



STATE OF
DELAWARE



FY25 WORKFORCE REPORT

PREPARED AND PRESENTED BY



Delaware Department of
Human Resources

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EXECUTIVE SUMMARY

The Department of Human Resources (DHR), re-established in 2017, has standardized and modernized HR services to support Delaware's Executive Branch workforce. As of June 30, 2025, the Executive Branch workforce totals 13,080 employees (excluding Casual/Seasonal Employees and Board Members). Standardization has improved consistency, increased efficiency, and streamlined operations across two primary office locations.

In FY25, hiring remained strong, supported by ongoing recruitment and retention efforts. The average state employee salary is \$60,856. Total compensation, including benefits, averages \$93,905 for individuals and \$107,080 for employees with family coverage.¹

DHR continues to advance key modernization efforts, including:

- Standardized service delivery
- Updates to over 2,000 job classifications
- Implementation of a file management system for employee files
- Delaware Launchpad streamlined onboarding program
- Policy updates aligned with legislation and priorities
- Expanded workforce planning initiatives

As Delaware's largest employer, the State remains focused on building and maintaining a strong, diverse workforce supported by competitive pay, benefits, and training.

This report provides a snapshot of the Executive Branch workforce, including demographics, agency size, and job classifications.

This information is intended to support workforce planning and informed decision-making as the State continues to address workforce needs and deliver public services.

For more information, visit the DHR Talent Management site:

<https://dhr.delaware.gov/talent-management/index.shtml>

For questions or to request a Delaware Agency Workforce Snapshot please contact: workforce-policy-planning@delaware.gov

¹ Total compensation figures are illustrative estimates derived using the Delaware Employment Link – Total Compensation Calculator: <https://statejobs.delaware.gov/total-comp-calc/index.shtml>

INTRODUCTION

This report provides an overview of the State of Delaware workforce. It highlights workforce composition, key trends, and planning needs. Employees are grouped into two categories:

1. Merit-System Employees – Employees in positions covered by Delaware’s Merit System Law and governed by the State’s Merit Rules, which define job classification, pay structure, and other employment conditions.

2. Non-Merit or Exempt Employees – Employees not covered by the Merit System fall into three general categories:

- **Merit-Comparable** – Employees with pay and job titles that align with comparable Merit positions.
- **Non-Merit-Comparable** – Employees in positions that are significantly different in title or pay from Merit positions. Examples include:
 - State Police (Uniformed and Communications Staff)
 - Members of the General Assembly
 - Cabinet Secretaries
- **Casual/Seasonal (C/S) Employees** – Temporary employees hired for seasonal or short-term employment.

Total State of Delaware Workforce

As of June 30, 2025, the State of Delaware employed approximately **49,099** individuals.

Employee Group	Number of Employees
State Agency Employees	18,471
Higher Education	1,844
Public Schools	28,784

Higher Education and Public Schools totals do not include non-pension eligible employees, but the Public Schools totals do include Substitute Employees.

Important Note

The Higher Education and Public School employee counts are provided solely to present a comprehensive estimate of the State of Delaware's total workforce.

This report does not include workforce demographic, salary, retirement eligibility, hiring, separation, workforce planning, or other workforce analyses for Higher Education employees or Public School employees. Unless specifically stated otherwise, all workforce statistics, charts, tables, and analyses contained in this report are based on State agency workforce data maintained in the PHRST system.

INTRODUCTION

Included in this Report

As of June 30, 2025, the State of Delaware's PHRST system reported a total of 18,471² employees. This count includes all State agency employees, Executive Branch and Non-Executive Branch.

Not Included in this Report

- Faculty and professional staff at Delaware's public higher-education institutions
- Local school district teachers and support personnel

Data Reporting Methodology

The Delaware Workforce Management Report presents a "snapshot" of the Delaware workforce as of June 30, 2025, covering all State of Delaware agencies and Executive Branch employees. The headcount includes full-time, part-time, and casual/seasonal staff.

- Demographic Data: Gender identity and race/ethnicity figures include only those employees who have self-reported in those fields.
- Retirement Base: Calculations related to retirement eligibility use the subset of employees enrolled in the Delaware State Employees' Pension Plan as of the snapshot date.

How to Read This Report

This report presents workforce data using several different employee populations depending on the section and purpose of the analysis. Some sections include all State agency employees, while others focus specifically on Executive Branch employees or exclude certain groups, such as Casual/Seasonal employees, Board Members, Elected Officials, or Judicial employees.

Because of these differences, employee totals may vary from section to section. Each section identifies the population included or excluded where applicable. Readers should review the section headings, chart titles, and notes to confirm which employee group is being analyzed before comparing totals across sections.

Note: Unless otherwise noted, the term "average" used throughout this report refers to the mean (arithmetic average). Median values are presented separately where applicable.

² Data for FY25 was collected from the State's Payroll Human Resource Statewide Technology (PHRST) database. Data may vary from other published reports depending on the timing of input.

FY25 DELAWARE STATE AGENCIES WORKFORCE HIGHLIGHTS (EXECUTIVE BRANCH & NON EXECUTIVE BRANCH EMPLOYEES)

Number of employees by classification:

All State Agencies (Executive and Non-Executive Branch combined): 14,290 employees

All State Agency employees (Executive & Non-Executive Branch Employees)	14,290
Casual/Seasonal employees	2,587
Board Members	350
Elected Officials	68
Judicial	1,176
Total Number of Employees	18,471

Demographics & Pay

Average length of service: 11 years

Average salary:

Average (Mean³) salary: \$ 60,856 Median⁴ salary: \$ 55,121

Average age: 46 years

Union representation: 31.0%

Gender distribution (Male / Female): 46.0% / 54.0%

Job title with the greatest number of employees: Correctional Sergeant

Race/ethnicity:

White: 61.4%

Black: 28.1%

Hispanic: 4.6%

Asian: 2.8%

Native Hawaiian/Pacific Islander: 0.1%

American Indian/Alaskan Native: 0.4%

Retirement:

Average retirement age for FY25: 62 years

Total % of employees eligible to retire immediately as of June 30, 2025: 10.0%

Total % of employees eligible to retire in 5 years as of June 30, 2025 : 27.0%

Hiring:

New hires and rehires: 2,924

Average age of new hires: 36

Attrition and internal movement:

Retirements: 450

Transfers: 1,501

Voluntary Resignations: 1,079

Other separations⁵: 995

³ Mean = arithmetic average of salaries

⁴ Median = midpoint salary where half of employees earn more, and half earn less.

⁵ "Other Separations" do not include voluntary resignations or retirements. They include other types of terminations, such as dismissal, job abandonment, failure to obtain required licensure, an unsatisfactory background check, end of temporary or contract employment, and death. See Appendix A – Glossary for full definitions.

FY25 DELAWARE STATE AGENCIES WORKFORCE HIGHLIGHTS (EXECUTIVE BRANCH EMPLOYEES)

Number of employees by classification:

Number of Executive Branch State Agency employees: 13,080

Executive Branch Agency employees	13,080
Executive Branch Casual/Seasonal employees	2,101
Executive Branch Board Members	329
Total Number of Executive Branch Employees	15,510

Demographics & Pay:

Average length of service: 11 years

Average salary:

Average (Mean⁶) salary: \$ 60,940

Median⁷ salary: \$ 58,285.83

Average age: 46 years

Union representation: 34.0%

Gender distribution (Male / Female): 47.4% / 52.6%

Job title with the greatest number of employees: Correctional Officer – New Hire

Race/ethnicity:

White: 58.5%

Black: 30.4%

Hispanic: 4.9%

Asian: 3.0%

Native Hawaiian/Pacific Islander: 0.1%

American Indian/Alaskan Native: 0.5%

Retirement projections:

Average retirement age: 61 yrs.

Total % of employees eligible to retire immediately as of June 30, 2025: 12.0%

Total % of employees eligible to retire in 5 years: 44.0%

Hiring :

New hires and rehires: 2,498

Average age of new hires: 35

Attrition and internal movement:

Retirements: 388

Transfers: 1,237

Voluntary Resignations: 848

Other separations⁸: 920

⁶ Mean = arithmetic average of salaries

⁷ Median = midpoint salary where half of employees earn more, and half earn less.

⁸ "Other Separations" do not include voluntary resignations or retirements. They include other types of terminations, such as dismissal, job abandonment, failure to obtain required licensure, an unsatisfactory background check, end of temporary or contract employment, and death. See Appendix A - Glossary for full definitions.

