

STATE OF DELAWARE

FISCAL YEAR 2023

WORKFORCE REPORT



PREPARED AND PRESENTED BY



Delaware Department of
Human Resources

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OBJECTIVE, SCOPE, AND METHODOLOGY

OBJECTIVE

The State of Delaware Fiscal Year 2023 Workforce Report (FY23 Report) provides a comprehensive workforce profile of Executive and non-Executive Branch State Agencies. The report contains information on employee demographics, diversity, talent acquisition, benefits, compensation, turnover and retirement eligibility.

SCOPE

Data in this report covers the period of Fiscal Year 2023 (July 1, 2022 – June 30, 2023) with data points reported from June 30, 2023, on Executive and select non-Executive Branch Agency employees. The Executive Branch agencies represented, and the acronyms used are:

Executive Branch Agencies and Their Acronyms

Agency	Acronym
Delaware National Guard	DNG
Delaware State Housing Authority	DSHA
Department of Agriculture	DDA
Department of Correction	DOC
Department of Education	DOE
Department of Finance	DOF
Department of Health and Social Services	DHSS
Department of Human Resources	DHR
Department of Labor	DOL
Department of Natural Resources & Environmental Control	DNREC
Department of Safety & Homeland Security	DSHS
Department of Services for Children, Youth & Their Families	DSCYF
Department of State	DOS
Department of Technology and Information	DTI
Department of Transportation*	DeIDOT
Office of Management and Budget	OMB

**The Department of Transportation data does not include employees of the Delaware Transit Corporation, who are not Merit employees and paid by a system other than PHRST.*

The Non-Executive Branch State Agencies included in this report are the Office of the Governor, Lieutenant Governor's Office, the Attorney General's Office, the Auditor's Office, Commissioner of Elections, Department of Insurance, Office of the State Treasurer, Governor's Advisory Council for Exceptional Citizens, Criminal Justice Council, Office of Defense Services, and the Fire group including Fire School, Fire Marshall, and Fire Commission.

When the report refers to 'Agencies,' the data includes information reported from the Executive and Non-Executive Branch Agencies listed in this section.

The State employs temporary employees designated as Casual/Seasonal; data for this group is not included unless specified. The report does not generally include data for school districts, charter schools, higher education employees, National Guard emergency workers, Legislative Branch or Judicial Branch employees, unless specified.

OBJECTIVE, SCOPE, AND METHODOLOGY (Continued)

METHODOLOGY

Data for Fiscal Year 2023 (FY23) was collected from the State's Payroll Human Resource Statewide Technology (PHRST) database. Information is entered into PHRST by DHR staff assigned to each agency following required HIPAA, PHRST, and agency on-the-job training. Data may vary from other published reports depending on the timing of input. Turnover assessments, retirement projections, and other analyses included in this report were gathered from DHR and Pension reports. The data provided is as reported in PHRST and has not been regularly audited.

PHRST maintains data on state agency headcounts and employment actions. Data is analyzed by many variables including by agency, job class, demographics, pay data, and turnover reasons among others. Additionally, this report provides workforce termination, age, length of service, union membership, and salary data. The data collected is analyzed and used to predict workforce trends.

Other information presented in this report was obtained from material gathered and/or published by the Office of Management and Budget (OMB), Office of Pensions, Delaware Department of Labor, U.S. Department of Labor, Bureau of Labor Statistics, and U.S. Census Bureau. Data may not total 100 percent in selected graphs due to rounding, missing data, or data input errors.

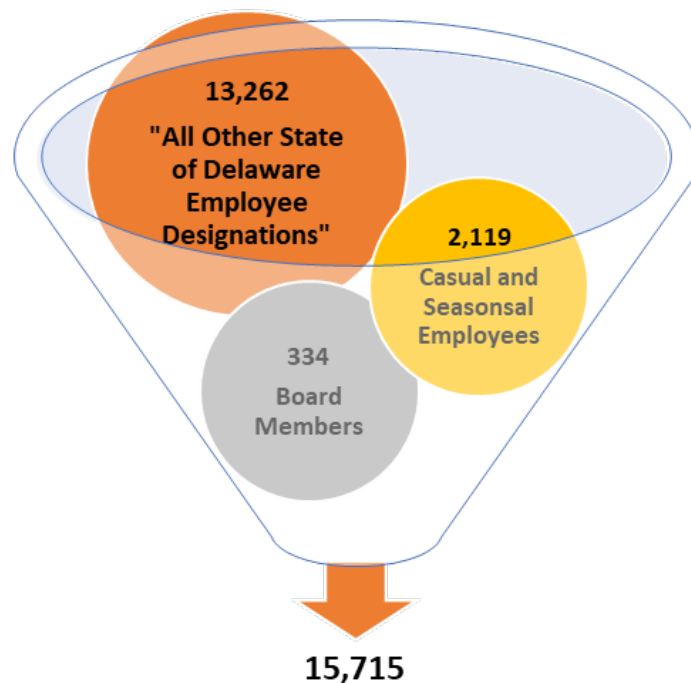


OVERVIEW

The FY23 Report was prepared to present statistics on the State of Delaware Executive and Non-Executive Branch Agencies' workforce as of June 30, 2023.

- ❖ State of Delaware Agencies employed a total of 15,715 employees as of June 30, 2023. State of Delaware Agencies employed 13,262 employees that are Merit or Exempt (from Merit) status, which are included and described as "All Other State of Delaware Employee Designations" below. There are also Casual/Seasonal Employees, Board Members and Commissioners who are employed by the State, and those numbers listed below are excluded from the data presented in the FY23 report.

State of Delaware Agency Employees



Total Number of State of Delaware Agency Employees

- ❖ Merit represents employees in positions covered by the Merit System Law, 29 Del.C. Chapter 59 and the State's Merit Rules.
- ❖ Exempt or Non-Merit refers to employees in positions which are exempt from the Merit System of Law, 29 Del.C. Chapter 59 and include the following types:
 - Merit-Comparable are 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 (Merit) service. (19 Del.C. § 5901(5)).

OVERVIEW (Continued)

- Non-Merit-Comparable,¹ describes employees in positions that are exempt from Merit System law but 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, and 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 State Budget Act (Cabinet Secretaries, etc.) are also in this category. Based on these non-Merit-Comparable groups, uniformed and communications staff at State Police and Cabinet Secretaries are included in the data.
- Casual/Seasonal (C/S) employees are hired on a temporary basis to assist agencies in the situations described in 29 Del.C. § 5903(17). Although these employees may technically be in the exempt from Merit category, for purposes of this report they are excluded, except for any areas noted.



¹ See Chapter 9 of the State Budget Act for additional information.

NUMBER OF STATE AGENCY EMPLOYEES

Considering the impact of the COVID-19 pandemic, the State's total employee count declined by 4.3% from 2018 to 2023. See chart below for comparisons.

Report Total of State Agency Employees by Agency Annual Comparison

Delaware State Agencies	FY'2023	FY'2022	FY'2021	FY'2018
Advisory Council for Exceptional Citizens	4	3	2	3
Auditor of Accounts	20	24	23	21
Commissioner of Elections	63	59	60	64
Criminal Justice	60	55	54	53
Delaware National Guard	120	113	118	110
Delaware State Housing Authority	1	2	4	6
Department of Agriculture	196	196	212	199
Department of Correction	2,299	2,360	2,463	2,434
Department of Education	323	310	310	284
Department of Finance	303	313	320	297
Department of Health and Social Services	3,441	3,389	3,688	3,898
Department of Human Resources	273	244	257	100
Department of Justice	503	492	502	477
Department of Labor	411	399	410	444
Department of Natural Resources and Environmental Control	1,316	1,294	1,372	1,320
Department of Safety and Homeland Security	1,291	1,306	1,313	1,327
Department of Services for Children, Youth and Their Families	1,144	1,161	1,255	1,285
Department of State	797	811	873	928
Department of Technology and Information	317	309	301	281
Department of Transportation	1,855	1,885	1,977	1,980
Fire School, Commission, Marshall	271	281	281	282
Governor's Office	31	30	29	27
Insurance Commissioner	100	92	98	97
Lt. Governor's Office	9	8	7	6
Office of Defense Services	179	174	167	160
Office of Management and Budget	357	321	319	314
Treasurer's Office	31	31	28	24
Total Number of "All" State Agency Employees	15,715	15,662	16,443	16,421

NUMBER OF STATE AGENCY EMPLOYEES (Continued)

The chart below is the number of state employees by Agency, excluding Casual/Seasonal Employees or Board Members for the past three (3) years. It compares the pre-pandemic year of 2018 and the five-year mark in 2023.

