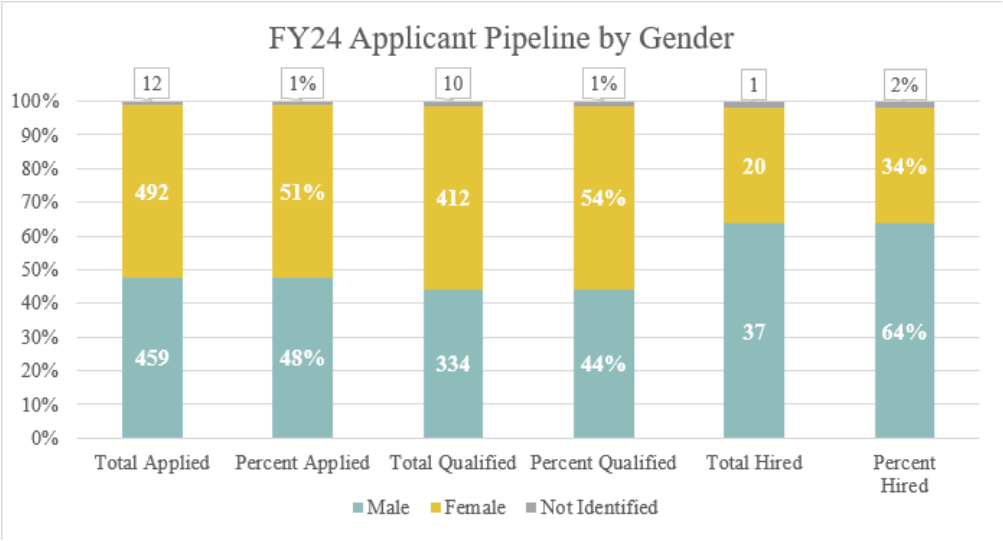
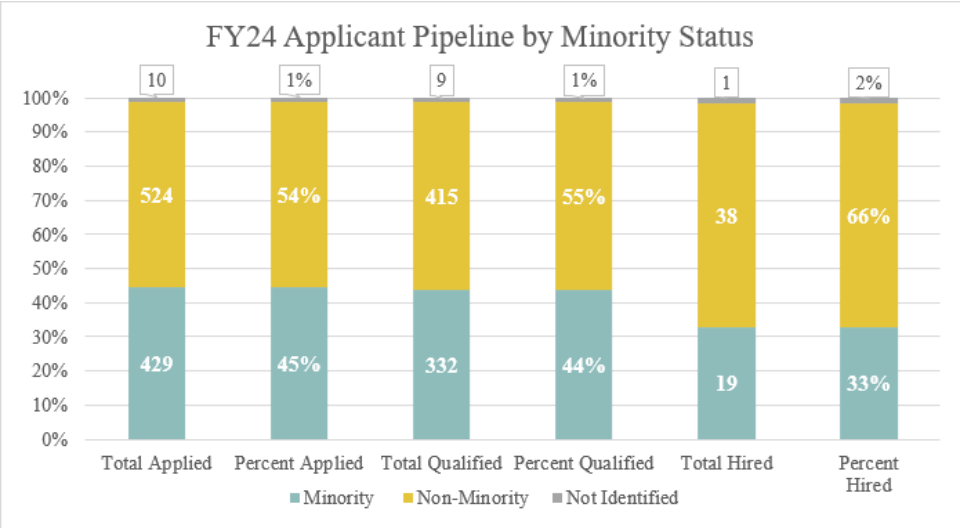


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	40	23
FY24	36	22
Change FY23 vs FY24	-4	-1

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	5	4
FY24	8.5	2.5
Change FY23 vs FY24	3.5	-1.5

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.

• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.

• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.

• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.

• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Continue to create meaningful engagement opportunities in a remote/hybrid work environment, ensuring that agency employees feel welcome, engaged, and part of a team driving the mission of OMB.	New employees report they feel welcome, understand the central service role that OMB plays, and feel comfortable reaching out to members of the senior leadership team with their ideas, thoughts, and suggestions.	Directors and Employee Recognition Committee	Creating meaningful engagement opportunities in a remote/hybrid work environment, ensuring that agency employees feel welcome, engaged, and part of a team driving the mission of OMB.	Ongoing initiative
SP-1 Goal 2	Establish Local Diversity Committee to engage employees in diversity topics	Survey to measure Engagement levels of Diverse employees on various diversity topics	Directors, Committees, Human Resources	Diversity, Equity and Inclusion will assist in post event surveys.	Ongoing initiative

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Participate in maintenance reviews and the review of current classifications for possible reclassification to ensure appropriate work and pay.	Completion of the scheduled systemic review within the prescribed classification system structure. Support retention efforts.	Human Resources, Deputy Director, OMB, and Directors	Department of Human Resources	Ongoing review-based on operational need.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Provide Leadership Programs	Enrollment of at least one employee into leadership programs.	Directors, Deputy Director, and Human Resources.	Program and funding availability.	Ongoing initiative
SP-3 Goal 2	Increase internship and casual/seasonal employment in an effort to employ diverse candidates and train a new generation of employees	Division accomplishing goals and EEO numbers improving	Directors	Funding availability.	Ongoing initiative

State of Delaware

Department of Services for Children, Youth, and Their Families

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FY24 EEO/AA Report
July 1, 2023 – June 30, 2024

and

FY25 Action Plan
July 1, 2024 – June 30, 2025

STATE OF DELAWARE
Department of Services for Children, Youth and Their Families (DSCYF)
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MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Chief Diversity Officer
Division of Diversity, Equity and Inclusion

FROM: Steven Yeatman
Cabinet Secretary, Department of Services for Children, Youth and Families
steven.yeatman@delaware.gov

Jennifer Manners
jennifer.manners@delaware.gov

DATE: October 15, 2024

SUBJECT: **DSCYF FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

Attached is a copy of the DSCYF FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace.*