STATE AGENCIES BY MERIT VS NON MERIT CLASSIFICATION

As of June 30, 2025, the State of Delaware's PHRST system reported a total of 18,471⁹ employees. This count includes all State Agency employees. The largest agencies by workforce size include the Department of Health and Social Services, Department of Correction, and Department of Transportation.

FY25 Merit and Non-Merit Employees by Number and Percentage

FY25 Executive Branch Agencies	Merit		Non-Merit		Total Number of Employees
	Employees	%	Employees	%	
Delaware National Guard	0	0.0%	127	1.7%	127
Delaware State Housing Authority	0	0.0%	2	0.0%	2
Department of Agriculture	97	0.9%	99	1.4%	196
Department of Correction	2,379	21.3%	117	1.6%	2,496
Department of Education	0	0.0%	325	4.4%	325
Department of Finance	255	2.3%	61	0.8%	316
Department of Health and Social Services	3,130	28.0%	539	7.4%	3,669
Department of Human Resources	193	1.7%	76	1.0%	269
Department of Labor	388	3.5%	72	1.0%	460
Department of Natural Resources and Environmental Control	688	6.2%	777	10.6%	1,465
Department of Safety and Homeland Security	265	2.4%	1,146	15.7%	1,411
Department of Services for Children, Youth and Their Families	1,075	9.6%	136	1.9%	1,211
Department of State	438	3.9%	412	5.6%	850
Department of Technology and Information	2	0.0%	343	4.7%	345
Department of Transportation	1,640	14.7%	339	4.6%	1,979
Office of Management and Budget	293	2.6%	96	1.3%	389
Total	10,843	70.0%	4,667	30.0%	15,510

FY25 Non-Executive Branch Agencies	Merit		Non-Merit		Total Number of Employees
	Employees	%	Employees	%	
Advisory Council for Exceptional Citizens	0	0.0%	4	0.1%	4
Auditor of Accounts	20	0.2%	7	0.1%	27
Commissioner of Elections	37	0.3%	29	0.4%	66
Criminal Justice	46	0.4%	19	0.3%	65
Department of Justice	0	0.0%	532	7.3%	532
Fire School, Commission, Marshal	83	0.7%	226	3.1%	309
Governor's Office	0	0.0%	38	0.5%	38
Insurance Commissioner	90	0.8%	10	0.1%	100
Judicial	2	0.0%	1,351	18.5%	1,353
Legislative	21	0.2%	213	2.9%	234
Lt. Governor's Office	0	0.0%	8	0.1%	8
Office of Defense Services	0	0.0%	191	2.6%	191
Treasurer's Office	20	0.2%	14	0.2%	34
Total	319	11.0%	2,642	89.0%	2,961

Total FY25 State Agency Employees (Executive Branch and Non-Executive Branch)	11,162	60.0%	7,309	40.0%	18,471
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⁹ Data for FY25 was collected from the State's Payroll Human Resource Statewide Technology (PHRST) database. Data may vary from other published reports depending on the timing of input.

DELAWARE STATE AGENCIES WORKFORCE DISTRIBUTION BY COUNTY

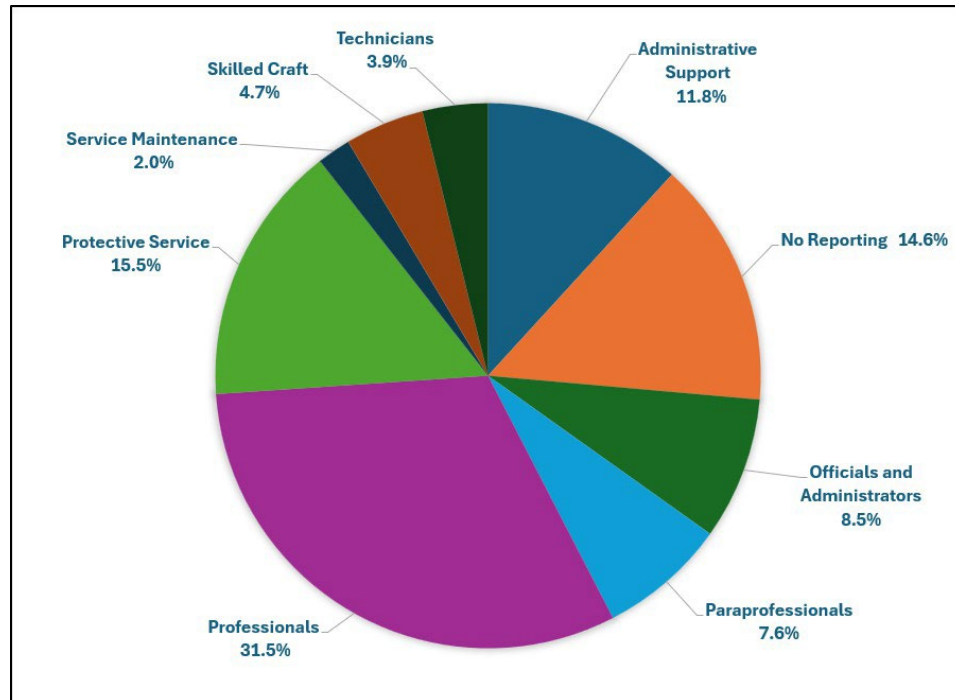
The primary work location, with the largest number of employees, continues to be New Castle County, followed by Kent County, and then Sussex County.

State Agency Employees by Work Location

County	2025		2024		2023	
	Employees	Percentage	Employees	Percentage	Employees	Percentage
Kent	5,864	41%	5,643	41%	5,441	41%
New Castle	6,577	46%	6,251	46%	6,070	46%
Sussex	1,849	13%	1,812	13%	1,751	13%
Total	14,290	100%	13,706	100%	13,262	100%

FEDERAL BUREAU OF LABOR OCCUPATIONAL CATEGORIES

Using the U.S. Bureau of Labor Statistics' 2025 Federal Occupational Categories¹⁰, the chart classifies Delaware agency positions for FY25 into uniform job groupings for all **18,471** employees reported in the State of Delaware's PHRST system. The "No EEO-4 Reporting" category reflects positions not assigned to a federal occupational classification at the time of reporting, including administrative, board, Casual/Seasonal, and other agency-specific roles.



¹⁰ Categories align to the U.S. BLS 2025 Federal Occupational Categories and are used here solely for workforce planning and reporting; this is not an EEO/AA reporting view.

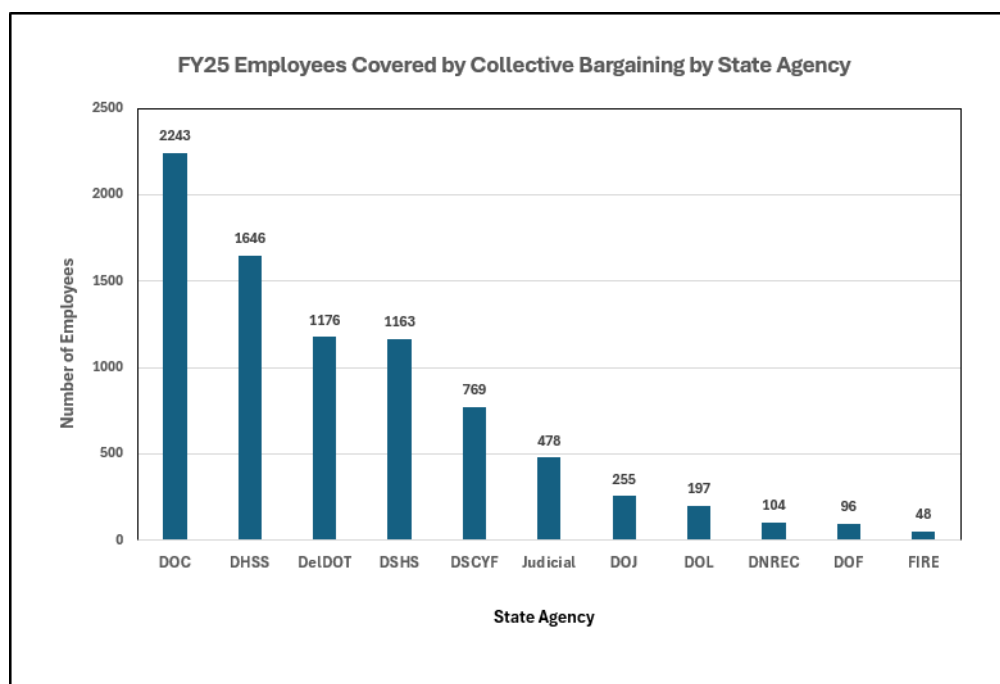
COLLECTIVE BARGAINING AND LABOR UNIONS

As of June 30, 2025, approximately 5,734 employees or 31% of the State's 18,471-person workforce are covered by a collective bargaining agreement. There are currently 63 active collective bargaining units.