Report Total State of Agency Employees with the exclusion of Casual/Seasonal and Board Members Annual Comparison

Delaware State Agencies	FY'2023	FY'2022	FY'2021	FY'2018
Advisory Council for Exceptional Citizens	3	3	2	3
Auditor of Accounts	18	18	18	21
Commissioner of Elections	39	35	37	40
Criminal Justice	49	43	43	39
Delaware National Guard	119	112	117	108
Delaware State Housing Authority	1	2	4	6
Department of Agriculture	126	125	130	131
Department of Correction	2,228	2,282	2,382	2,348
Department of Education	280	268	266	243
Department of Finance	260	271	273	253
Department of Health and Social Services	3,100	3,085	3,318	3,491
Department of Human Resources	240	215	224	88
Department of Justice	454	445	446	424
Department of Labor	372	353	369	410
Department of Natural Resources and Environmental Control	651	661	667	634
Department of Safety and Homeland Security	1,196	1,205	1,220	1,208
Department of Services for Children, Youth and Their Families	1,038	1,080	1,152	1,141
Department of State	488	471	508	551
Department of Technology and Information	309	301	294	279
Department of Transportation	1,579	1,628	1,701	1,642
Fire School, Commission, Marshall	71	77	72	72
Governor's Office	29	28	26	25
Insurance Commissioner	99	90	95	91
Lt. Governor's Office	9	8	7	6
Office of Defense Services	168	162	151	149
Office of Management and Budget	309	280	286	280
Treasurer's Office	27	27	26	22
Total Number of State Employees (Total does <u>not</u> include Casual/Seasonal Employees or Board Members)	13,262	13,275	13,834	13,705

NUMBER OF STATE AGENCY EMPLOYEES (Continued)

Report Total of Casual/Seasonal Employees by State Agency Annual Comparison

Delaware State Agencies	FY'2023	FY'2022	FY'2021	FY'2018
Advisory Council for Exceptional Citizens	1	-	-	-
Auditor of Accounts	2	6	5	-
Commissioner of Elections	16	15	13	14
Criminal Justice	6	7	6	9
Delaware National Guard	1	1	1	2
Delaware State Housing Authority	-	-	-	-
Department of Agriculture	49	47	58	45
Department of Correction	69	75	78	84
Department of Education	11	11	11	11
Department of Finance	33	32	38	34
Department of Health and Social Services	341	304	370	407
Department of Human Resources	33	29	33	12
Department of Justice	43	41	50	48
Department of Labor	28	31	27	20
Department of Natural Resources and Environmental Control	665	633	705	686
Department of Safety and Homeland Security	95	98	90	116
Department of Services for Children, Youth and Their Families	106	81	103	144
Department of State	83	75	92	116
Department of Technology and Information	8	8	7	2
Department of Transportation	276	257	276	338
Fire School, Commission, Marshall	200	204	209	210
Governor's Office	2	2	3	2
Insurance Commissioner	1	2	3	6
Lt. Governor's Office	-	-	-	-
Office of Defense Services	11	12	16	11
Office of Management and Budget	35	29	20	22
Treasurer's Office	4	4	2	2
Total Number of Casual/Seasonal Employees	2,119	2,004	2,216	2,341

NUMBER OF STATE AGENCY EMPLOYEES (Continued)

As of June 30, 2023, approximately 13,262 agency employees were reported in Merit or Exempt positions; Exempt for this count includes Merit-Comparable and Non-Merit-Comparable employees. Of these, the following table shows the distribution of the FY23 Report employees that are Merit and Exempt by agency/department as of June 30, 2023. The Exempt number of employees in the chart below does not include Casual/Seasonal employees, commissioners, or board members.

The following chart shows the total number of Merit and Exempt employees and their percentage of agency total. Due to the nature of their work or their creation in State Code, agencies may contain all exempt positions, such as Advisory Council for Exceptional Citizens, Department of Justice, Department of Educations, Office of the Governor, Office of the Lt. Governor, Delaware National Guard, Office of Defense Services and Delaware State Housing Authority.

Number of Agency Merit and Exempt Employees and Percentage

Agency	Merit		Non-Merit		Total Employees
	Employees	%	Employees	%	
Advisory Council for Exceptional Citizens	0	0%	3	100%	3
Auditor of Accounts	13	72%	5	28%	18
Commissioner of Elections	32	82%	7	18%	39
Criminal Justice	44	90%	5	10%	49
Delaware National Guard	0	0%	119	100%	119
Delaware State Housing Authority	0	0%	1	100%	1
Department of Agriculture	104	83%	22	17%	126
Department of Correction	2,189	98%	39	2%	2,228
Department of Education	0	0%	280	100%	280
Department of Finance	239	92%	21	8%	260
Department of Health and Social Services	2,914	94%	186	6%	3,100
Department of Human Resources	197	82%	43	18%	240
Department of Justice	0	0%	454	100%	454
Department of Labor	341	92%	31	8%	372
Department of Natural Resources and Environmental Control	633	97%	18	3%	651
Department of Safety and Homeland Security	235	20%	961	80%	1,196
Department of Services for Children, Youth and Their Families	1,014	98%	24	2%	1,038
Department of State	414	85%	74	15%	488
Department of Technology and Information	4	1%	305	99%	309
Department of Transportation	1,555	98%	24	2%	1,579
Fire School, Commission, Marshall	70	99%	1	1%	71
Governor's Office	0	0%	29	100%	29
Insurance Commissioner	88	89%	11	11%	99
Lt. Governor's Office	0	0%	9	100%	9
Office of Defense Services	0	0%	168	100%	168
Office of Management and Budget	277	90%	32	10%	309
Treasurer's Office	20	74%	7	26%	27
Totals	10,383	78%	2,879	22%	13,262

NUMBER OF STATE AGENCY EMPLOYEES (Continued)

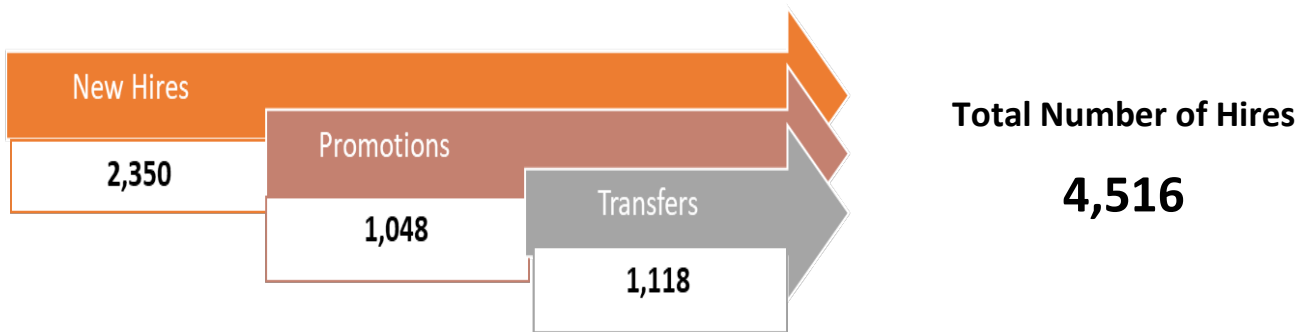
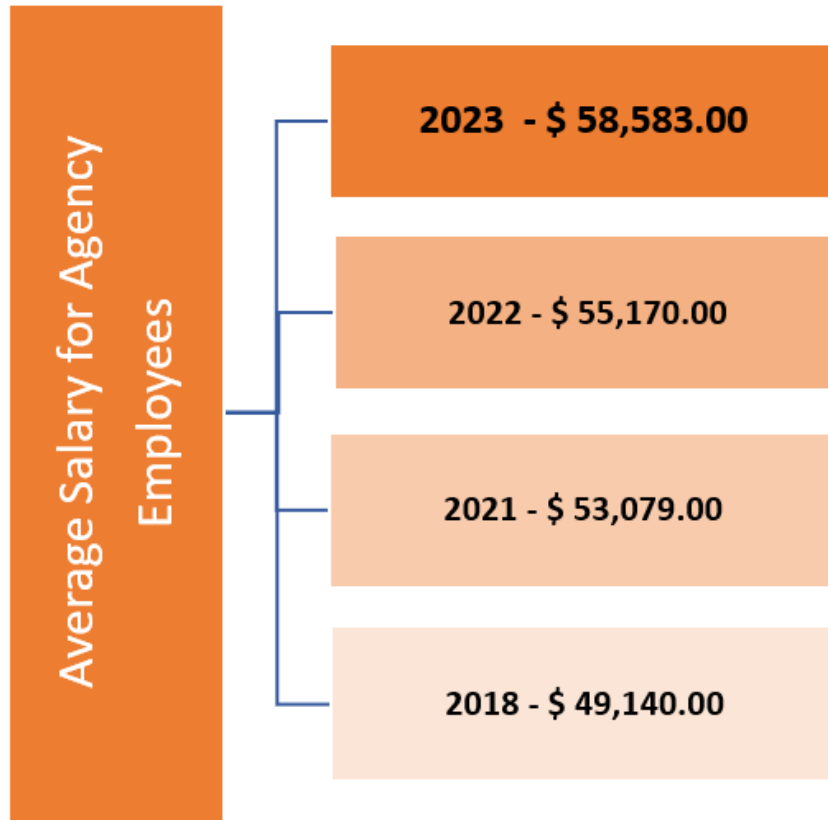
The FY23 Report also presents statistics for the **State of Delaware Executive Branch only**. Employees classified as Merit, Non -Merit or Exempt (from Merit). As of June 30, 2023, there were a total of 12,296 Executive Branch Employees. Executive Branch Agency Board Members and Casual/Seasonal Employees have been excluded from the data presented in the FY23 report.

The largest agencies with over 1,000 employees are Health and Social Services, Correction, Transportation, Safety and Homeland Security, and Services for Children, Youth, and Their Families. Collectively, these agencies account for 74% of Executive Branch employees.