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

STATE OF DELAWARE
Department of Services for Children, Youth and Their Families (DSCYF)
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Section I:	Policy Statement
Section II:	Executive Summary • Summary Statement • Responsibilities for Implementation
Section III:	FY24 Accomplishments: (July 1, 2023 - June 30, 2024) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY25 (July 1, 2024 – June 30, 2025) • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

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SECTION I: POLICY STATEMENT

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by [Name of Cabinet Secretary/Official Agency Head]. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Services for Children, Youth, and Their Families (DSCYF) was established in 1983 by the General Assembly of the State of Delaware. Its primary responsibility is to provide and manage a range of services for children who have experienced dependency, abuse, adjudication, mental illness, neglect, or substance abuse. Its services include prevention, early intervention, assessment, treatment, permanency, and aftercare. The Department offers varied career opportunities, attracting and retaining talented employees who are motivated and dedicated to the special charge of the Department to support some of Delaware's most vulnerable citizens and their families.

The Department is comprised of four divisions: The Division of Family Services (DFS), the Division of Youth Rehabilitative Services (DYRS), the Division of Prevention and Behavioral Health Services (DPBHS), and the Division of Management Support Services (DMSS). The Department employs approximately 1038 full-time employees and approximately 100 casual/seasonal employees at 31 locations, where we serve 8,000 children on any given day.

During FY24, DSCYF staff throughout the Agency engaged in a variety of equal employment opportunity efforts, focused on diversity, equity, and inclusion, including:

1. Continued review and maintenance of incentive programs to increase staffing levels and retain employees,
2. Continued communication to increase employee feedback with analysis and planning to implement feedback in meaningful ways, including recognition program extension,
3. Onboarding of a Diversity, Equity & Inclusion Administrator who is responsible for identifying and implementing strategies and activities that will further embed inclusion in all aspects of Agency service,
4. Convened focused education and awareness events to increase employee knowledge on topics of equity and inclusion, and
5. Analysis and recommendations to DHR/OMB to address salary compression, select market variation pay scale development, and salary enhancements to attract high-quality candidates for employment.

These efforts, aligned with our mission, vision, core values, and key objectives, have resulted in decreased vacancies, particularly within secure care facilities, and have increased the flow of communication-related to these topics.

In FY25, the Department will move ahead with the same goals, demonstrating its long-term commitment to these focal points, while adjusting specific efforts and initiatives in response to the results achieved in FY24. This continuity of purpose serves to build upon the strong foundation and support currently in place.

Mission Statement

The mission of the Department of Services for Children Youth, and Their Families is to engage families and communities to promote the safety and well-being of children through prevention, intervention, treatment, and rehabilitative services.

Vision

STATE OF DELAWARE
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Safe and healthy children, resilient families, and strong communities.

Core Values

Safety, Compassion, Respect, Collaboration - S.C.R.C.

Key Objectives:

- Investigate child abuse, neglect, and dependency, offer treatment services, foster care, adoption, and independent living:
- Provide accessible and effective behavioral and mental health services in the least restrictive environment possible for children.
- Prevent entry or reentry in one or more of DSCYF's core services by providing prevention and early intervention services.
- Reduce recidivism rates by providing juvenile justice services including detention, institutional care, probation, and aftercare services and;
- Provide educational programs that enable students to continue learning while in Department services and to return to their home school once discharged from services.

DEPARTMENT SUMMARY	
Names of Divisions	**# of Employees**
Management Support Services (DMSS)	218
Prevention and Behavioral Health Services (DPBHS)	273
Youth Rehabilitative Services (DYRS)	394
Family Services (DFS)	427
TOTAL	**1312**

RESPONSIBILITIES FOR IMPLEMENTATION:

Cabinet Secretary:
The ultimate responsibility for the implementation of the Department's EEO Report and Action Plan rests with the Department's Cabinet Secretary. The Deputy Cabinet Secretary and Division Directors affirm commitment to the Plan and associated actions through their performance plans and by demonstrating their leadership in implementing the expectations and activities required by the Action Plan.

Deputy Cabinet Secretary and Division Directors:
The Cabinet Secretary delegates responsibility to the Deputy Cabinet Secretary, Division Directors, and other members of the Department's management team for carrying out diversity, equity, and inclusion initiatives throughout the Department. The Directors assess the current and previous years' diversity statistics and determine the Divisions' opportunities for improving the diversity of its workforce and ways in which to foster an inclusive environment marked by a sense of belonging.

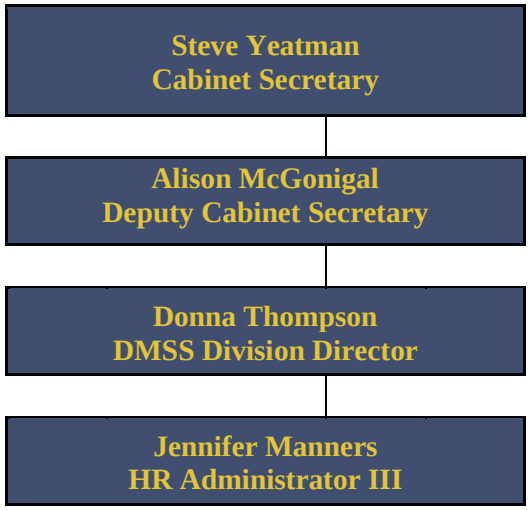
DMSS/Human Resources:
DMSS houses the Department's centralized human resource function and, as a result, this Division plays an integral role in the development, implementation, and evaluation of strategies surrounding EEO initiatives. The Department of Human Resources (DHR) provides data input for the preparation of Departmental EEO statistical reports. There is an ongoing review of personnel policies and practices to achieve and maintain a diverse and inclusive organizational culture. DHR advocates for change as needed and works to keep abreast of best practices in conjunction with external agencies and organizations.