Labor unions continue to play an important role in representing state employees across various agencies and occupational groups. Union representation influences negotiations related to compensation, working conditions, and employee protections and remains an integral part of the State's workforce framework.

Union representation is concentrated in a small number of large agencies, with Correction and DHSS accounting for the highest number of represented employees.

The following chart includes State agencies¹¹ with more than 15 employees covered by collective bargaining. Agencies with 15 or fewer represented employees are not shown due to their small counts, including OMB, DOE, the Insurance Commission, DDA, DHR, and the Treasurer's Office.



¹¹ Note: Abbreviations – DOA (Dept. of Agriculture), DelDOT (Dept. of Transportation), DHR (Dept. of Human Resources), DHSS (Dept. of Health & Social Services), DNG (Delaware National Guard), DNREC (Dept. of Natural Resources & Environmental Control), DOC (Dept. of Correction), DOE (Dept. of Education), DOF (Dept. of Finance), DOL (Dept. of Labor), DOS (Dept. of State), DSCYF (Dept. of Services for Children, Youth & Families), DSHA (Delaware State Housing Authority), DSHS (Dept. of Safety & Homeland Security), DTI (Dept. of Technology & Information), OMB (Office of Management & Budget).

WORKFORCE PROFILE OF LEADING JOB CLASSIFICATIONS (FY24 VS FY25)

Year over year, FY25 shows a stable workforce composition across the leading job classifications. Gender patterns remained consistent: administrative, nursing, and case-management roles are predominantly female, while correctional and equipment operator roles are predominantly male. Tenure and age were largely steady, with Correctional Officers trending slightly younger and less tenured. This analysis excludes Casual/Seasonal employees.

The following tables list job classifications by total number of employees, with the largest first.

FY25 Leading Job Classifications	Average Salary	Average Years of Service	Average Age	Total Number of Females	% of Females	Total Number of Males	% of Males	Total Number of Employees
Correctional Sergeant	\$ 72,166	15	44	110	17.1%	534	82.9%	644
Correctional Officer	\$ 57,383	4	36	99	22.9%	334	77.1%	433
Health/Human Serv Case Mgr II	\$ 45,328	10	47	307	90.8%	31	9.2%	338
Administrative Specialist I	\$ 36,223	9	49	227	96.6%	8	3.4%	235
Administrative Management	\$ 99,027	12	47	143	65.6%	75	34.4%	218
Administrative Specialist	\$ 37,262	9	49	203	93.5%	14	6.5%	217
Certified Nursing Assistant	\$ 37,351	11	48	167	83.5%	33	16.5%	200
Correctional Corporal	\$ 64,570	9	39	48	25.4%	141	74.6%	189
Master Corporal and Below	\$151,019	22	48	22	11.7%	166	88.3%	188
Senior Probation & Parole Ofcr	\$ 87,291	16	43	82	44.3%	103	55.7%	185
Fiscal Associate II	\$ 40,521	8	48	140	82.8%	29	17.2%	169
Equipment Operator III	\$ 42,354	10	46	3	2.0%	146	98.0%	149
Registered Nurse III	\$ 80,873	10	52	130	88.4%	17	11.6%	147

FY24 Leading Job Classifications	Average Salary	Average Years of Service	Average Age	Total Number of Females	% of Females	Total Number of Males	% of Males	Total Number of Employees
Correctional Sergeant	\$ 66,706	15	44	105	16.6%	527	83.4%	632
Correctional Officer	\$ 53,486	5	37	79	22.4%	273	77.6%	352
Health/Human Serv Case Mgr II	\$ 43,735	10	46	301	91.5%	28	8.5%	329
Administrative Specialist I	\$ 34,556	10	49	222	96.1%	9	3.9%	231
Administrative Management	\$ 91,309	12	47	157	70.1%	67	29.9%	224
Correctional Corporal	\$ 59,873	10	39	50	22.8%	169	77.2%	219
Certified Nursing Assistant	\$ 35,724	12	48	160	82.5%	34	17.5%	194
Administrative Specialist II	\$ 36,408	10	49	180	94.2%	11	5.8%	191
Master Corporal and Below	\$121,438	22	47	22	11.6%	167	88.4%	189
Senior Probation & Parole Ofcr	\$ 80,517	16	43	83	45.6%	99	54.4%	182
Fiscal Associate II	\$ 39,022	9	49	144	87.8%	20	12.2%	164
Equipment Operator III	\$ 41,435	10	47	2	1.3%	148	98.7%	150
Registered Nurse III	\$ 78,425	10	53	126	87.5%	18	12.5%	144

WORKFORCE SALARY INFORMATION

The mean¹² and median¹³ wage data provide complementary perspectives on employee earnings across Federal Occupational Categories¹⁴. The mean (average) reflects the average wages but can be skewed upward or downward by unusually high or low salaries. The median identifies the exact midpoint where half of employees earn more and half earn less, giving a clearer picture of typical earnings. Presenting both measures gives a well-rounded view of wage distribution: the mean highlights overall cost implications for budgeting and workforce planning, while the median reflects what a “typical” employee earns within each category.

FY25 Mean and Median Annual Salaries — All State Employees

Excludes Higher-Education Faculty/Staff and Local School District

Federal Occupational Categories	Annual Salary	
	Mean	Median
Officials and Administrators	\$ 94,169	\$ 81,598
Professionals	\$ 69,844	\$ 62,080
Protective Service	\$ 75,016	\$ 67,198
Technicians	\$ 65,469	\$ 55,330
Skilled Craft	\$ 47,473	\$ 42,736
Paraprofessionals	\$ 42,487	\$ 41,562
Administrative Support	\$ 40,537	\$ 37,953
Service Maintenance	\$ 33,990	\$ 31,190
ALL EMPLOYEES	\$ 60,856	\$ 54,468

FY25 Mean and Median Annual Salaries — Executive Branch Employees

Excludes Board Members, Casual/Seasonal, Elected Officials, and Judicial Employees

Federal Occupational Categories	Annual Salary	
	Mean	Median
Officials and Administrators	\$ 94,926	\$ 80,638
Professionals	\$ 70,540	\$ 62,484
Protective Service	\$ 77,292	\$ 69,886
Technicians	\$ 66,056	\$ 55,330
Skilled Craft	\$ 47,800	\$ 43,591
Paraprofessionals	\$ 42,504	\$ 41,562
Administrative Support	\$ 39,964	\$ 34,108
Service Maintenance	\$ 34,483	\$ 31,190
ALL EMPLOYEES	\$ 66,304	\$ 58,286

¹² Mean = arithmetic average of salaries

¹³ Median = midpoint salary where half of employees earn more, and half earn less.

¹⁴ Categories align to the U.S. BLS 2025 Federal Occupational Categories and are used here solely for workforce planning and reporting; this is not an EEO/AA reporting view.

MERIT PAY GRADE DISTRIBUTION (FY25 VS. FY24)

This section shows the total number of Merit employees participating in the 37.5-hour and 40.0-hour Merit Pay Plans for FY25 compared to FY24. Merit Pay Grade or PG which refers to the standardized salary band assigned to a job classification in the State's Merit Pay Plan. The total headcount rose by 4.0%. The distribution remains centered in PG 7–11, with PG 9 the largest. Policy changes eliminated PG 1–2 which increased PG 3. Other grades show small shifts.

A special classification review was conducted resulting from the changes in Section 8(a) of the FY25 Governor's Recommended Budget to remove Merit Pay Grades (PG) 1 and 2 and start the FY25 37.5-hour and 40-hour Merit Pay Plan(s) at PG 3. As a result, an analysis was conducted to raise all classes in Merit PG 1 and Merit PG 2 to a minimum of PG 3, while keeping the Classification Structure intact. Some Merit PGs 3–5 classes, in the same class series as those under review, were directly impacted and also raised to keep progression. Employees who were assigned to impacted classes were reclassified to a higher PG.