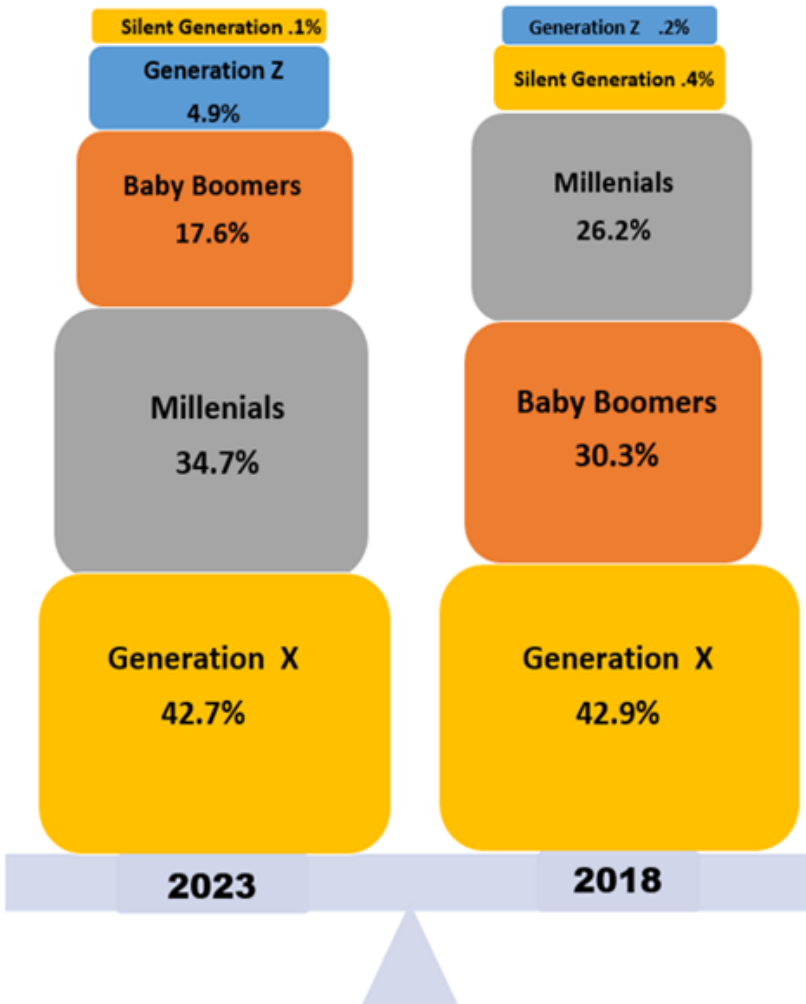
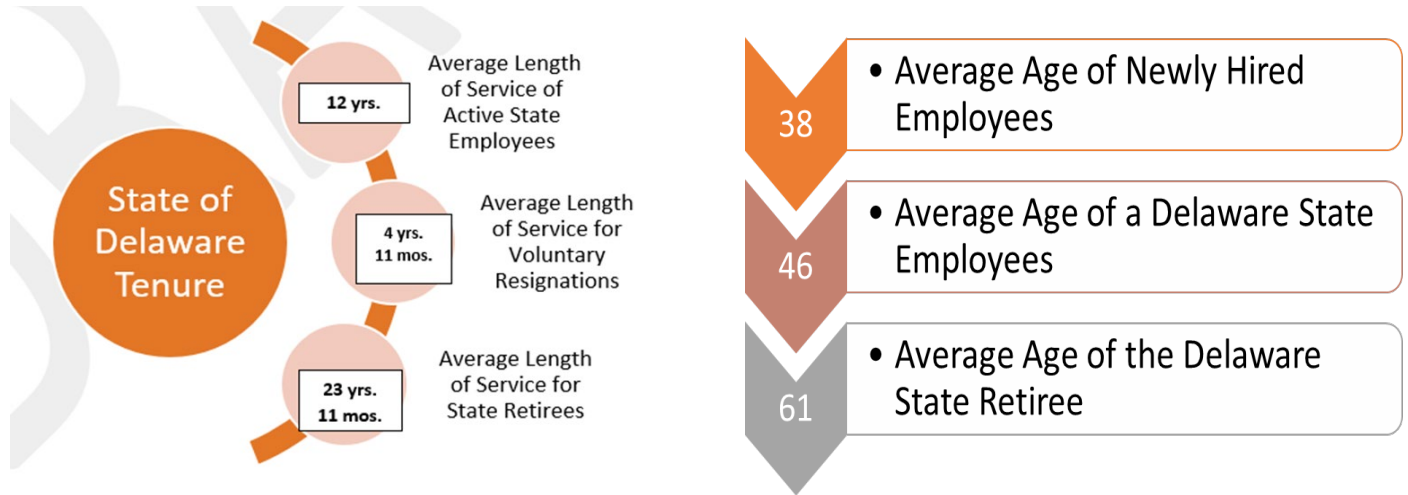
Total Number of Executive Branch Employees by Agency

Executive Branch Agencies	Merit		Non-Merit		Total Employees
	Employees	%	Employees	%	
Delaware National Guard	0	0%	119	100%	119
Delaware State Housing Authority	0	0%	1	100%	1
Department of Agriculture	104	83%	22	17%	126
Department of Correction	2,189	98%	39	2%	2,228
Department of Education	0	0%	280	100%	280
Department of Finance	239	92%	21	8%	260
Department of Health and Social Services	2,914	94%	186	6%	3,100
Department of Human Resources	197	82%	43	18%	240
Department of Labor	341	92%	31	8%	372
Department of Natural Resources and Environmental Control	633	97%	18	3%	651
Department of Safety and Homeland Security	235	20%	961	80%	1,196
Department of Services for Children, Youth and Their Families	1,014	98%	24	2%	1,038
Department of State	414	85%	74	15%	488
Department of Technology and Information	4	1%	305	99%	309
Department of Transportation	1,555	98%	24	2%	1,579
Office of Management and Budget	277	90%	32	10%	309
Totals	10,116	82%	2,180	18%	12,296

WORKFORCE HIGHLIGHTS



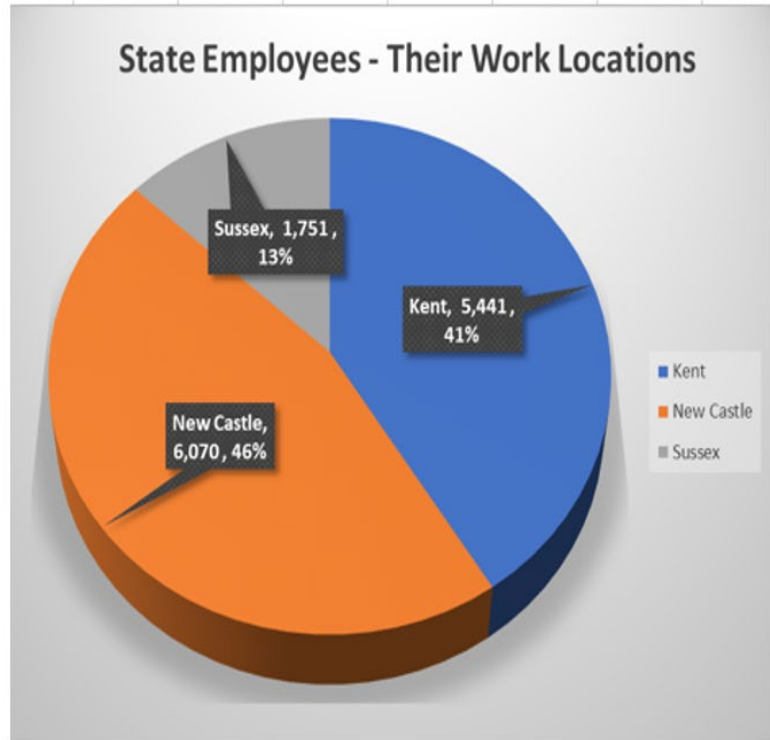
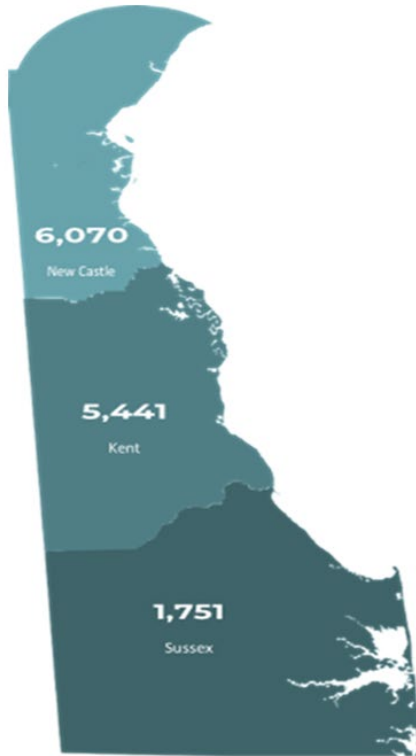
WORKFORCE HIGHLIGHTS (Continued)



The 7 Generations	Birth Years	
	From	To
Greatest Generation	1901	1924
Silent Generation	1925	1945
Baby Boomers	1946	1964
Generation X	1965	1980
Millenials	1981	1996
Generation Z	1997	2012
Generation Alpha	2013	2025

GEOGRAPHIC LOCATION

The State of Delaware, the second smallest state by land mass, is 96 miles long, ranges from 9 to 35 miles wide, and consists of 2,489 square miles. The State of Delaware has government offices in all three counties of the state: New Castle, Kent, and Sussex with the seat of state government in Dover, which is in Kent County. The largest number of state employees work in New Castle County.