In addition to issues related to policy, DHR monitors and offers counsel to Department leadership regarding employment and selection practices within the Department and works to ensure that applicant and candidate pools reflect minimum standards of diversity.

Day-to-day administrative responsibility for the Report and Plan is delegated to the agency's assigned HR Administrator whose varied responsibilities include:

- Providing oversight of Departmental compliance with Executive Order Number Eight, the State of Delaware Respectful Workplace and Anti-Discrimination Policy, and applicable state and federal laws.
- Drafting, maintaining, and distributing the Department's EEO Report and Action Plan.
- Serving as the official liaison with relevant State organizations as designated by the Cabinet Secretary, including, but not limited to, the Department of Human Resources/Office of Diversity and Inclusion.
- Consulting with Department leadership and Division staff on workforce diversity, equity, and inclusion issues.
- Ensuring that all EEO procedures and requirements outlined in this Plan are followed.
- Promoting diversity, equal employment opportunity, and inclusion initiatives and providing technical assistance on such issues as recruitment, interviewing, and adhering to applicable regulations and laws governing EEO.
- Conducting EEO investigations ensuring compliance with the Department's policies.
- Serving as the liaison to the Agency's Diversity, Equity, and Inclusion Administrator and Committee as a partner on initiatives that integrate diversity, equity, and inclusion into all aspects of the employment lifecycle.

ORGANIZATIONAL CHART:



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SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Increased employee engagement	• Number of Respectful Workplace and general Employee & Labor Relations Complaints filed • Turnover rate • Results of Stay Interviews	• Supervisors and Managers • Division Directors • HR Unit	• Attendance Incentive • Overtime Incentive • Recruitment and referral incentive increased (from $5000 to $10,000 sign-on and $2500 referral bonus) • Salary Enhancements($5,000) for AFSCME-covered employees. • Reclassification review for Clinical Behavioral Health Specialist series • Compression analyses • Select Market Variation pay scale for Psychologist positions • Trauma-Informed	• Launched July 2022 • Launched July 2022 • Launched July 2022 • Launched July 2022 and Updated January 2023 • Launched November 2022 • Completed September 2022 for Nursing Supervisor, Family Crisis Therapist Supervisor, Clinical Services Administrator, and Family Services Program Support Supervisor • Completed in June 2023 for FY24 launch • Launched in February 2023

				Care Committee ("Reframing" training) • Agency Diversity, Equity & Inclusion position • Diversity, Equity & Inclusion Committee (workgroup progress, intranet page) • Utilize exit survey results to create retention initiatives • Continued utilization of stay interview data to foster retention strategies Agency-wide • CQIC report and strategic plan • Critical Incident Stress Management Team Development	• Position filled March 2023 • Employee DE&I Survey released; Intranet page launched June 2023 to include a newsletter • Ongoing review of exit survey results for trends • Insights from 60 stay interviews were used to explore retention strategies, with a committee assigned to evaluate options – this was shared with CQIC • Recommendations to Boost Employee Experience Report Released Fall 2022 • Re-prioritized to March 2024 • Re-prioritized to March 2024
SP-1 Goal 2	Increase Inclusivity and Belonging within a Diverse Workforce	• Number of Respectful Workplace and general Employee & Labor Relations Complaints filed • Turnover rate esults of Stay Interviews	• Supervisors and Managers • Division Directors • HR Unit • Training Unit	• Diversity, Equity, and Inclusion Committee • Agency Diversity, Equity & Inclusion position • Awareness months	• Position filled March 2023 • Employee DE&I survey launched and Intranet page launched June 2023 to include a newsletter • Domestic Violence – October; Persons with Disabilities – December; Mental Health – May; LGBTQ+ - June (including intranet

				• Mental Health awareness – Stop the Stigma initiatives • Neurodiversity • Intersectionality • Gender identity • CQIC report and strategic plan	pages dedicated to these topics) • Launched in May as part of Awareness month • Resources Launched June 2023 • Resources Launched June 2023 • Resources Launched June 2023 • Recommendations to Boost Employee Experience Report Released Fall 2022
SP-1 Goal 3	Increased application of diversified recognition programs	• Recognition submission rates • Results of stay interviews	• Supervisors and Managers • Division Directors • HR Unit	• DSCYF newsletter • Division Spotlight awards • DSCYF Employee of the Quarter/Year Awards • CQIC report and strategic plan • Retention Focus Group (non-monetary strategies)	• Ongoing publication of Division and Committee newsletters • Ongoing employee and team recognition in real-time for efforts and outcomes "above and beyond" • DSCYF Employee Recognition and DMSS Employee Recognition events held in late Fall 2022 • Recommendations to Boost Employee Experience Report Released Fall 2022 • Completed

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	• Increase transparency in communication from leadership and stronger supervisory support	• Turnover rates • Results of Stay Interviews	• Supervisors and Managers • Division Directors • HR Unit	• Stay interviews • DE&I Committee/Trauma Informed Care Committee Collaboration • Division Town Halls	ngoing
SP-2 Goal 2	• Increase accountability through performance management	• Turnover rates • Results of Stay Interviews • Rate of performance evaluation completion (potential)	• Supervisors and Managers • Division Directors • HR Unit	• TIC goals incorporated in performance plans • Leadership goals incorporated in performance plans • CQIC report and strategic plan	• January 2023 ngoing • Action Plan underway • Recommendations to Boost Employee Experience Report Released Fall 2022
SP-2 Goal 3	• Increase leadership knowledge, skills, and abilities of supervisors and managers	• Results of Stay Interviews	• Division Directors • HR Unit	• DLC (iLead Frontline Leadership Training) • Informal and Formal Mentoring • Drafting of supervisor	• Information prominently placed on the intranet and recommendations incorporated by HR – E&L in feedback sessions • Informal and Formal mentoring ongoing • CQIC completed for final leadership review and

				competencies for performance planning and review.	approval.

STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	• Increase Succession Planning and Knowledge Transfer	• Turnover rates • Results of Stay Interviews	• Supervisors and Managers • Division Directors • HR Unit • Training Unit	• Drafting of desk manuals and cross-training within teams.	• Initiated /in progress
SP-3 Goal 2	• Increase leadership skills of supervisors and managers	• Turnover rates • Results of Stay Interviews • Supervisor and manager training reports (enrollment and completion data)	• Supervisors and Managers • Division Directors • HR Unit • Training Unit	• Trauma-Informed Approach in pervision (TIC) • Diversity, Equity, and Inclusion position and committee • HR training modules • Dept leadership request to CPD for comprehensive supervisor training initiative.	• Approximately 10 courses offered throughout FY23 • Position filled March 2023; Employee DE&I survey launched and Intranet page launched June 2023 to include a newsletter • Five supervisory training sessions presented by HR-E&LR on topics of Disciplinary Investigations and Performance Improvement Plans; Two supervisory training sessions presented on FMLA/Modified Duty/ADA
SP-3 Goal 3	• Maintain well-trained staff, providing developmental opportunities to	• Turnover rates • Promotion rate • Training and development data • Results of stay	• Supervisors and Managers • Division Directors • HR Unit	• HR training modules	• Five supervisory training sessions presented by HR-E&LR on topics of Disciplinary

	foster advancement	interviews	• DHR Training Unit	• iLead Frontline Leadership Training Program • Review of DISC Training for teams	Investigations and Performance Improvement Plans; Two supervisory training sessions presented on FMLA/Modified Duty/ADA • Information prominently placed on the intranet and recommendations incorporated by HR – E&L in feedback sessions • Division of Youth Rehabilitative Services supervisors participated in training in December 2022

SECTION IV: WORKFORCE ANALYSIS

DSCYF WORKFORCE ANALYSIS OVERVIEW:

DSCYF has 1312 full-time Merit positions, with an average vacancy rate of 19%. Minorities represent 56.56% of the DSCYF workforce, compared with 56% in FY23, representing a 0.56% increase. DSCYF is not underrepresented for minorities in any positions, at this time, given the increases in minority representation in the Technician and Skilled Craft EEO-4 categories. It is important to note that the Agency also employs over 100 casual/seasonal employees.

Below are observable trends that impact DSCYF's opportunity to increase diversity, equity, and inclusion in its workforce, as well as initiatives in response to those trends.

- DSCYF has a diverse pipeline of applicants with approximately 75% of applicants identifying as minorities and 69% identifying as women. Although there is typically a large applicant pool, employee retention is a major issue in the Division of Youth Rehabilitative Services and the Division of Family Services. DSCYF continues to evaluate root causes of turnover through climate surveys, exit surveys, and exit interview data, and implement initiatives to increase retention.

- Each Division performs a vital role in helping youth in Delaware, but the nature of this work is stressful and can cause early burnout. To address this, employee assistance program information and other resources are offered on an ongoing basis, as well as in response to specific situations, to raise awareness and reduce stigma around requests for assistance regarding mental well-being.

- Employees often leave DSCYF to work for other State of Delaware Agencies or private entities, where salaries are more competitive. Onboarding and attendance incentives, as well as requests for DHR/OMB compression analyses, select market variation analyses and reclassification are all initiatives used to position DSCYF as a more competitive employment option.

- DSCYF has hosted several open house hiring events targeting DYRS positions. These events have been successful for DYRS in attracting new applicants since interviews and conditional job offers are made on the spot. Hiring event options are available for positions within other divisions, as well.

DSCYF has a diverse workforce, but the nature of the work results in high turnover, especially in the early stages of employment. DSCYF will continue to focus on supervisor and manager education regarding leadership and supervision to increase inclusivity and engagement. DSCYF should continue its outreach and look at ways to market its positions so that the candidates understand the totality of the job responsibilities. Efforts to partner with Delaware's and nearby state's colleges and universities, as well as the Delaware Pathways Program to offer internship/job shadowing opportunities will continue. DSCYF's workforce planning and subsequent recruitment efforts are broad in scope but focus on positions with high turnover such as Youth Care Specialist and Family Service Specialist positions.

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DSCYF DEMOGRAPHICS AT A GLANCE:

The total number of DSCYF EEO-4 eligible employees as of June 30, 2024, is 1082
The DSCYF EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DSCYF workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare DSCYF workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 56.56% of the total DSCYF workforce, a 0.56% increase from FY23.
- Minorities are not under-represented in any of the EEO-4 categories.

Female Representation:

- Females represent 72% of the total DSCYF workforce, a 1% increase from FY23.
- Females are under-represented in the following EEO-4 categories:
    - Technicians (-32%)
    - Paraprofessional (-22%)

Male Representation:

- Males represent 28% of the DSCYF workforce, a 1% decrease from FY23.
- Males are under-represented in the following EEO-4 categories:
    - Officials & Administrators (-21%)
    - Professionals (-21%)
    - Protective Services (-25%)
    - Office & Clerical (-26%)
    - Skilled Craft (-5%)
    - Service Maintenance (-6%)

STATE OF DELAWARE
Department of Services for Children, Youth and Their Families (DSCYF)
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EEO-4 Status Report FY24
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minorit % of Categor
1 Officials & Administrators	19	28	1	1	0	0	1	50	34.2%	2	68	23	2	1	0	0	2	96	65.8%	2	146	59	40.41%
2 Professionals	58	60	3	3	1	0	2	127	20.3%	2	255	194	27	8	0	2	14	500	79.7%	15	627	314	50.08%
3 Technicians	4	3	2	0	0	0	0	9	81.8%	1	1	1	0	0	0	0	0	2	18.2%	0	11	6	54.55%
4 Protective Services	3	6	1	0	0	0	0	10	55.6%	0	2	5	0	0	0	0	1	8	44.4%	0	18	13	72.22%
5 Para Professional	5	83	1	0	0	1	1	91	45.5%	1	15	87	2	0	0	0	5	109	54.5%	3	200	180	90.00%
6 Office & Clerical	1	4	0	0	0	0	1	6	8.7%	1	33	24	1	4	0	0	1	63	91.3%	3	69	35	50.72%
7 Skilled Craft	6	1	1	0	0	0	0	8	88.9%	0	0	0	1	0	0	0	0	1	11.1%	0	9	3	33.33%
8 Service Maintenance	0	1	0	0	0	0	0	1	50.0%	0	0	1	0	0	0	0	0	1	50.0%	0	2	2	100.00%
Totals	96	186	9	4	1	1	5	302	27.9%	7	374	335	33	13	0	2	23	780	72.1%	23	1082	612	56.56%

Table 1 illustrates the total FY 24 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2024.