Merit Pay Grade	FY25		FY24	
	Number of Merit Employees	Percentage of Pay Grade Distribution	Number of Merit Employees	Percentage of Pay Grade Distribution
1	0	0.0%	148	1.7%
2	0	0.0%	6	0.0%
3	208	2.3%	79	0.8%
4	96	1.1%	76	0.9%
5	151	1.7%	148	1.7%
6	270	3.0%	253	2.9%
7	967	11.7%	872	11.0%
8	809	8.8%	836	9.5%
9	1,470	14.6%	1,431	14.8%
10	987	10.2%	961	10.4%
11	908	9.2%	895	9.4%
12	309	3.0%	303	3.1%
13	833	8.2%	778	8.1%
14	104	0.9%	96	0.9%
15	823	7.6%	812	7.6%
16	625	5.9%	574	5.6%
17	359	3.2%	326	3.1%
18	426	3.7%	404	3.6%
19	225	2.0%	218	2.0%
20	177	1.3%	174	1.4%
21	92	0.7%	79	0.6%
22	70	0.5%	65	0.5%
23	19	0.2%	18	0.2%
24	13	0.1%	12	0.1%
25	1	0.0%	2	0.0%
Total	9,942	100.0%	9,566	100.0%

RECRUITMENT AND HIRING (FY25 VS. FY24)

Recruitment and hiring trends provide essential insight into how Delaware’s workforce is sustained and where staffing priorities are shifting across agencies. Monitoring new hire data helps workforce planners understand which parts of government are growing, where vacancies are being filled, and whether recruitment efforts are effectively supporting operational needs.

In FY25, the State of Delaware hired 2,035 employees, with an average age of 35. Of these, 48.0% were male, 52.0% were female. Overall new hire levels remained steady from FY24 to FY25. The majority of hires continue to be in Merit Classified Service and Casual/Seasonal positions, which together account for more than 80.0% of all new hires.

New Hires by Employee Classifications: FY25 vs. FY24

Employee Classification	FY25		FY24	
	Number of New Hires	Percentage of New Hires	Number of New Hires	Percentage of New Hires
Merit Classified Service	1,101	54.2%	1,128	55.0%
Casual/Seasonal	582	28.6%	585	28.5%
Judicial	161	7.9%	181	8.8%
Merit Exempt/Merit Comparable	86	4.2%	61	3.0%
DSP Uniformed	42	2.1%	29	1.4%
DSP Civilians	18	0.9%	23	1.1%
Dept of Technology & Info	17	0.8%	15	0.7%
National Guard	9	0.4%	20	1.0%
Department of Education	8	0.4%	4	0.2%
Appointed Officials	7	0.3%	4	0.2%
Elected Official	4	0.2%	1	0.0%
Grand Total	2,035	100.0%	2,051	100.0%

FY25 NEW HIRES BY AGENCY

The following table lists agencies by total number of new hires for FY25. Agencies are listed in order of the greatest number of new hires. DNREC reported the greatest number of new hires in FY25, largely due to seasonal hiring needs supporting Delaware State Park operations.

Delaware agencies hired a total of 2,035 employees in FY25, with most hires concentrated in DNREC (340), DHSS (324), DelDOT (271), and Correction (254)—which together accounted for over half of all hires. Judicial, DSCYF, and Safety & Homeland Security followed with moderate hiring levels, while most other agencies filled smaller numbers of positions. Tracking where hiring is concentrated helps identify critical staffing needs, turnover patterns, and recruitment challenges, supporting data-driven workforce planning and targeted retention strategies.

Agency	New Hires
Department of Natural Resources & Environmental Control	340
Department of Health and Social Services	324
Department of Transportation	271
Department of Correction	254
Judicial	185
Department of Services for Children, Youth & Families	153
Department of Safety and Homeland Security	102
Department of State	86
Department of Labor	70
Department of Justice	38
Office of Management & Budget	35
Department of Finance	28
Department of Agriculture	27
Department of Human Resources	22
Department of Technology and Information	22
OGOV	13
Office of Defense	11
Department of Education	10
Delaware National Guard	9
Fire Commission	9
LEG	8
Treasurer's Office	6
Criminal Justice	4
Elections	4
Insurance Commission	2
Auditor's Office	1
LTGOV	1
Grand Total	2035

FY25 NEW HIRES BY JOB TITLES

In FY25, most new hires filled front-line and public safety roles. Correctional Officers made up the largest group, followed by Law Clerks, Lifeguards, and Equipment Operators. Other frequently hired positions included Conservation Aides, Clerical staff, Judicial Case Processors, and Motor Vehicle Associates.

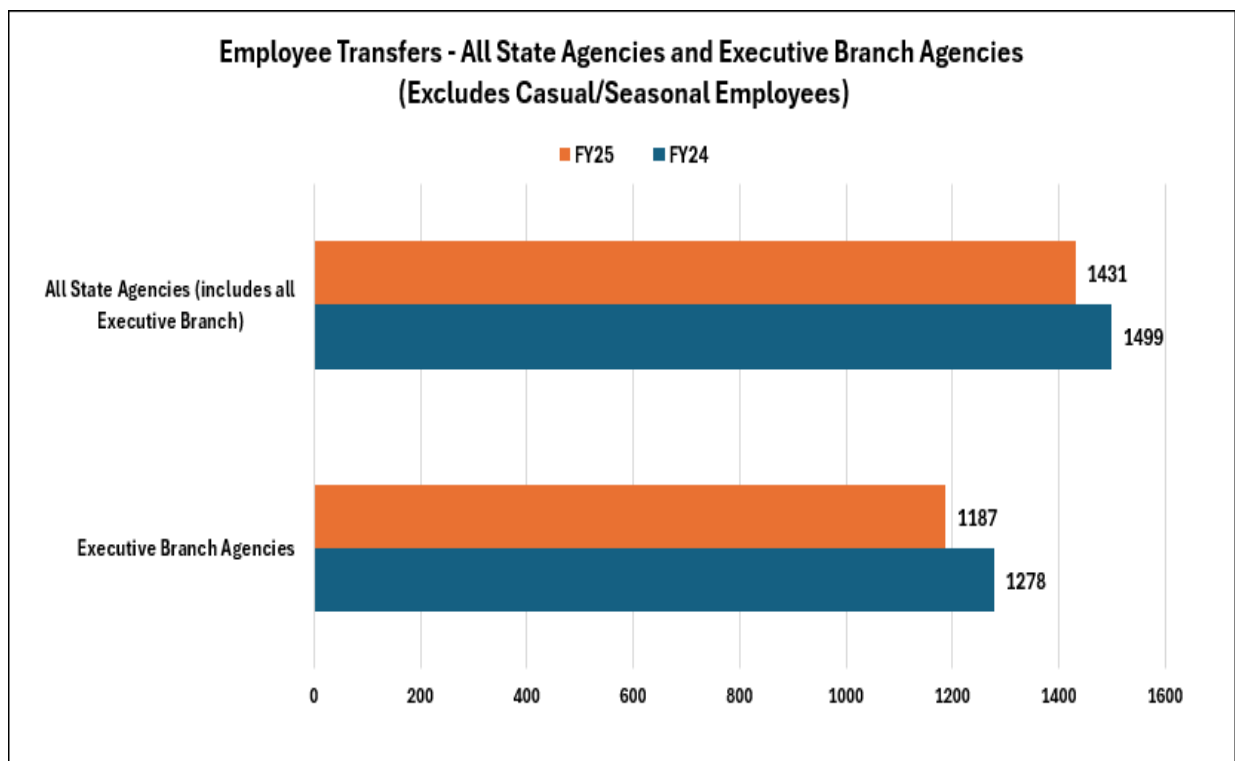
The following table lists the job titles with the greatest number of employees hired for each job title in FY25, with the job title with the greatest number of employees listed first.