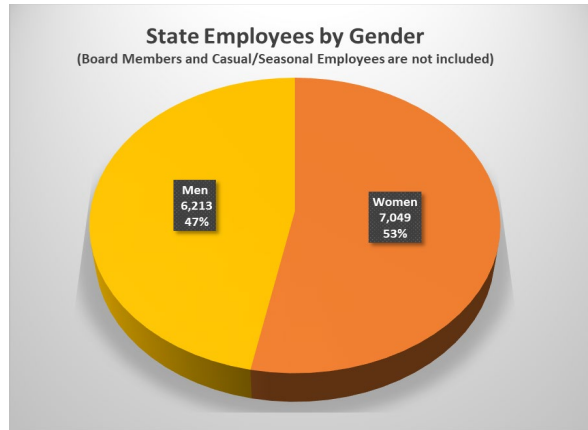
The primary work location, with the largest number of employees since 2018 (before pandemic) continues to be New Castle County at an average of 46% of the employees. This is followed by Kent County with an average of 41% and Sussex County at an average of 13% in 2023.

State Agency Employees by Work Locations

County	2023		2022		2021		2018	
	Employees	Percentage	Employees	Percentage	Employees	Percentage	Employees	Percentage
Kent	5,441	41%	5,355	40%	5,491	40%	5,748	40%
New Castle	6,070	46%	6,137	46%	6,434	46%	6,729	47%
Sussex	1,751	13%	1,781	14%	1,908	14%	1,947	13%
Total	13,262	100%	13,273	100%	13,833	100%	14,424	100%

GENDER

Women represent 53.15% of the state workforce. By comparison, the U.S. Bureau of Labor Statistics estimates that women, which is defined as women ages 16 years and older and classified as employed or unemployed, represent 51.4% of the civilian labor workforce in Delaware and represent 50.4% of the U.S. workforce.



The Department of Human Resources employs the highest percentage of women (85.8%). The National Guard has the highest percentage of men (79.0%), followed by Safety and Homeland Security (72.6%) among agencies with over 50 employees. The Department of Health and Social Services employs the largest number of women (2,306), and the Department of Correction has the largest number of men (1,540). The table below compares the percentage of women and men within the total agency population and does not include Casual/Seasonal employees, commission, or board members. Percentages may not add up to 100% due to the newly hired employees not yet entered into the PHRST system.

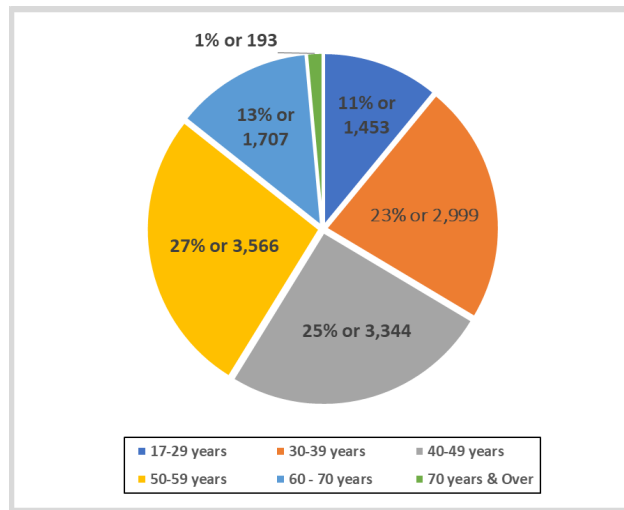
Employee Gender by Agency

Agency	% of Women	% of Men
Advisory Council for Exceptional Citizens	100.00%	0.00%
Auditor of Accounts	55.56%	44.44%
Commissioner of Elections	61.54%	38.46%
Criminal Justice	69.39%	30.61%
Delaware National Guard	21.01%	78.99%
Delaware State Housing Authority	0.00%	100.00%
Department of Agriculture	53.17%	46.83%
Department of Correction	30.88%	69.12%
Department of Education	74.29%	25.71%
Department of Finance	70.00%	30.00%
Department of Health and Social Services	74.39%	25.61%
Department of Human Resources	85.83%	14.17%
Department of Justice	66.52%	33.48%
Department of Labor	74.19%	25.81%
Department of Natural Resources and Environmental Control	42.40%	57.60%
Department of Safety and Homeland Security	27.42%	72.58%
Department of Services for Children, Youth and Their Families	70.91%	29.09%
Department of State	71.52%	28.48%
Department of Technology and Information	31.07%	68.93%
Department of Transportation	33.19%	66.81%
Fire School, Commission, Marshall	36.62%	63.38%
Governor's Office	68.97%	31.03%
Insurance Commissioner	69.70%	30.30%
Lt. Governor's Office	66.67%	33.33%
Office of Defense Services	60.71%	39.29%
Office of Management and Budget	54.69%	45.31%
Treasurer's Office	62.96%	37.04%
AVERAGE	53.15%	46.85%

AGE

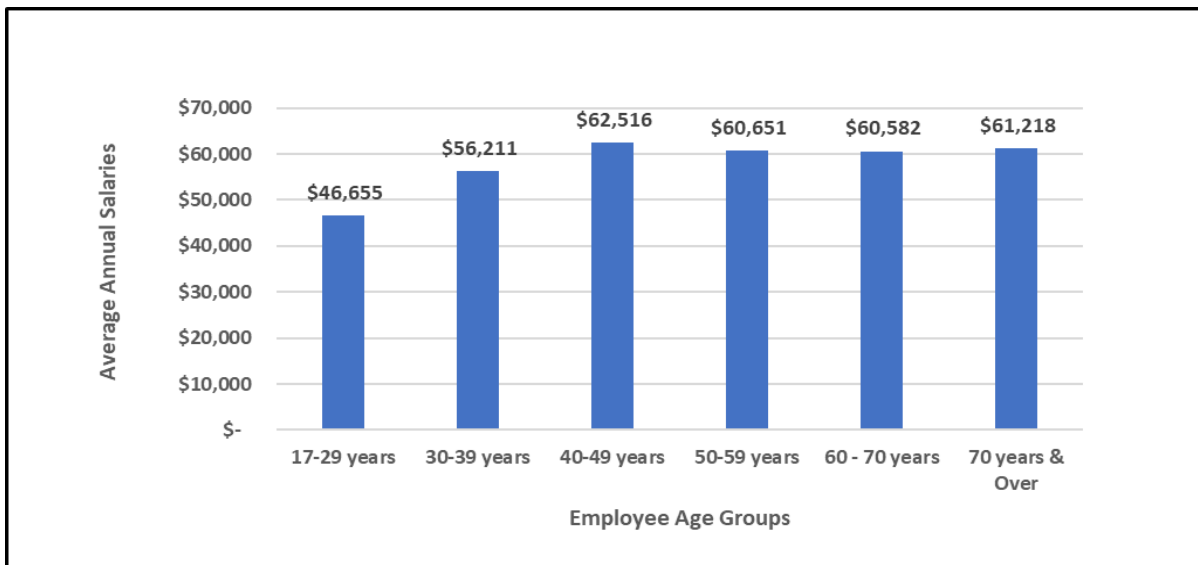
The chart below illustrates the percentage of employees by age group. The average age of a state employee is 45 years old. There is no difference in the average age between Merit and Exempt employees. Just over half or 54% of the workforce is between the ages of 40-59, 23% are 30-39 years, 14% are 60 years and over, and the remaining 13% are 17-29 years.

State Agencies Employees by Age Groups



The average salary, which does not include premium pays such as shift differentials, call back pay or overtime pay, for State of Delaware Employees, not including Casual/Seasonal or Board Members was \$ 58,583 for FY23. The chart below illustrates the Average Annual Salary by Employee Age Groups. The highest earners for the State of Delaware are between the age of 40-49 years old.

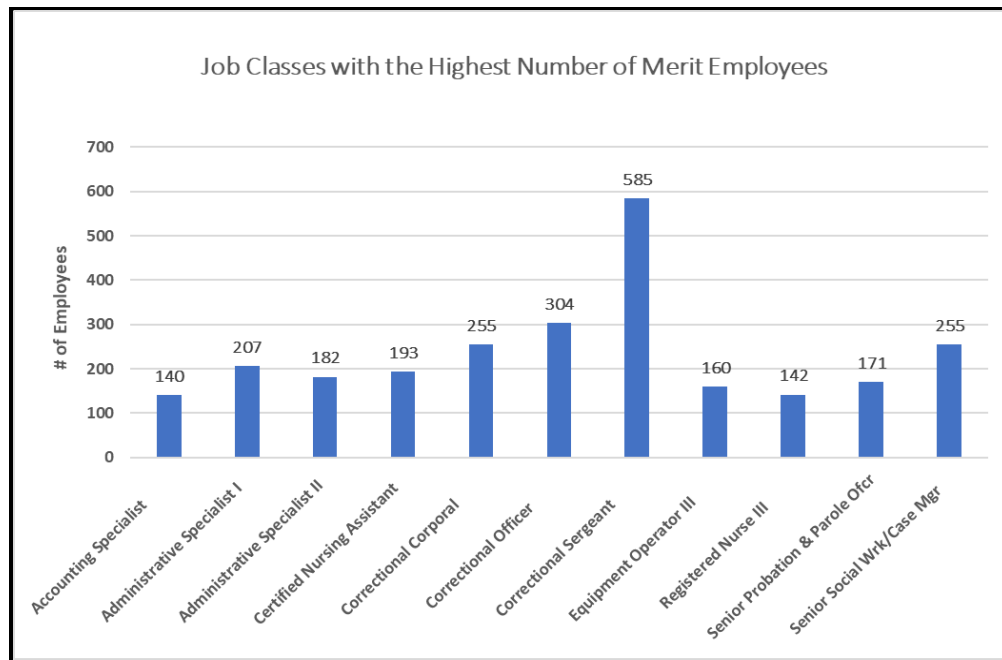
State Agency Employees by Age Groups and Average Annual Salary



JOB CLASSIFICATIONS

Positions in the State workforce are identified by job classifications with specific job titles and classification specifications. The charts below include data on the highest number of benefit-eligible² employees and exclude Casual/Seasonal employees, board members and commissioners.