Table 2

Minority Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	40%	16%	35%	2%	1%	0%	0%	2%
2 Professionals	29%	50%	21%	41%	5%	2%	0%	0%	3%
3 Technicians	38%	55%	17%	36%	18%	0%	0%	0%	0%
4 Protective Services	37%	72%	35%	61%	6%	0%	0%	0%	6%
5 Para Professional	34%	90%	56%	85%	2%	0%	0%	1%	3%
6 Office & Clerical	31%	51%	20%	41%	1%	6%	0%	0%	3%
7 Skilled Craft	26%	33%	8%	11%	22%	0%	0%	0%	0%
8 Service Maintenance	45%	100%	55%	100%	0%	0%	0%	0%	0%

Table 3

Female Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	66%	21%	47%	16%	1%	1%	0%	0%	1%
2 Professionals	59%	80%	21%	41%	31%	4%	1%	0%	0%	2%
3 Technicians	50%	18%	-32%	9%	9%	0%	0%	0%	0%	0%
4 Protective Services	19%	44%	25%	11%	28%	0%	0%	0%	0%	6%
5 Para Professional	77%	55%	-22%	8%	44%	1%	0%	0%	0%	3%
6 Office & Clerical	65%	91%	26%	48%	35%	1%	6%	0%	0%	1%
7 Skilled Craft	6%	11%	5%	0%	0%	11%	0%	0%	0%	0%
8 Service Maintenance	44%	50%	6%	0%	50%	0%	0%	0%	0%	0%

Table 4

Male Labor Market Representation FY24
(Including Race and Ethnicity)

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	34%	-21%	13%	19%	1%	1%	0%	0%	1%
2 Professionals	41%	20%	-21%	9%	10%	0%	0%	0%	0%	0%
3 Technicians	50%	82%	32%	36%	27%	18%	0%	0%	0%	0%
4 Protective Services	81%	56%	-25%	17%	33%	6%	0%	0%	0%	0%
5 Para Professional	23%	46%	22%	3%	42%	1%	0%	0%	1%	1%
6 Office & Clerical	35%	9%	-26%	1%	6%	0%	0%	0%	0%	1%
7 Skilled Craft	94%	89%	-5%	67%	11%	11%	0%	0%	0%	0%
8 Service Maintenance	56%	50%	-6%	0%	50%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2024.

Table 5

Minority Representation Trends FY22, 23, 24

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials &Administrators	12%	14%	16%
2 Professionals	17%	19%	21%
3 Technicians	-21%	13%	17%
4 Protective Services	33%	44%	35%
5 Paraprofessional	47%	55%	56%
6 Office & Clerical	21%	20%	20%
7 Skilled Craft	-4%	4%	8%
8 Service Maintenance	55%	55%	55%

Table 6

Female Representation Trends FY22, 23, 24

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials &Administrators	21%	22%	21%
2 Professionals	21%	21%	21%
3 Technicians	-33%	-30%	-32%
4 Protective Services	26%	31%	25%
5 Paraprofessional	-22%	-22%	-22%
6 Office & Clerical	17%	20%	26%
7 Skilled Craft	5%	4%	5%
8 Service Maintenance	56%	6%	6%

Male Representation Trends FY22, 23, 24

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials &Administrators	-21%	-22%	-21%
2 Professionals	-21%	-21%	-21%
3 Technicians	33%	30%	32%
4 Protective Services	-26%	-31%	-25%
5 Paraprofessional	22%	22%	22%
6 Office & Clerical	-17%	-20%	-26%
7 Skilled Craft	-5%	-4%	-5%
8 Service Maintenance	-56%	-6%	-6%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2024.

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	2
Woman	3
Other	0
Total	**5**

Total Complaints by Race/Ethnicity	
Black - African American	4
Asian	0
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	1
Total	**5**

Total Complaints by Employment Status	
Merit	5
Non-Merit Exempt	0
Casual/Seasonal	0
Total	**5**

Total Complaints by Category	
Informal	0
Formal	5
External	0
Total	**5**

Total Complaints by type	
ADA	2
Discrimination	1
Gender	0
Generic Issue	0
Harassment	0
Hostile Work Environment	0
Merit Rule	0
Misconduct	0
Retaliation	3
Sexual Harassment	2
Workplace Violence	0
Total	**8**

Total Compaints by Current Status	
Open	2
Closed	3
Total	**5**

Total Complaints by Resolution	
To be Determined	2
Substantiated	0
Unsubstantiated	3
Total	**5**

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records submitted to the Division of Diversity & Inclusion during FY24.