Job Title	New Hires
Correctional Officer-New Hire	222
Law Clerk	61
Lifeguards	57
Equipment Operator I	54
Conservation Aide	52
General Clerical	51
Judicial Case Processor I	50
Motor Vehicle Associate I	47
Trooper Recruitment	42
Seasonal Naturalists	39
Skill Semi-Skill & Unskill Lab	39
Administrative Specialist I	38
c/s Toll Collector	37
Bldg Grnds Custodial & Mnt	32
Fee Collector	31
Administrative Specialist II	30
Youth Care Specialist I	28
Administrative Management	27
Fiscal Associate II	27
General Administrative	27
Certified Nursing Assistant	26
EPO Park Ranger	25
Family Service Specialist	22
Nursing Assistant	22
c/s Youth Care Specialist I	20
Social Service Technician	20
Health/Human Serv Case Mgr II	15
Registered Nurse III	14
Youth Care Specialist II	14
Court Security Officer I	12
Engineer I	12
Food Service Worker	12
Phy Plnt Maint Trades Mech III	12
c/s Equipment Operator I	11
Operations Support Specialist	11
State HR Analyst I	11
<i>Titles with 10 or less employees</i>	785
Grand Total	2035

TRANSFERS (FY25 VS. FY24)

Employee transfers are an important indicator of internal workforce mobility and organizational flexibility within Delaware’s state government. Transfers allow agencies to retain institutional knowledge, fill vacancies efficiently, and align employee skills with evolving operational needs. During FY25, there was a decline in transfer activity compared to FY24. Monitoring transfer patterns over time helps identify opportunities to strengthen succession planning, cross-agency collaboration, and career development pathways across the state workforce.

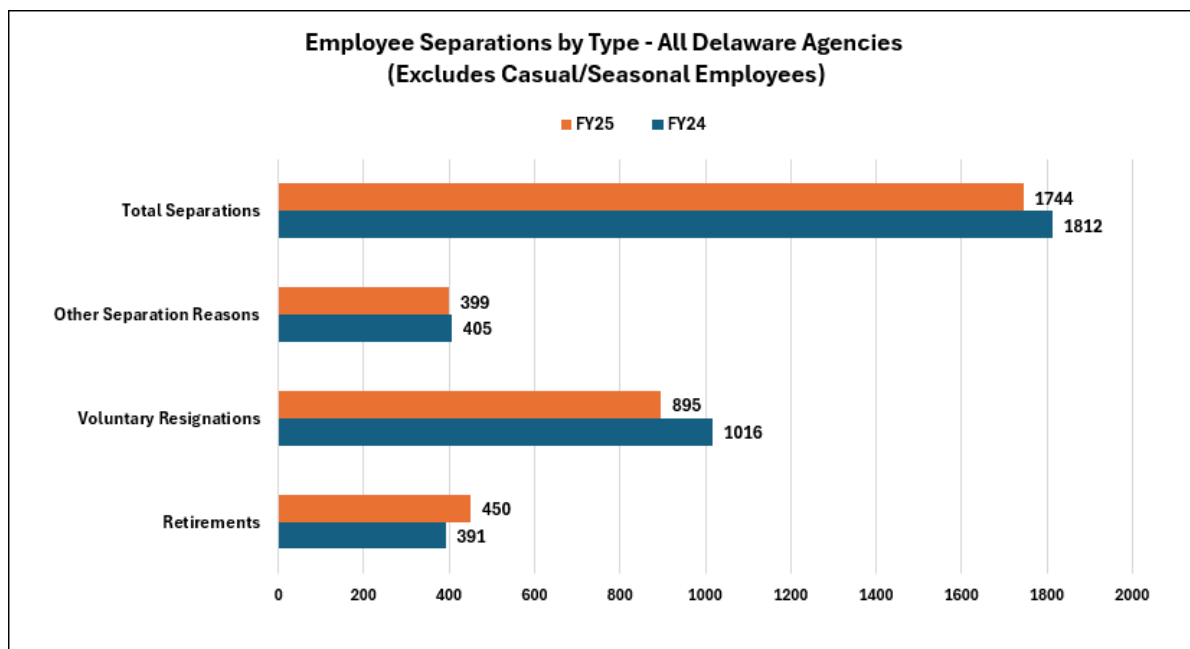
In FY25, employee transfers decreased across both all-Delaware agencies and Executive Branch agencies. All State agencies (including the Executive Branch) reported 1,431 transfers, down from FY24, while Executive Branch agencies accounted for 1,187 transfers, a decline from the prior year. This represents a 4.5% decrease statewide and a 7.1% decrease within the Executive Branch, suggesting slightly reduced internal mobility across agencies compared to the previous fiscal year.



RETIREMENTS AND SEPARATIONS (FY25 VS. FY24)

During FY25, Delaware’s workforce continued to experience employee movement through retirements, resignations, and other separation types across all state agencies. When comparing all Delaware agencies to Executive Branch agencies, overall separation activity declined modestly in both groups from FY24 to FY25. All Delaware agencies reported 1,744 separations, a 4.0% decrease from the prior year, while Executive Branch agencies recorded 1,417 separations, down 5.0% from FY24. Retirements increased across all State agencies as well as the Executive Branch agencies.

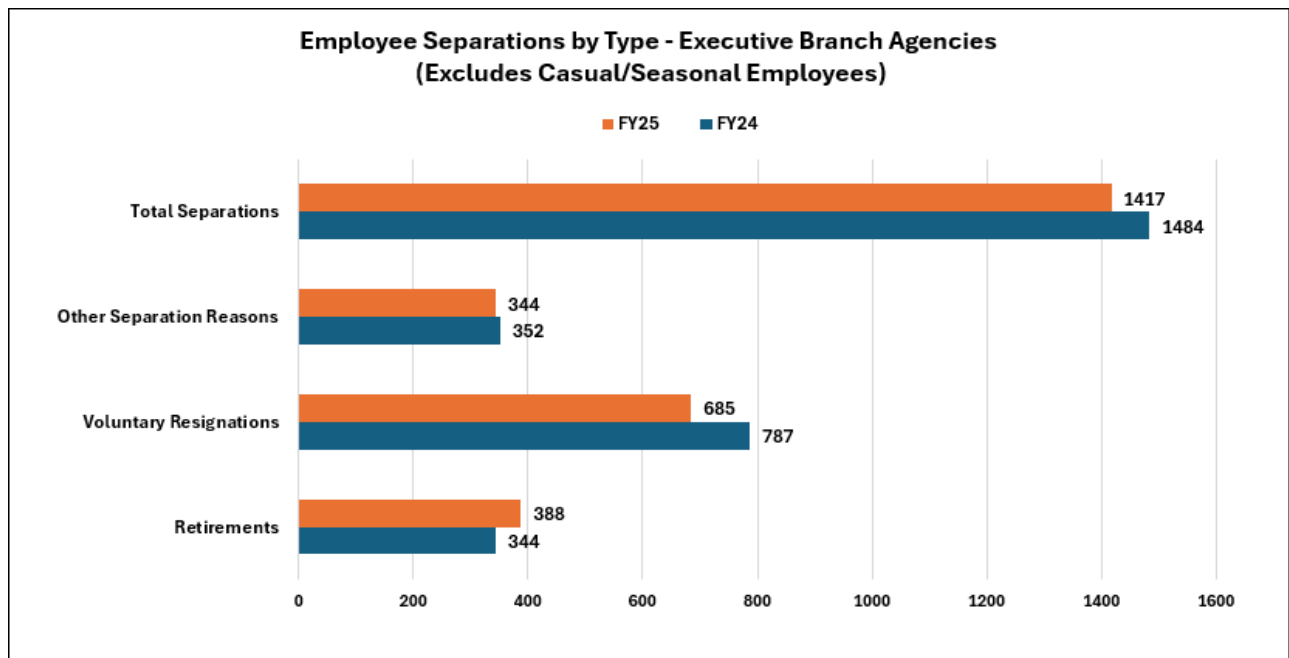
For FY25, there were a total of 1,744 separations reported for all State agencies (excluding employees classified as Casual/Seasonal), down from FY24. Retirements increased, while voluntary resignations declined. “Other Separations¹⁵” do not include voluntary resignations or retirements, they include other types of terminations, such as dismissal, job abandonment, failure to obtain required licensure, an unsatisfactory background check, end of temporary or contract employment, and death. “Other Separations” remained stable (405 in FY24 vs. 399 in FY25). Overall, total separations decreased by approximately 4.0%, primarily due to fewer voluntary resignations across agencies.



¹⁵ “Other separations” include terminations that do not fall under retirement or voluntary resignation. These include canceled appointments when an employee fails to report to work; termination due to death; employment terminated by the employer; end of temporary employment; absence without authorization; failure to obtain required license; approval for Long Term Disability; termination when no other reason applies; end of a contract period; and unsatisfactory background check.