The job titles with the largest number of Merit employees are “Correctional Sergeant,” “Correctional Officer” and “Correctional Corporal” in the Department of Correction. The next highest number of employees in a job title are Social Worker/Case Manager at several agencies including the Department of Services for Children, Youth and Their Families and Department of Health and Social Services.



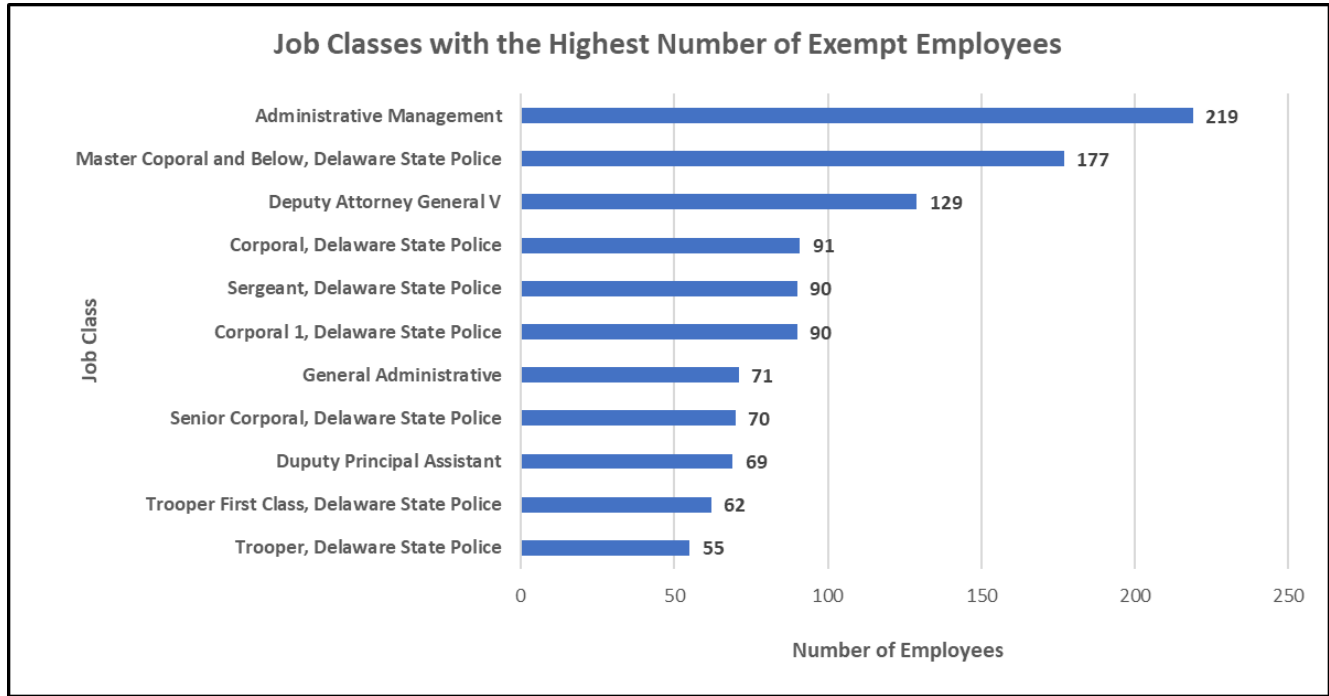
The chart below provides additional details on job classes with the highest number of Merit Employees.

Job Title	Average Salary	Average Years of Service	Average Age	Total Number of Females	% of Females	Total Number of Males	% of Males	Total Number of Employees
Senior Probation & Parole Officer	\$ 59,050	16	43	72	42%	99	58%	171
Correctional Sergeant	\$ 58,683	15	44	94	16%	491	84%	585
Certified Nursing Assistant	\$ 34,918	12	48	162	84%	31	16%	194
Administrative Specialist II	\$ 33,986	10	49	172	95%	10	5%	183
Equipment Operator III	\$ 40,544	10	46	1	1%	159	99%	160
Registered Nurse III	\$ 75,953	9	53	125	88%	17	12%	143
Accounting Specialist	\$ 33,715	9	48	111	79%	29	21%	141
Correctional Corporal	\$ 51,112	9	39	54	21%	201	79%	255
Administrative Specialist I	\$ 31,707	9	50	191	92%	16	8%	208
Correctional Officer	\$ 47,507	7	38	74	24%	230	76%	304
Senior Social Wrk/Case Mgr	\$ 39,384	7	43	236	93%	19	7%	256
Totals or Averages	\$ 46,051	10	46	1292	50%	1302	50%	2595

² Benefit-eligible employees are those who are hired into positions that are regularly scheduled for 30 hours or more per week and are not hired as Casual/Seasonal employees.

JOB CLASSIFICATIONS (Continued)

In the chart below, the job title with the largest number of Exempt Employees is “Administrative Management.” This broad title includes management positions in various pay grades within state agencies. This data does not include Casual/Seasonal employees, board members and commissioners.



The chart below provides additional details on job classes with the highest number of Exempt Employees.

Job Title	Average Salary	Average Years of Service	Average Age	Total Number of Females	% of Females	Total Number of Males	% of Males	Total Number of Employees
Master Corporal and Below, DSP	\$ 119,375	22	48	19	11%	158	89%	177
Sergeant, DSP	\$ 119,204	19	44	12	13%	78	87%	90
Deputy Attorney General V	\$ 117,392	16	50	70	54%	59	46%	129
Deputy Principal Assistant	\$ 119,951	15	48	50	72%	19	28%	69
Senior Corporal, DSP	\$ 95,323	14	40	7	10%	63	90%	70
General Administrative	\$ 48,966	11	47	53	75%	18	25%	71
Administrative Management	\$ 85,422	11	47	150	68%	69	32%	219
Corporal 1, DSP	\$ 88,315	10	36	12	13%	78	87%	90
Corporal, DSP	\$ 81,027	7	32	14	15%	77	85%	91
Trooper First Class, DSP	\$ 73,045	5	30	11	18%	51	82%	62
Trooper, DSP	\$ 69,093	3	29	7	13%	48	87%	55
Total <u>or</u> Averages	\$ 92,465	12	41	405	36%	718	64%	1123

COMPENSATION

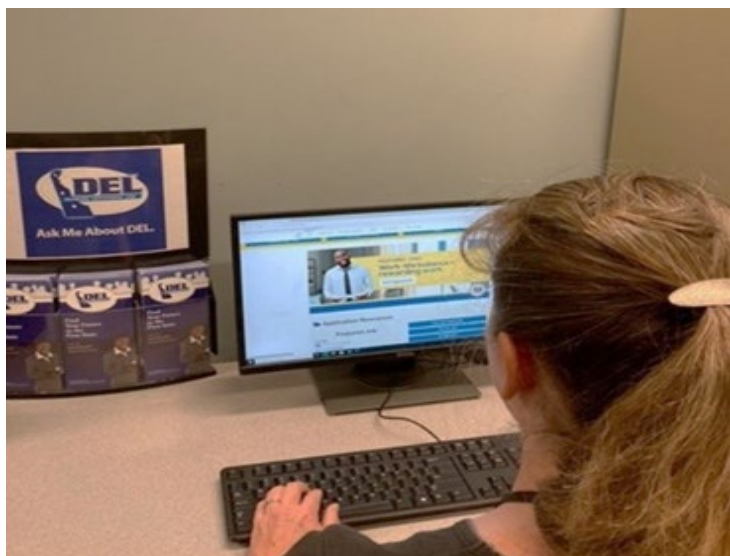
The State of Delaware has an established 26-pay grade Merit Pay system. The Merit Pay system has a three-point scale for each pay grade which includes: a minimum at 80% of midpoint, a midpoint at 100%, and a maximum at 120% of midpoint scale. Responsibilities in State jobs are evaluated, assigned a pay grade and documented in job classifications.

Compensation is influenced by legislation, recruitment and retention issues, as well as collective bargaining. As a result of Delaware's Senate Bill 15 which was signed on July 19, 2021, the minimum hourly wage rate for Delaware was increased to \$11.75 effective January 1, 2023. The minimum hourly wage rate for the State of Delaware will gradually increase to \$15.00 over subsequent years. The following chart shows the State of Delaware minimum hourly wage rates for each year which is substantially greater than the current Federal Minimum Wage Rate of \$7.25 (July 24, 2009).