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 23-24 EEO REPORT KEY OBSERVATIONS					
TYPE	2023		2024		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	1	1%	2	7%	100%
Total Female Minority Disciplines	45	54%	15	52%	-67%
Total Male Non-Minority Disciplines	2	2%	0	0%	-100%
Total Male Minority Disciplines	35	42%	12	41%	-66%
Total Disciplines	**83**	**100%**	**29**	**100%**	**-65%**
SEPARATIONS					
Total Female Non-Minority Separations	51	24%	23	15%	-55%
Total Female Minority Separations	86	41%	73	48%	-15%
Total Male Non-Minority Separations	30	14%	12	8%	-60%
Total Male Minority Separations	44	21%	44	29%	0%
Total Separations	**211**	**100%**	**152**	**100%**	**-28%**
NEW HIRES					
Total Female Non-Minority New Hires	95	24%	35	19%	-63%
Total Female Minority New Hires	174	44%	88	49%	-49%
Total Male Non-Minority New Hires	37	9%	13	7%	-65%
Total Male Minority New Hires	88	22%	44	24%	-50%
Total New Hires	**394**	**100%**	**180**	**100%**	**-54%**
PROMOTIONS					
Total Female Non-Minority Promotions	56	31%	44	26%	-21%
Total Female Minority Promotions	69	38%	85	50%	23%
Total Male Non-Minority Promotions	17	9%	9	5%	-47%
Total Male Minority Promotions	38	21%	31	18%	-18%
Total Promotions	**180**	**100%**	**169**	**100%**	**-6%**

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2024.

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

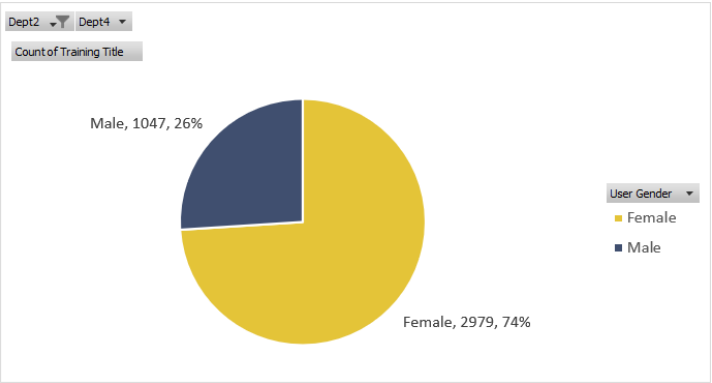


Figure 11

Training by Race and Ethnicity

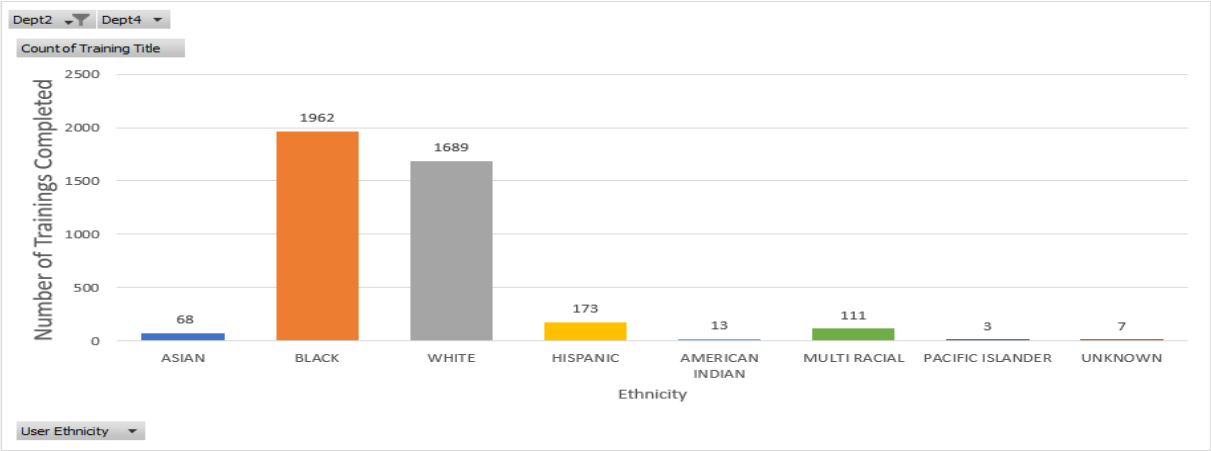
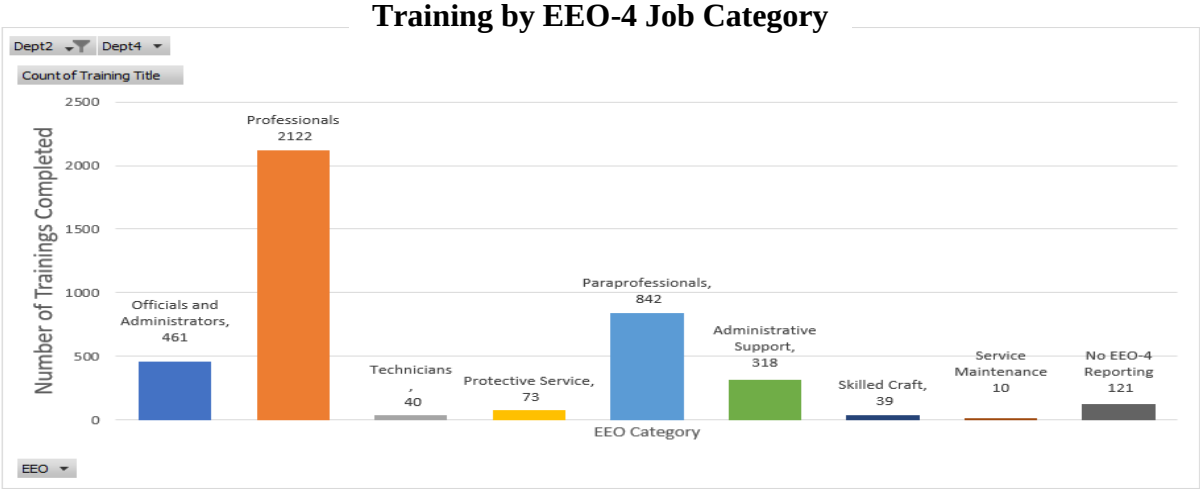


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category. *Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2024*.