FY25 RETIREMENTS AND SEPARATIONS (FY25 VS. FY24) CONTINUED

In FY25, Executive Branch agencies (excluding Casual/Seasonal employees) reported 1,417 total separations, a decrease from FY24. Retirements decreased, while voluntary resignations increased. “Other Separations,” which do not include voluntary resignations or retirements, include terminations such as dismissal, job abandonment, failure to obtain required licensure, an unsatisfactory background check, end of temporary or contract employment, and death, and remained relatively stable. Overall, total separations declined by approximately 5.0%, primarily driven by fewer retirements across agencies.



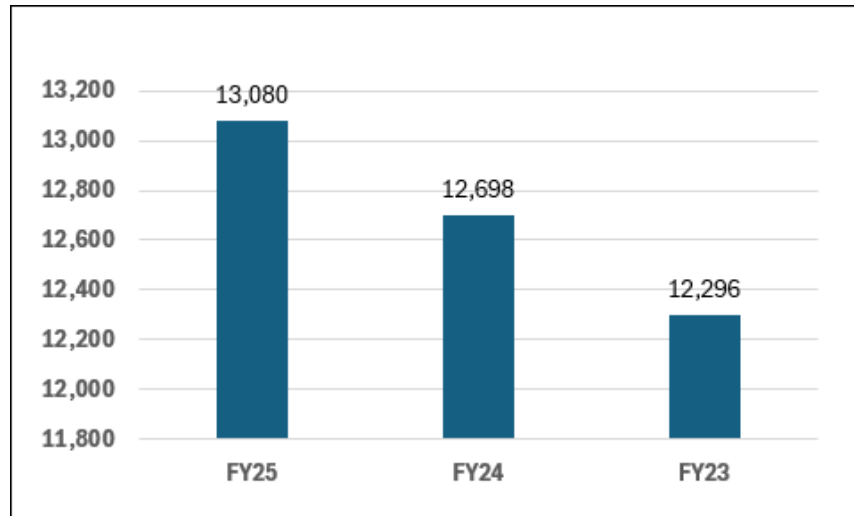
FY25 Executive Branch Job Titles with the Highest Number of Voluntary Resignations (Excludes Casual/Seasonal Employees)

Ranking	Job Title
#1	Correctional Officer-New Hire
#2	Correctional Officer
#3	Motor Vehicle Associate I
#4	Administrative Specialist I
#5	Certified Nursing Assistant

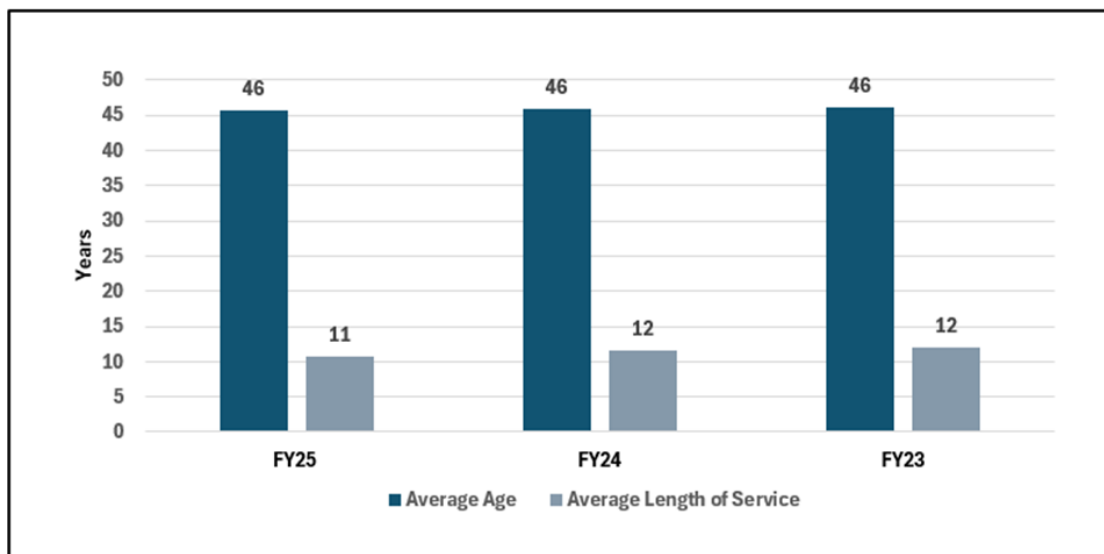
EXECUTIVE BRANCH WORKFORCE OVERVIEW AND TRENDS

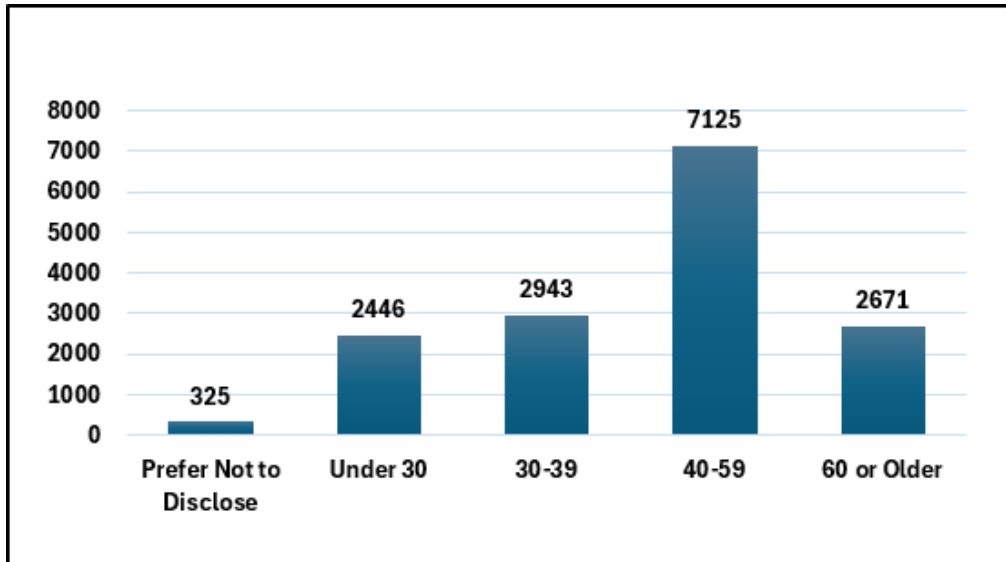
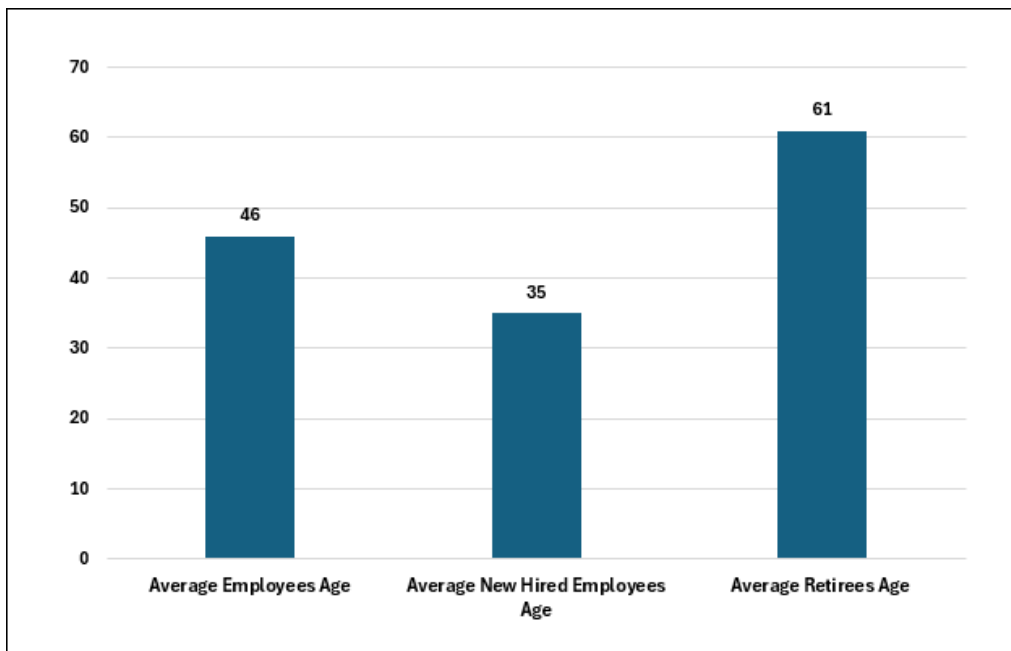
The Executive Branch workforce has shown steady growth and overall stability. Workforce levels increased over the three-year period, while retirement eligibility indicates a notable share of employees approaching retirement within the next five years. Age distribution and average age remain consistent, reflecting a balanced mix of experienced and newer employees. These trends support continued focus on workforce planning and monitoring future workforce needs.