Effective Date	State of Delaware Minimum Hourly Wage Rate
January 1, 2022	\$ 10.50
January 1, 2023	\$ 11.75
January 1, 2024	\$ 13.25
January 1, 2025	\$ 15.00

As Delaware's largest public employer, the State of Delaware like many other public and private employers faced continuing labor shortage challenges to recruit and retain employees. Therefore, recommendations were approved to adjust the Merit Pay Scales in FY23 within a range of 2% to 9% with lower pay grades receiving the highest percentage adjustments.

The implementation of this recommendation, along with legislation signed into law that increases the state minimum wage, increased the following Merit Pay Scales for FY23. Additional increases in the Merit Pay Scales will be reflected in the FY25 DHR Annual Workforce Report.



COMPENSATION – Merit Pay Tables

Fiscal 2023 State Pay Table Effective July 1, 2022 – December 31, 2022

Pay Grade	37.5 Hour Annual Pay Scale			40 Hour Annual Pay Scale		
	80% midpoint	100% midpoint	120% midpoint	80% midpoint	100% midpoint	120% midpoint
001	\$ 20,475	\$ 24,430	\$ 29,316	\$ 21,840	\$ 26,059	\$ 31,271
002	\$ 20,844	\$ 26,055	\$ 31,266	\$ 22,234	\$ 27,792	\$ 33,350
003	\$ 22,230	\$ 27,787	\$ 33,344	\$ 23,712	\$ 29,640	\$ 35,568
004	\$ 23,708	\$ 29,635	\$ 35,562	\$ 25,289	\$ 31,611	\$ 37,933
005	\$ 25,285	\$ 31,606	\$ 37,927	\$ 26,970	\$ 33,713	\$ 40,456
006	\$ 26,966	\$ 33,708	\$ 40,450	\$ 28,764	\$ 35,955	\$ 43,146
007	\$ 28,759	\$ 35,949	\$ 43,139	\$ 30,677	\$ 38,346	\$ 46,015
008	\$ 30,672	\$ 38,340	\$ 46,008	\$ 32,717	\$ 40,896	\$ 49,075
009	\$ 32,712	\$ 40,890	\$ 49,068	\$ 34,893	\$ 43,616	\$ 52,339
010	\$ 34,887	\$ 43,609	\$ 52,331	\$ 37,213	\$ 46,516	\$ 55,819
011	\$ 37,207	\$ 46,509	\$ 55,811	\$ 39,687	\$ 49,609	\$ 59,531
012	\$ 39,682	\$ 49,602	\$ 59,522	\$ 42,326	\$ 52,908	\$ 63,490
013	\$ 42,320	\$ 52,900	\$ 63,480	\$ 45,142	\$ 56,427	\$ 67,712
014	\$ 45,134	\$ 56,418	\$ 67,702	\$ 48,143	\$ 60,179	\$ 72,215
015	\$ 48,136	\$ 60,170	\$ 72,204	\$ 51,345	\$ 64,181	\$ 77,017
016	\$ 51,337	\$ 64,171	\$ 77,005	\$ 54,759	\$ 68,449	\$ 82,139
017	\$ 54,750	\$ 68,438	\$ 82,126	\$ 58,401	\$ 73,001	\$ 87,601
018	\$ 58,392	\$ 72,990	\$ 87,588	\$ 62,285	\$ 77,856	\$ 93,427
019	\$ 62,274	\$ 77,843	\$ 93,412	\$ 66,426	\$ 83,033	\$ 99,640
020	\$ 66,416	\$ 83,020	\$ 99,624	\$ 70,844	\$ 88,555	\$ 106,266
021	\$ 70,833	\$ 88,541	\$ 106,249	\$ 75,555	\$ 94,444	\$ 113,333
022	\$ 75,543	\$ 94,429	\$ 113,315	\$ 80,579	\$ 100,724	\$ 120,869
023	\$ 80,566	\$ 100,708	\$ 120,850	\$ 85,938	\$ 107,422	\$ 128,906
024	\$ 85,924	\$ 107,405	\$ 128,886	\$ 91,653	\$ 114,566	\$ 137,479
025	\$ 91,638	\$ 114,548	\$ 137,458	\$ 97,747	\$ 122,184	\$ 146,621
026	\$ 97,732	\$ 122,165	\$ 146,598	\$ 104,248	\$ 130,310	\$ 156,372

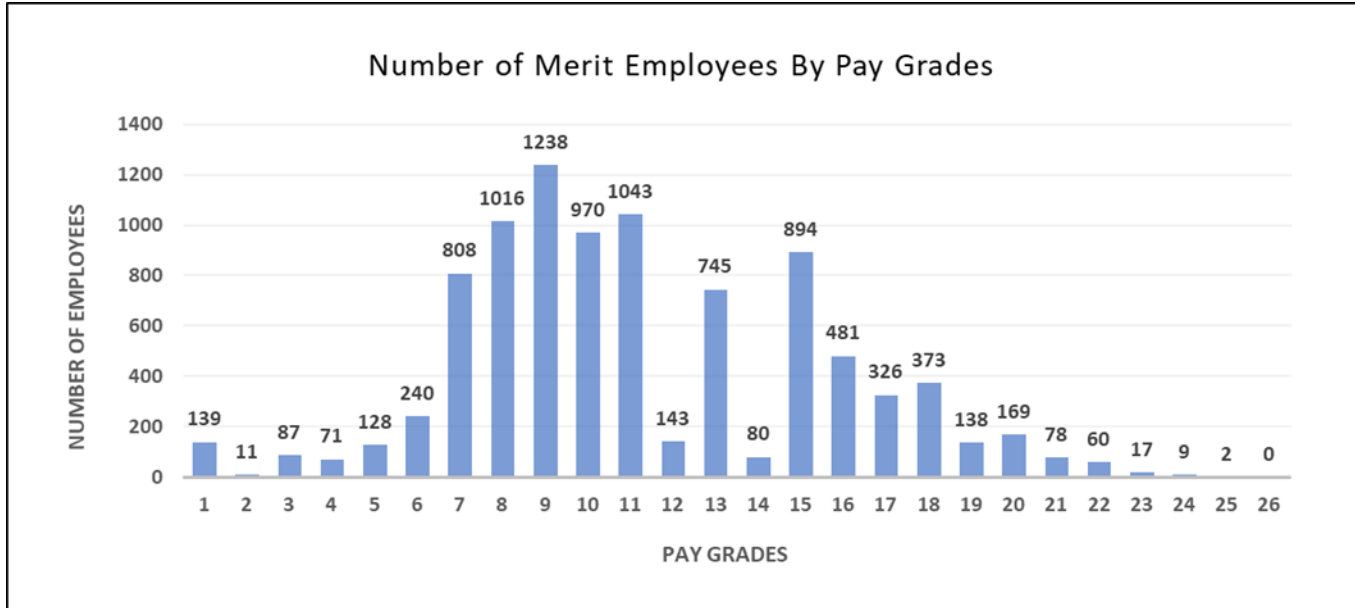
COMPENSATION – Merit Pay Tables (Continued)