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	9
Total Non-Minority Female	4
Total Minority Female	5
Total Male	2
Total Non-Minority Male	1
Total Minority Male	1
Total Employees Requesting Tuition Reimbursement	**11**

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY24.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	13
Total Request for Accommodations	18
Total Request Accommodated	13
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

Table 14 data were obtained from the PHRST system as of 06/30/2024.

Exit Survey Summary

Table 15

Please rate the following:
Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	43%	6	14%	2	14%	2	14%	2	14%	2	50%	14
Hispanic or Latino	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	100%	1	0%	0	0%	0	0%	0	4%	1
White	25%	3	8%	1	33%	4	25%	3	8%	1	43%	12
Prefer Not to Identify	0%	0	0%	0	0%	0	100%	1	0%	0	4%	1
Total	32%	9	14%	4	21%	6	21%	6	11%	3	100%	28
											Answered	28
											Skipped	2

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to respond.

Table 15 data were obtained from the employee responses from an online survey during FY24.

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
44	38	UDDQ11	Family Service Specialist	89.00	49%	43%	-7%
0	0	MDDQ01	Family Service Specialist	2.00	0%	0%	0%
9	18	UDDV01	Youth Care Specialist I	75.00	12%	24%	12%
13	15	UDMA01	Youth Rehab. Treatment Specialist	26.00	50%	58%	8%
7	9	MACZ11	Teacher	29.00	24%	31%	7%
12	2	MACZ10	Teacher/Special Ed	21.00	57%	10%	-48%
4	5	MACZ07	Teacher's Aide	5.00	80%	100%	20%
6	4	MDIA01	Psychologist	15.00	40%	27%	-13%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
UDDQ11	Family Service Specialist	15.00	595.00	39.67	496.00	33.07
MDDQ01	Family Service Specialist	3.00	30.00	10.00	27.00	9.00
UDDV01	Youth Care Specialist I	17.00	710.00	41.76	430.00	25.29
UDMA01	Youth Rehab. Treatment Specialist	7.00	108.00	15.43	58.00	8.29
MDMA01	Youth Rehab. Treatment Specialist	3.00	49.00	16.33	27.00	9.00
MACZ11	Teacher	15.00	274.00	18.27	152.00	10.13
MACZ10	Teacher/Special Ed	5.00	60.00	12.00	25.00	5.00
MACZ07	Teacher's Aide	1.00	13.00	13.00	9.00	9.00
MDIA01	Pscychologist	3.00	10.00	3.33	1.00	0.33

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications, including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2024.
Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Table 18

Turnover by Division				
Dept ID	**Division**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
370110100	SCYF/Mgt Sup Svcs/Of of Secty	0%	15%	15%
370115100	SCYF/Mgt Sup Svs/Of ofDirector	17%	3%	-13%
370120100	SCYF/Mgt SupportSvs/Fiscal Svs	5%	2%	-3%
370125100	SCYF/MgtSupportSvs/FacMgmt	10%	10%	0%
370135100	SCYF/Mgt Support Svs/Educ Svs	17%	0%	-17%
370140200	SCYF/Center for Prof Develop	16%	22%	7%
370150100	SCYF/Mgt Sup Svs/Mgt Info Svs	21%	14%	-7%
370410100	SCYF/Managed Care Organization	8%	8%	0%
370420100	SCYF/Early Intervention	8%	3%	-5%
370430200	SCYF/Periodic Treatment	16%	11%	-6%
370440100	SCYF/24 Hour Treatment	22%	7%	-14%
370440200	SCYF/24 Hour Treatment	0%	7%	7%
370510100	SCYF/YRS/Office o/t Director	0%	0%	0%
370530300	SCYF/YRS/Community Services	23%	17%	-5%
370550200	SCYF/YRS/Secure Care	29%	28%	-1%
370610100	SCYF/FamilySvs/Of o/t Director	0%	3%	3%
370630300	SCYF/FamilySvs/Intake/Invstgtn	25%	15%	-10%
370640400	SCYF/FamilySvs/Intrvntn/Trtmnt	23%	13%	-11%
	Department Average	**13%**	**10%**	**-3%**

Table 19

TURNOVER BY HARD-TO-FILL VACANCIES				
Job Code	**Job Title**	**Turnover Rate FY23**	**Turnover Rate FY24**	**Change in % FY24 vs FY23**
UDDQ11	Family Service Specialist	0%	116%	116%
MDDQ01	Family Service Specialist	14%	67%	52%
UDDV01	Youth Care Specialist I	422%	110%	-313%
UDMA01	Youth Rehab. Treatment Specialist	0%	62%	62%
MACZ11	Teacher	26%	38%	12%
MACZ10	Teacher/Special Ed	69%	35%	-34%
MACZ07	Teacher's Aide	100%	200%	100%
MDIA01	Psychologist	36%	11%	-26%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.

Applicant Pipeline

In FY24, 6,410 people applied online to DSCYF jobs, a 2% increase from FY23 in which 6,280 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including/excluding Casual Seasonal Recruitments.