Executive Branch Workforce (FY25-FY23)

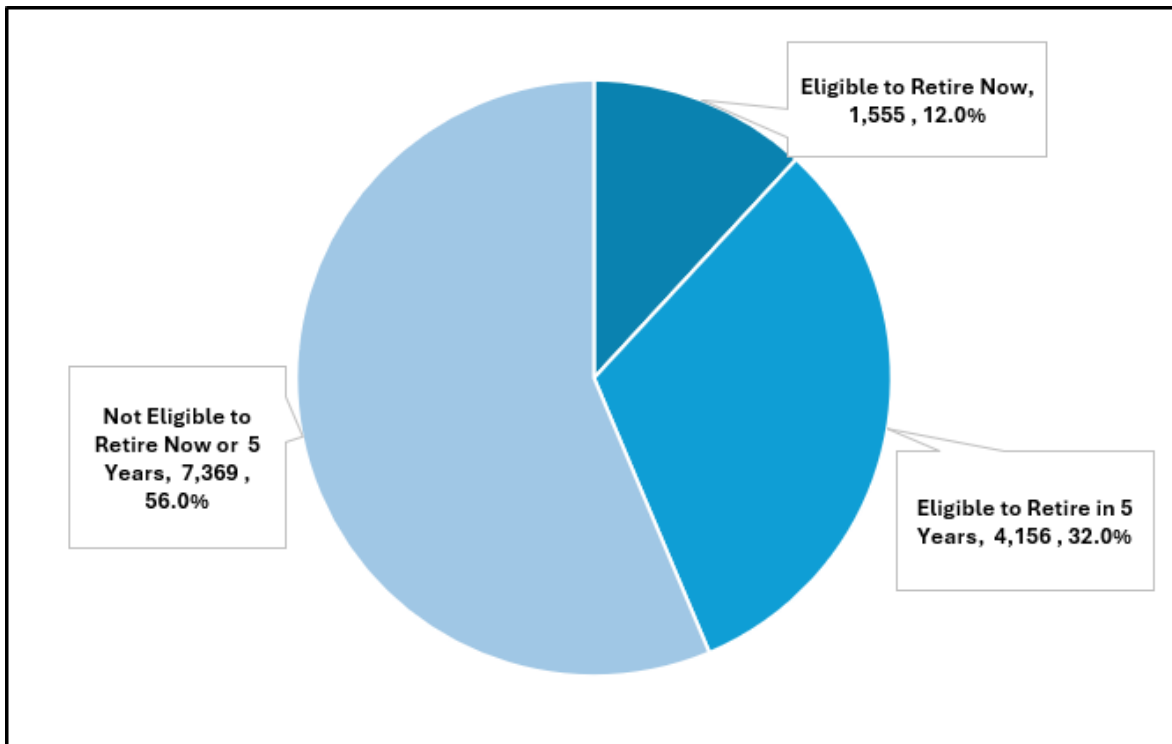


Executive Branch Average Age and Average Length of Service (FY25 – FY23)



FY25 Workforce Age Distribution – Executive Branch**FY25 Average Age: Employees, New Hires and Retirees - Executive Branch Workforce**

**FY25 Retirement Eligibility - Executive Branch Workforce
(as of June 30, 2025)**



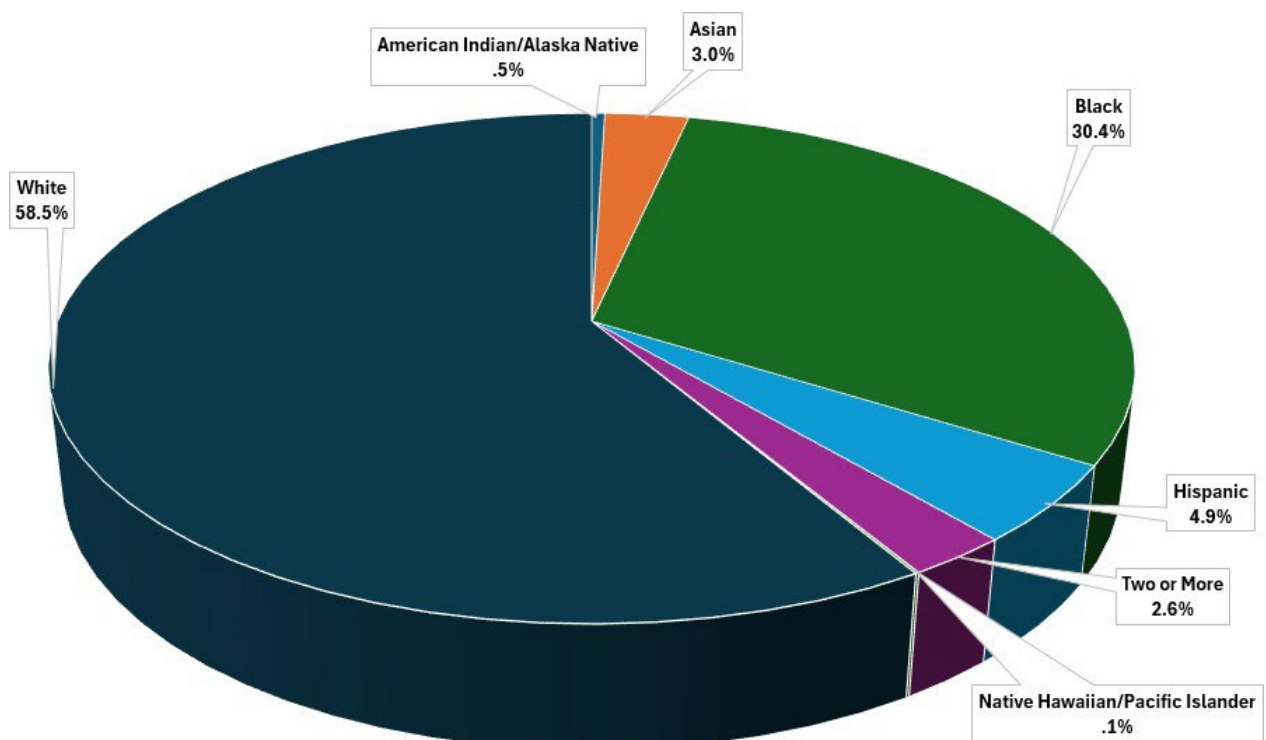
Retirement eligibility remains a key workforce consideration. In FY25, 12.0% are currently eligible to retire, and an additional 32.0% will become eligible within five years. In total, 44.0% of the Executive Branch workforce are eligible to retire now or within five years, while 56.0% are not yet eligible.

EXECUTIVE BRANCH AGENCY WORKFORCE DEMOGRAPHICS (NOTE: EXCLUDES CASUAL/SEASONAL & BOARD MEMBERS)

The State of Delaware follows the United States Equal Employment Opportunity Commission's (EEOC) EEO-4 race/ethnicity categories, which include White; Black or African American; Hispanic or Latino; American Indian or Alaska Native; Asian; and Native Hawaiian or Other Pacific Islander. In addition to these federally recognized categories, the State also tracks a multi-race category, which includes individuals who identify with two or more races or diversity groups. Race and ethnicity data are voluntarily self-identified by employees and recorded confidentially in the State's human resources system. As of June 30, 2025, there were 13,080 Executive Branch employees, excluding casual/seasonal employees and board members.

FY25 Executive Branch Workforce by Race and Ethnicity

Excludes Casual/Seasonal and Board Members



EXECUTIVE BRANCH AGENCY WORKFORCE DEMOGRAPHICS CONTINUED
(NOTE: EXCLUDES CASUAL/SEASONAL & BOARD MEMBERS)

The distribution of employees across race and ethnicity categories is generally reflective of Delaware’s overall population, indicating a workforce that aligns with the communities we serve. Representation across all groups has remained stable, with continued diversity across agencies and job functions.

Executive Branch Workforce by Race and Ethnicity (FY25 – FY23)

Race/Ethnicity Category	FY25	FY24	FY23
White	7,653	7,600	7,523
Black	3,981	3,763	3,538
Hispanic	641	600	558
Asian	390	364	336
American Indian/Alaska Native	61	56	59
Native Hawaiian/Pacific Islander	12	11	10
Two or More	342	304	272
Total	13,080	12,698	12,296

New hire distribution across race and ethnicity from FY25 to FY23 generally mirrors the State’s workforce.