Fiscal 2023 State Pay Table Effective January 1, 2023 – June 30, 2023

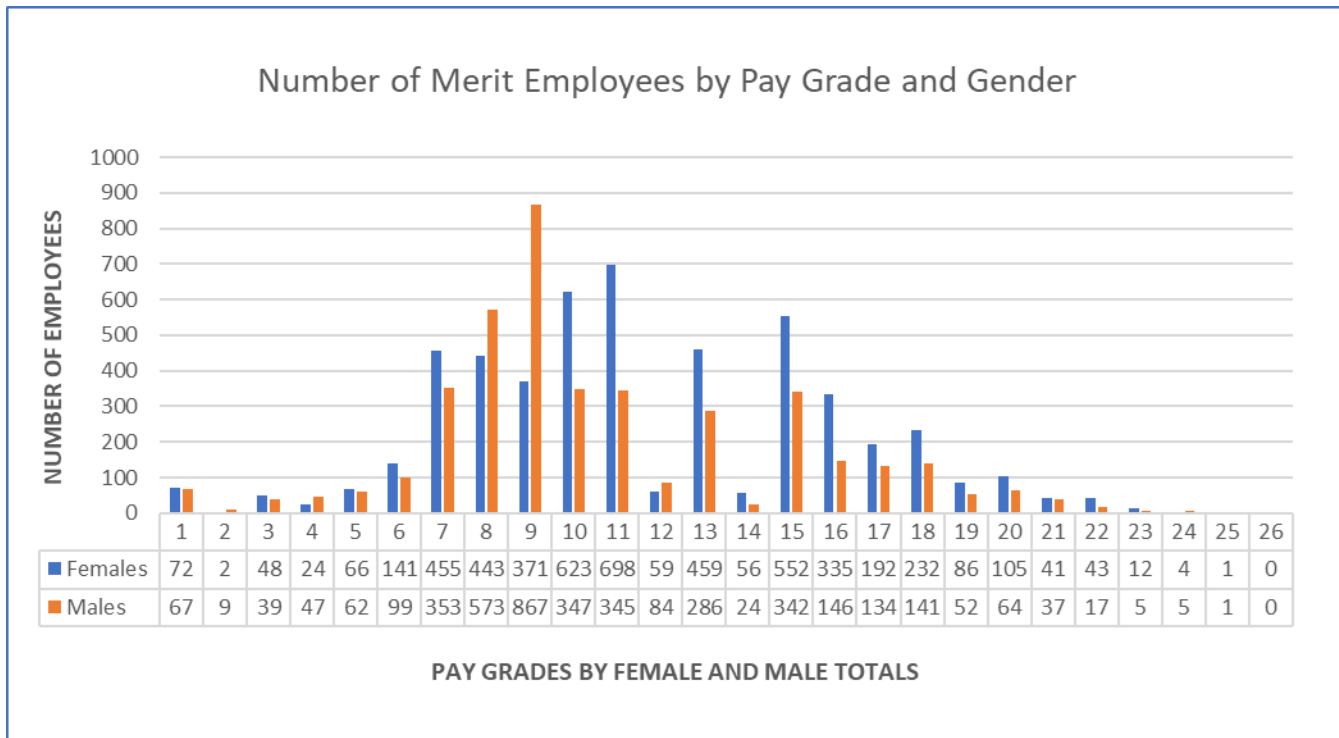
Pay Grade	37.5 Hour Annual Pay Scale			40 Hour Annual Pay Scale		
	80% midpoint	100% midpoint	120% midpoint	80% midpoint	100% midpoint	120% midpoint
001	\$ 22,913	\$ 24,430	\$ 29,316	\$ 24,440	\$ 26,059	\$ 31,271
002	\$ 22,913	\$ 26,055	\$ 31,266	\$ 24,440	\$ 27,792	\$ 33,350
003	\$ 22,913	\$ 27,787	\$ 33,344	\$ 24,440	\$ 29,640	\$ 35,568
004	\$ 23,708	\$ 29,635	\$ 35,562	\$ 25,289	\$ 31,611	\$ 37,933
005	\$ 25,285	\$ 31,606	\$ 37,927	\$ 26,970	\$ 33,713	\$ 40,456
006	\$ 26,966	\$ 33,708	\$ 40,450	\$ 28,764	\$ 35,955	\$ 43,146
007	\$ 28,759	\$ 35,949	\$ 43,139	\$ 30,677	\$ 38,346	\$ 46,015
008	\$ 30,672	\$ 38,340	\$ 46,008	\$ 32,717	\$ 40,896	\$ 49,075
009	\$ 32,712	\$ 40,890	\$ 49,068	\$ 34,893	\$ 43,616	\$ 52,339
010	\$ 34,887	\$ 43,609	\$ 52,331	\$ 37,213	\$ 46,516	\$ 55,819
011	\$ 37,207	\$ 46,509	\$ 55,811	\$ 39,687	\$ 49,609	\$ 59,531
012	\$ 39,682	\$ 49,602	\$ 59,522	\$ 42,326	\$ 52,908	\$ 63,490
013	\$ 42,320	\$ 52,900	\$ 63,480	\$ 45,142	\$ 56,427	\$ 67,712
014	\$ 45,134	\$ 56,418	\$ 67,702	\$ 48,143	\$ 60,179	\$ 72,215
015	\$ 48,136	\$ 60,170	\$ 72,204	\$ 51,345	\$ 64,181	\$ 77,017
016	\$ 51,337	\$ 64,171	\$ 77,005	\$ 54,759	\$ 68,449	\$ 82,139
017	\$ 54,750	\$ 68,438	\$ 82,126	\$ 58,401	\$ 73,001	\$ 87,601
018	\$ 58,392	\$ 72,990	\$ 87,588	\$ 62,285	\$ 77,856	\$ 93,427
019	\$ 62,274	\$ 77,843	\$ 93,412	\$ 66,426	\$ 83,033	\$ 99,640
020	\$ 66,416	\$ 83,020	\$ 99,624	\$ 70,844	\$ 88,555	\$ 106,266
021	\$ 70,833	\$ 88,541	\$ 106,249	\$ 75,555	\$ 94,444	\$ 113,333
022	\$ 75,543	\$ 94,429	\$ 113,315	\$ 80,579	\$ 100,724	\$ 120,869
023	\$ 80,566	\$ 100,708	\$ 120,850	\$ 85,938	\$ 107,422	\$ 128,906
024	\$ 85,924	\$ 107,405	\$ 128,886	\$ 91,653	\$ 114,566	\$ 137,479
025	\$ 91,638	\$ 114,548	\$ 137,458	\$ 97,747	\$ 122,184	\$ 146,621
026	\$ 97,732	\$ 122,165	\$ 146,598	\$ 104,248	\$ 130,310	\$ 156,372

COMPENSATION – Merit Pay Grades

There were 9,266 Delaware State Employees in Merit Pay Grades 1-26 for FY23. The following chart lists the number of Merit employees in each pay grade.



Continuing with Merit employees by Pay Grade, the following chart depicts these numbers by gender.



The State employs more females in higher pay grades from 13 through 20. Whereas, males greatly exceed females in pay grades 8 and 9.

COMPENSATION – Merit Pay Grades (Continued)

The average base salary for Merit employees only in FY23 was \$50,498. The average base salary does not include “Other Employment Costs” (OEC), which are the additional employment costs paid by the State for each employee. “Other Employment Costs” (OEC) for FY23 were 31.93%, which includes the state paid benefits (medical, dental, short-term and long-term disability, pension, etc.) and FICA, Medicare, Worker’s Compensation and Unemployment Insurance. The average “total compensation” for Merit benefit-eligible employees for FY23 was \$66,622.10, which includes the average base salary plus “Other Employment Costs” (OEC).

The following chart depicts Merit Employees average base salary, minus “Other Employment Costs,” by pay grade.

Merit Employees Average Salary by Pay Grade	
Pay Grade	Average Salary
1	\$ 28,123
2	\$ 31,538
3	\$ 30,356
4	\$ 31,362
5	\$ 29,514
6	\$ 31,295
7	\$ 38,240
8	\$ 40,093
9	\$ 48,914
10	\$ 42,262
11	\$ 45,542
12	\$ 48,460
13	\$ 48,639
14	\$ 49,558
15	\$ 55,612
16	\$ 57,105
17	\$ 62,156
18	\$ 65,236
19	\$ 73,175
20	\$ 75,223
21	\$ 83,992
22	\$ 94,423
23	\$ 120,201
24	\$ 108,880
25	\$ 125,759
26	\$ -
Average Salary	\$ 48,382

COMPENSATION – State Agencies

The average base salary for **ALL** Delaware State Agency employees was \$58,583.00 (excluding Casual/Seasonal and Board Members), not including any over-time or premium pay. The average Delaware State Agency employee's salary has increased \$9,443.00 since 2018.

The following chart depicts average Delaware State Agency employee salaries (excluding Casual/Seasonal and Board Members classifications and the salaries do not include any over-time or premium pay) by the State Agency. In comparing totals by agencies for the past 3 years and in 2018, pre-pandemic and 2023 being the five-year mark.