Figure 20

FY24 Applicant Pipeline by Gender

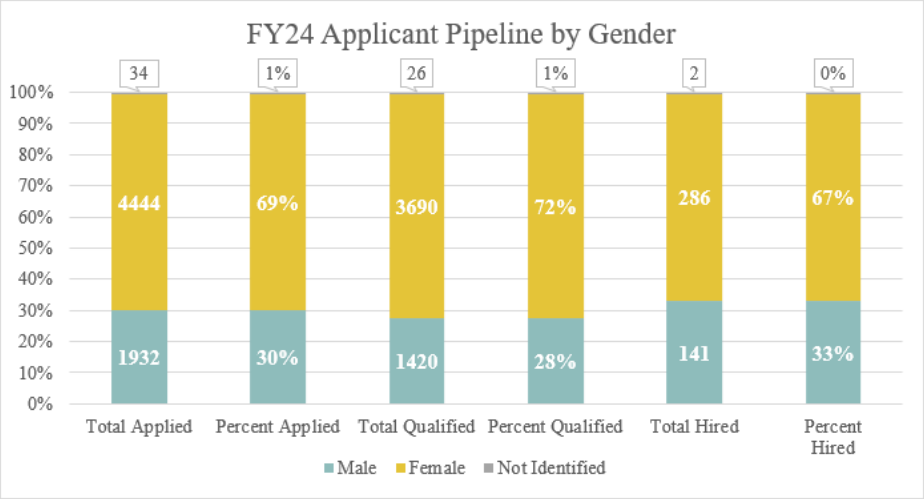
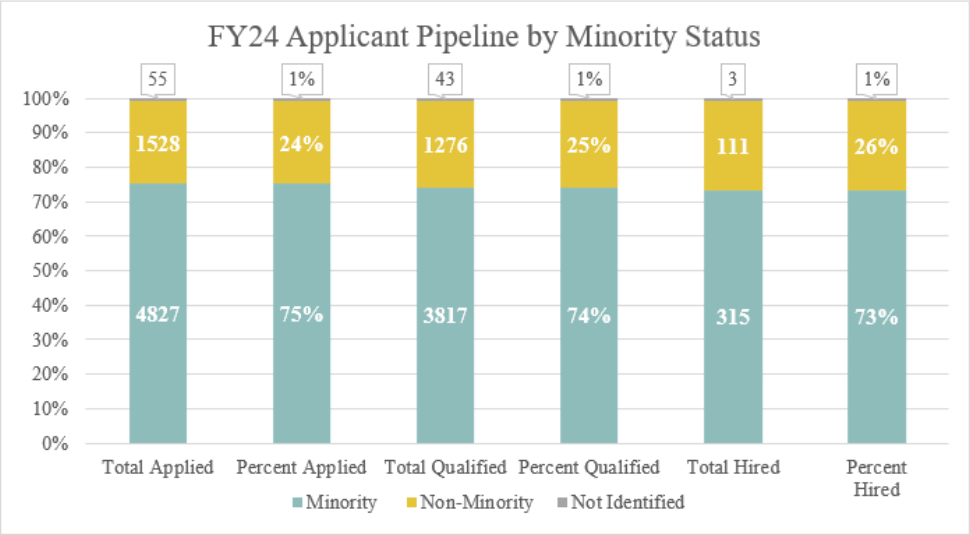


Figure 21

FY24 Applicant Pipeline by Minority vs. Non-Minority



Figures 20 and 21 illustrate the total number of applicants who applied to the State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov. by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

Recruitment and Hiring Times
FY23 and FY24

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	52	41
FY24	34	19
Change FY23 vs FY24	**-18**	**-22**

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	3	3
FY24	3	2
Change FY23 vs FY24	**0**	**-1**

Table 22 illustrates the average time in calendar days it takes to hire for vacant jobs and measures the hiring manager's effectiveness in making hires.
• Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.
• Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 23 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and measures HR's effectiveness in processing recruitments.
• Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.
• Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.
Tables 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.

STATE OF DELAWARE
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SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	Support a stable workforce	• Number of Respectful Workplace and general ELR complaints filed • Turnover Rate • Results of Stay/Exit Interviews	Supervisors and Managers Division Directors HR Administrator	- Targeted recruitment activities - Attendance Incentive for Secure Care - Overtime Incentive - Wage bargaining and compensation reviews - Employee Recognition - Reclassification of critical staffing groups (YRS FSS, DFS PM and FSS) - - TIC/Wellness Activities - DEI - Develop agency specific exit interview process to increase participation/feedback data - Review and analyze exit and stay interview data to foster retention strategies - Develop CISM team - Implement enhancements to hiring process focused on equity, inclusion, belonging.	Ongoing
SP-1 Goal 2	Increase employee engagement,	- Number of Respectful Workplace and general ELR	Supervisors and Managers Division	- DEI - TIC/Wellness Committees, activities, and	Ongoing

	inclusivity, and belonging within a diverse workforce	complaints filed - Results of Stay/Exit/Specialized Surveys	Directors HR Administrator Training Unit	newsletters - Department Newsletters - Town Halls and local unit forums - Awareness Month recognition, education and activities - Employee Recognition at division and department levels (Quarterly/Annual) -	

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-2 Goal 1	Increase leadership knowledge, skills, and abilities of supervisors and managers	Training surveys Results of exit/stay interviews Performance evaluations	Division Directors HR Administrator Training Unit	Implementation of supervisor competencies for performance plan/evaluation Development of enhanced agency specific supervisor curriculum program Informal and Formal mentoring activities	Ongoing
SP-2 Goal 2	Increase accountability through performance management	Performance evaluations Exit/Stay interviews	Supervisors and Managers Division Directors HR Administrator	Revised TIC goals for inclusion in performance plans DEI goals for inclusion in performance plans Implementation and analysis of supervisor competency-based evaluations.	Ongoing

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-3 Goal 1	Maintain a well-trained staff by providing developmental opportunities to foster advancement.	Promotion data Exit/Stay interviews	Supervisors and Managers Division Directors HR Administrator DHR and DSCYF Training Units		Ongoing
SP-3 Goal 2	Increase succession planning and knowledge transfer	Turnover Rate Exit/Stay interviews	Supervisors and Managers Division Directors		Ongoing
SP-3 Goal 3	Increase exposure and opportunities for leadership development	Promotion data Performance evaluations Exit/Stay interviews	Supervisors and Managers Division Directors HR Administrator Training Unit	Develop proposal for an agency-specific Leadership Academy	Ongoing

END OF REPORT

Questions or inquiries regarding the content of this report may be directed to Brian Shannon, Senior Diversity, Equity, and Inclusion Lead Data Analyst, Department of Human Resources, Division of Diversity, Equity and Inclusion at (302) 577-8700 or email brian.shannon@delaware.gov.