



Delaware Department of
Human Resources
Office of Diversity and Inclusion

**Equal Employment Opportunity/Affirmative Action
Annual Report/Plan Requirements for
Executive Branch Agencies**

Revised on August 30, 202

SECTION	CONTENTS	INFORMATION										
Section I:	Policy Statement	This is the official declaration of the State’s executive branch agency/department commitment to EEO/AA to be signed by your cabinet secretary/agency head. Refer to the Respectful Workplace and Anti-Discrimination Policy .										
Section II	<p>Executive Summary</p> <ul style="list-style-type: none"> • Summary Statement • Responsibilities for Implementation 	<ul style="list-style-type: none"> • Provide a summary statement that describes the department’s equal employment opportunity/affirmative action efforts. Include the names of divisions of the department and the number of employees that make up each division. • Each department shall designate a high-ranking person to be responsible for the direction of EEO and Diversity and provide the person’s name and contact information including email and telephone number. This person should have primarily EEO/AA responsibilities. Please include a list of the duties and responsibilities of the designee. An organizational chart that shows the reporting structure of the designated individual shall also be provided. 										
Section III:	<p>Accomplishments from the past Fiscal Year:</p> <ul style="list-style-type: none"> • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Recruitment and Retention 	<p>Restate the objectives in last year’s Plan of Action - Future Steps to Implement (Section IX) and provide detailed updates using the following table:</p> <table border="1" data-bbox="477 947 1572 1388"> <thead> <tr> <th data-bbox="477 947 695 1058">Objective</th> <th data-bbox="699 947 917 1058">Measures of Success/Key Results</th> <th data-bbox="922 947 1140 1058">Responsible Group(s)</th> <th data-bbox="1144 947 1362 1058">Steps Taken</th> <th data-bbox="1367 947 1572 1058">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="477 1064 695 1388">State your objective or challenge.</td> <td data-bbox="699 1064 917 1388">State how you measured progress towards your objective.</td> <td data-bbox="922 1064 1140 1388">State who was responsible for the work and describe their role.</td> <td data-bbox="1144 1064 1362 1388">State steps that were taken to accomplish the objective.</td> <td data-bbox="1367 1064 1572 1388">If already completed, provide the completion date. If still in progress, provide the target date for completion.</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely. • 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. • Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their career with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities. 	Objective	Measures of Success/Key Results	Responsible Group(s)	Steps Taken	Status	State your objective or challenge.	State how you measured progress towards your objective.	State who was responsible for the work and describe their role.	State steps that were taken to accomplish the objective.	If already completed, provide the completion date. If still in progress, provide the target date for completion.
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<p>Section IV:</p>	<p>Workforce Analysis</p> <ul style="list-style-type: none"> • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends 	<ul style="list-style-type: none"> • Observable trends that affect the agency’s opportunity to increase diversity in their workforce. • Total workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category. • 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. • 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.
<p>Section V:</p>	<p>Complaints</p>	<p>Total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.</p>
<p>Section VI:</p>	<p>Employee Actions</p> <ul style="list-style-type: none"> • Disciplines • Separations • New Hires • Promotions 	<p>The total number of disciplines, separations, new hires, and promotions by gender and minority status.</p>
<p>Section VII:</p>	<p>Employee Engagement</p> <ul style="list-style-type: none"> • Training • Disabilities • Tuition Reimbursement • Exit Survey 	<ul style="list-style-type: none"> • Total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category. • Total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees 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 or Agency Aide Programs. • Total number of employees receiving tuition reimbursement by gender and minority status. • Exit Survey Summary data for employees who left the Agency and were willing to provide responses

<p>Section VIII:</p>	<p>Recruitment and Retention Summary</p> <ul style="list-style-type: none"> • Hard-to-Fill Jobs • Turnover • Retirement Eligibility • Applicant Pipeline • Time-to-Fill/Time-to-Hire 	<ul style="list-style-type: none"> • 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. • 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. • Total number and percentage of positions by Division based on their retirement eligibility status. • 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. • Average time in calendar days it takes to post recruitments and hire for vacant jobs
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<p>Section IX:</p>	<p>Plan of Action - Future Steps to Implement in the current Fiscal Year.</p> <ul style="list-style-type: none"> • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness 	<p>Provide at least three (3) smart goals per strategic priority stating the Agency’s Plan of Action using the following table:</p> <table border="1" data-bbox="480 191 1586 667"> <thead> <tr> <th data-bbox="480 191 699 302">Objective</th> <th data-bbox="699 191 919 302">Measures of Success/Key Results</th> <th data-bbox="919 191 1138 302">Responsible Group(s)</th> <th data-bbox="1138 191 1357 302">Resources</th> <th data-bbox="1357 191 1586 302">Target Date to Completion</th> </tr> </thead> <tbody> <tr> <td data-bbox="480 302 699 667">State your objective or challenge.</td> <td data-bbox="699 302 919 667">State how you will measure progress towards your objective.</td> <td data-bbox="919 302 1138 667">State who is responsible for the work and describe their role.</td> <td data-bbox="1138 302 1357 667">State any fiscal, grant, personnel, facility, or other resources needed to accomplish the objective.</td> <td data-bbox="1357 302 1586 667">Provide the target date to completion, and if applicable, target dates for any milestones associated with the challenge.</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely*. • 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*. • Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their career with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities*. <p><i>* At least one objective under each Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.</i></p>	Objective	Measures of Success/Key Results	Responsible Group(s)	Resources	Target Date to Completion	State your objective or challenge.	State how you will measure progress towards your objective.	State who is responsible for the work and describe their role.	State any fiscal, grant, personnel, facility, or other resources needed to accomplish the objective.	Provide the target date to completion, and if applicable, target dates for any milestones associated with the challenge.
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