Executive Branch New Hires by Race and Ethnicity (FY25 – FY23)

Race/Ethnicity Category	FY25	FY24	FY23
White	567	537	354
Black	505	530	382
Hispanic	74	61	41
Asian	52	40	33
American Indian/Alaska Native	8	1	5
Native Hawaiian/Pacific Islander	1	2	2
Two or More	67	44	24
Total	1,274	1,215	841

EXECUTIVE BRANCH AGENCY WORKFORCE DEMOGRAPHICS CONTINUED
(NOTE: EXCLUDES CASUAL/SEASONAL & BOARD MEMBERS)

From FY23 to FY25, the gender distribution of the Executive Branch workforce has remained consistent. Female employees represented a slight majority each year. The workforce increased approximately 6.4% from FY23 to FY25.

Executive Branch Workforce by Gender (FY25 – FY23)

Gender	FY 25		FY24		FY23	
Female	6874	52.6%	6697	52.7%	6436	52.3%
Male	6206	47.4%	6001	47.3%	5860	47.7%
Total	13,080	100.0%	12,698	100.0%	12,296	100.0%

FY25 Executive Branch Agencies Workforce by Gender

Agency	Females	%	Males	%	Total
Department of Health and Social Services	2,404	74.2%	836	25.8%	3,240
Department of Correction	771	31.9%	1,644	68.1%	2,415
Department of Transportation	573	34.5%	1090	65.5%	1,663
Department of Safety and Homeland Security	377	28.9%	928	71.1%	1,305
Department of Services for Children, Youth and Their Families	802	72.6%	302	27.4%	1,104
Department of Natural Resources and Environmental Control	312	44.1%	395	55.9%	707
Department of State	353	69.2%	157	30.8%	510
Department of Labor	309	73.4%	112	26.6%	421
Department of Technology and Information	112	33.3%	224	66.7%	336
Office of Management and Budget	173	52.1%	159	47.9%	332
Department of Education	221	77.0%	66	23.0%	287
Department of Finance	187	67.8%	89	32.2%	276
Department of Human Resources	195	82.6%	41	17.4%	236
Delaware National Guard	29	22.8%	98	77.2%	127
Department of Agriculture	55	46.2%	64	53.8%	119
Delaware State Housing Authority	1	50.0%	1	50.0%	2
Grand Total	6,874	52.6%	6,205	47.4%	13,080

Gender distribution across agencies reflects job function. Female representation is highest in health, human services, and administrative roles, while male representation is highest in public safety, transportation, and technical roles.

APPENDIX A – GLOSSARY

Term	Definition
Agency	Any board, department, elected office, or commission that receives an appropriation in accordance with 29 Del. C. Chapter 59.
Agency Workforce Snapshot Profile	A one-page summary of workforce data for each State of Delaware agency, highlighting demographics, separations, tenure, retirement eligibility, and other workforce indicators.
Casual/Seasonal (C/S)	Employees hired on a temporary basis to assist agencies in the situations described in 5903(17).
Classification	A group of duties and responsibilities assigned or delegated by an appointing authority, requiring the services of an employee on a full-time basis or, in some cases, on a less than full-time basis.
Exempt	Employees in positions which are exempt from the Merit System of Law, 29 Del. C. Chapter 59.
Length of Service	The length of employment at the State of Delaware minus breaks in service.
Merit	Employees in positions covered by the Merit System Law, 29 Del. C. Chapter 59 and the State's Merit Rules.
Merit-Comparable	Employees in positions which, for salary determination purposes pursuant to the State Budget Act, are assigned classification titles and/or pay grades that are comparable to the titles and/or pay grades of similar positions in the classified service. (19 Del. C. § 5901(5).)
Non-Merit	Employees in positions exempt from the state classified (Merit) service by Delaware Code.
Non-Merit-Comparable	Employees in positions which are not comparable to the titles and/or pay grades of positions in the classified service. Examples include General Assembly-House or General Assembly-Senate, Uniformed State Police, Communication staff at State Police. Employees of University of Delaware, Delaware State University, selected employees of Delaware Technical Community College who are paid on the Administrative Salary Plan or Faculty Plan, Plans D and A, some employees of the Delaware National Guard and employees whose salaries are governed by Section 10 of the Budget Act (Cabinet Secretaries, etc.) are also in this category, but only the Cabinet Secretaries are included in the data.
Other Separations	"Other separations" include terminations that do not fall under retirement or voluntary resignation. These include canceled appointments; when an employee fails to report to work; termination due to death; employment terminated by employer; end of end of temporary employment; absence without authorization; failure to obtain required licenses or certification; approval for Long Term Disability; termination when no other reason applies; end of a contract period; and unsatisfactory background check.
Pay Grade (PG)	One of the horizontal pay ranges designated on the pay plan consisting of a series of percentage midpoint columns identifying specific values.
PHRST (Payroll Human Resource Statewide Technology)	The State's central HR/payroll system used by the State of Delaware (implemented in 1997) and the official source of data extracts used to compile workforce reporting.
Retirement Eligibility	A measure of employees projected to become retirement-eligible within the next five years, based on age and years of service.
State of Delaware Fiscal Year	July 1 to June 30.
Tenure	The length of continuous service an employee has with the State of Delaware, often used in workforce analysis to assess retention, turnover, and experience levels.
Total Compensation Calculator	An interactive tool developed by the State of Delaware to illustrate the value of an employee's full compensation package, beyond base salary. It highlights State contributions toward benefits and other components of total rewards. For illustrative purposes only and may not reflect actual compensation. Access: https://statejobs.delaware.gov/total-comp-calc/index.shtml
Workforce Report	The annual statewide report produced by DHR that consolidates workforce data, trends, and projections for strategic planning purposes. Differs from the EEO/AA Report by focusing on workforce planning and forecasting rather than compliance.

APPENDIX B EXECUTIVE BRANCH NEW HIRES BY AGENCY¹⁶ AND CLASSIFICATION (FY25 VS. FY24)

Agency	Fiscal Year	Merit Classified	Merit Exempt/Merit Comparable	Casual/Seasonal	Other Hiring Categories	Total New Hires
DOA	FY25	8	3	15	Appointed (1)	27
	FY24	4	1	7		12
DeIDOT	FY25	168		103		271
	FY24	157		129		286
DHR	FY25	15		7		22
	FY24	16	1	6		23
DHSS	FY25	277	3	43	Appointed (1)	324
	FY24	280	10	34	Appointed (1)	325
DNG	FY25				National Guard (9)	9
	FY24			3	National Guard (20)	23
DNREC	FY25	49	2	289		340
	FY24	54		273	Appointed (1)	328
DOC	FY25	245	2	7		254
	FY24	297		13		310
DOE	FY25				12 Month Public Education (8), Appointed (2)	10
	FY24				12 Month Public Education (4)	4
DOF	FY25	24	1	3		28
	FY24	27	1	4		32
DOL	FY25	59	5	5	Appointed (1)	70
	FY24	51	2	8		61
DOS	FY25	65	10	10	Appointed (1)	86
	FY24	44	1	7		52
DSCYF	FY25	116	1	36		153
	FY24	123		26		149
DSHA	FY25					0
	FY24				Appointed (1)	1
DSHS	FY25	27	4	10	Appointed (1), DSP (18), DSP Uniformed (42)	102
	FY24	27	0	13	DSP (23), DSP Uniformed (29)	92
DTI	FY25		3	2	DTI (17)	22
	FY24		7	4		26
OMB	FY25	30	5			35
	FY24	17	1	7	DTI (15)	25
Grand Total	FY25	1083	39	530	101	1,753
	FY24	1097	24	534	94	1,749

¹⁶ Note: Abbreviations – DOA (Dept. of Agriculture), DeIDOT (Dept. of Transportation), DHR (Dept. of Human Resources), DHSS (Dept. of Health & Social Services), DNG (Delaware National Guard), DNREC (Dept. of Natural Resources & Environmental Control), DOC (Dept. of Correction), DOE (Dept. of Education), DOF (Dept. of Finance), DOL (Dept. of Labor), DOS (Dept. of State), DSCYF (Dept. of Services for Children, Youth & Families), DSHA (Delaware State Housing Authority), DSHS (Dept. of Safety & Homeland Security), DTI (Dept. of Technology & Information), OMB (Office of Management & Budget).