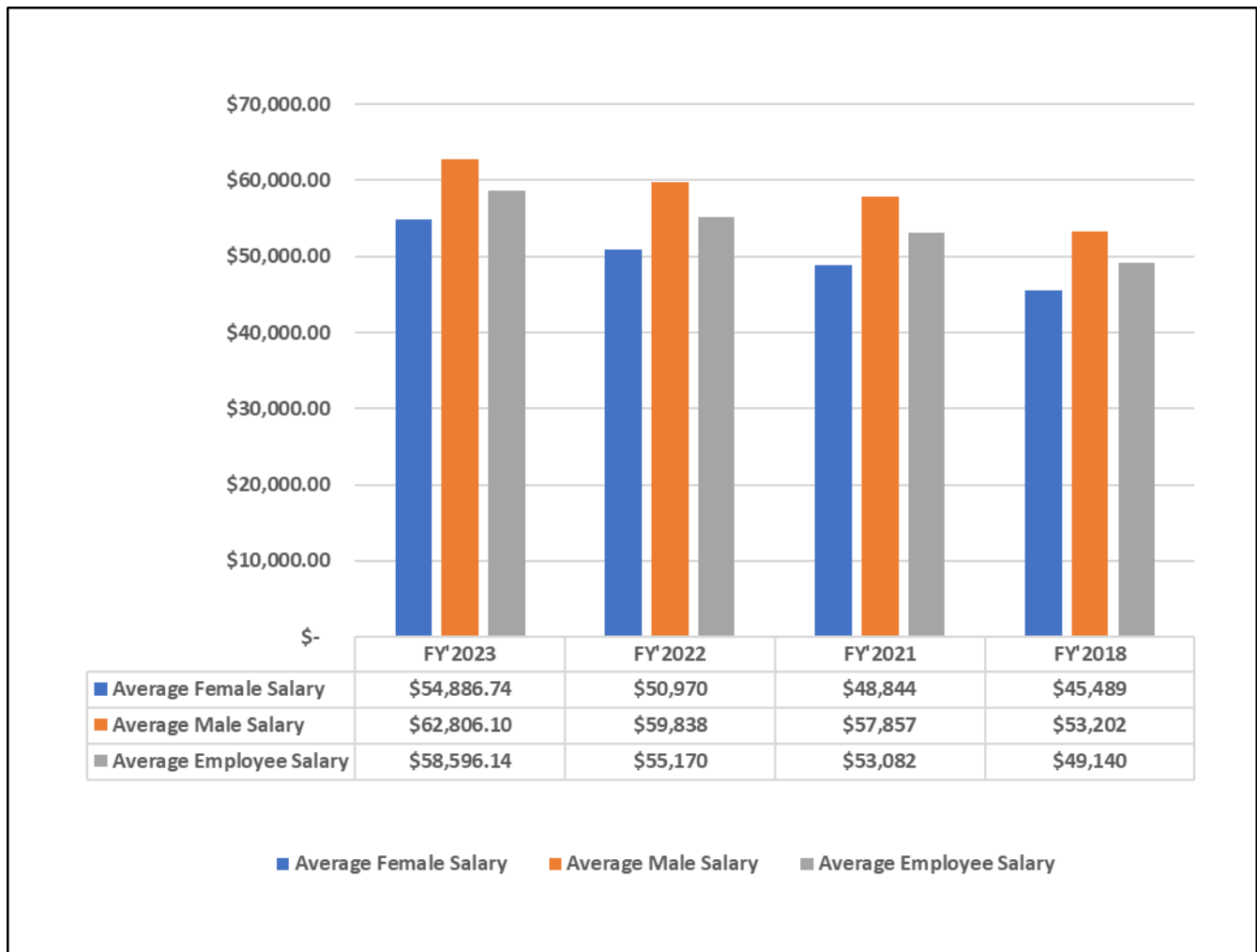
Average State Agency Employee Salary

Delaware State Agencies	FY'2023	FY'2022	FY'2021	FY'2018
Advisory Council for Exceptional Citizens	\$ 49,932	\$ 47,145	\$ 48,370	\$ 50,174
Auditor of Accounts	\$ 70,489	\$ 68,598	\$ 71,760	\$ 65,433
Commissioner of Elections	\$ 50,403	\$ 47,800	\$ 48,870	\$ 46,335
Criminal Justice	\$ 62,779	\$ 56,781	\$ 60,066	\$ 54,733
Delaware National Guard	\$ 65,363	\$ 61,998	\$ 59,110	\$ 54,223
Delaware State Housing Authority	\$ 135,327	\$ 93,476	\$ 69,567	\$ 61,882
Department of Agriculture	\$ 131,569	\$ 108,015	\$ 99,939	\$ 109,204
Department of Correction	\$ 56,373	\$ 54,236	\$ 52,174	\$ 45,200
Department of Education	\$ 89,409	\$ 85,495	\$ 85,414	\$ 82,104
Department of Finance	\$ 54,211	\$ 51,174	\$ 51,209	\$ 49,482
Department of Health and Social Services	\$ 50,017	\$ 45,923	\$ 44,095	\$ 41,614
Department of Human Resources	\$ 63,872	\$ 57,785	\$ 51,964	\$ 56,366
Department of Justice	\$ 78,461	\$ 56,781	\$ 72,804	\$ 68,113
Department of Labor	\$ 46,953	\$ 44,088	\$ 42,995	\$ 41,210
Department of Natural Resources and Environmental Control	\$ 56,233	\$ 52,825	\$ 52,060	\$ 49,521
Department of Safety and Homeland Security	\$ 82,399	\$ 80,514	\$ 77,533	\$ 70,381
Department of Services for Children, Youth and Their Families	\$ 49,644	\$ 47,429	\$ 45,361	\$ 43,593
Department of State	\$ 49,668	\$ 46,789	\$ 44,234	\$ 42,139
Department of Technology and Information	\$ 82,980	\$ 79,919	\$ 79,690	\$ 76,846
Department of Transportation	\$ 47,810	\$ 44,737	\$ 43,724	\$ 39,790
Fire School, Commission, Marshall	\$ 52,092	\$ 50,642	\$ 49,756	\$ 47,659
Governor's Office	\$ 79,740	\$ 75,435	\$ 71,657	\$ 70,965
Insurance Commissioner	\$ 56,919	\$ 54,396	\$ 53,073	\$ 51,796
Lt. Governor's Office	\$ 87,614	\$ 79,451	\$ 67,505	\$ 68,839
Office of Defense Services	\$ 81,642	\$ 77,867	\$ 78,791	\$ 74,233
Office of Management and Budget	\$ 56,624	\$ 53,165	\$ 51,151	\$ 49,305
Treasurer's Office	\$ 76,855	\$ 75,449	\$ 73,043	\$ 66,089
Average Salaries for State Agency Employees	58,583	\$ 55,170	\$ 53,079	\$ 49,140

COMPENSATION – State Agencies (Continued)

The following chart depicts average salary by gender and fiscal years for the Agencies reporting, which includes both Merit and Exempt (from Merit) employees with the exclusion of Board Members and Casual/Seasonal employees. The Average Male Salary is approximately 8% higher than the Average Female Salary.

Annual Comparison of Average State Agency Employee Salary by Gender



COMPENSATION – State Agencies (Continued)

The 8% average salary variance between male and female employees may be attributed to more males in positions covered by collective bargaining units which may have negotiated higher increases. The chart below lists the Agencies with the greatest total number of employees covered by collective bargaining units. The Executive Branch Agencies includes both Merit and Exempt (from Merit) employees with the exclusion of Board Members and Casual/Seasonal employees.

Males outnumber females substantially in the Department of Correction, Department of Safety and Homeland Security and the Department of Transportation. The highest average salary, \$84,215 is with the Department of Safety and Homeland Security. The males in this Agency earned an average salary of \$91,365 and the females earned an average salary of \$63,489.

Agencies with the Greatest Number of Collective Bargaining Unit Employees by Gender

State Agency	Females	Males	Total Number of Employees
Department of Correction	558	1,450	2,008
Department of Safety and Homeland Security	277	803	1,080
Department of Transportation	345	749	1,094
Department of Health and Social Services	1,025	294	1,319
Total	2,205	3,296	5,501

Average Salary for Agencies with Collective Bargaining Unit Employees by Agency and Gender

State Agency	Females	Males	Total Average Salary
Department of Correction	\$ 53,231	\$ 57,011	\$ 55,961
Department of Safety and Homeland Security	\$ 63,489	\$ 91,365	\$ 84,215
Department of Transportation	\$ 35,062	\$ 39,368	\$ 38,010
Department of Health and Social Services	\$ 44,670	\$ 36,414	\$ 42,830

COMPENSATION – State Benefits

In addition to salary, State of Delaware employees receive several valuable benefits which complement their regular pay. This combination of salary and benefits is referred to as total compensation and includes health insurance, Annual Leave Time (ALT), and pension.

For example, the total compensation for a state employee with an average salary of \$43,105.00 with family coverage for health insurance, paid time off, and pension is \$82,507.74 using the Total Compensation Calculator: <https://statejobs.delaware.gov/total-comp-calc/index.shtml>

	Benefit Type	Your Cost	State Cost
Base Salary			\$43,105.00
Health Insurance		\$3,274.32	\$21,438.48
Disability Insurance			\$984.21
Retirement Benefits		\$1,855.25	\$9,784.84
Vacation			\$2,519.98
Sick Leave			\$2,519.98
Holiday			\$2,155.25
Total Compensation			\$82,507.74

- Salary selected: \$43,105.00
- Health insurance Plan: Family
- Most expensive available health insurance plan (Highmark Delaware Comprehensive PPO Plan)
- Total annual paid time off for Vacation, Sick and Holiday equates to: \$7,195.21
- Employee working a 37.5 hour work week.
- Defined Retirement Benefit estimates assume employee meets vesting requirement and works until retirement at age 65.
- This calculator does not include shift or hazardous duty pay, selective market variations, blanket salaries, overtime, holiday, standby, supervisory, command post, various police and any other special pays associated with various positions.
- The value of paid time off is calculated based on the 2020 annual base pay, paid time off accrual (0 years of service), and 13 holidays.
- Eligibility for the Disability Insurance/Short Term and Long Term Insurance is dependent upon the position being covered by the State Employee Pension Plan.
- Every effort has been made to ensure the accuracy of this calculator. The applicable State of Delaware policies, procedures, provisions and rules govern the operation of each benefit plan and the payment of all benefits. Those documents cannot be modified by the contents of this calculator or any written or oral statements to you from benefit administrators or other personnel.

COMPENSATION – Employee Leave

The State provides agency employees hired into positions with regular 30 hours or more per week generous benefits in the form of leave and other benefits. Depending on the number of hours hired to work, employees earn additional leave based on the chart below:

Paid Annual Leave accrues as follows:

<i>Intentionally Left Blank</i>	Full-time employees hired to work 37.5 hours standard work week	Full-time employees hired to work 40 hours standard work week
Merit and Merit-Comparable¹		
Less than 10 years:	9.5 hours per month	10.0 hours per month
At least 10 > 15 years:	11.25 hours per month	12 hours per month
At least 15 years:	13.25 hours per month	14 hours per month
Exempt² and Agency Aides		
No service year requirements	13.25 hours per month	14.0 hours per month

Employees' vacation time, or Annual Leave Time (ALT), also increases with tenure. ALT can be carried over into the next calendar year for a maximum of 318 hours for a 37.5-hour standard work week employee and a maximum of 336 hours for a 40-hour standard work week employee.

Employees also earn approximately 15 sick days annually. Additionally, employees receive 11 statutory holidays, in addition to Election Day and Return Day during an election year, and two floating holidays. Additionally, the State also offers Parental Leave, which provides 12 weeks of paid leave for mothers and fathers in the state workforce, including educators, for paid time off with newborns and parents adopting a child six-year-old or younger. Recently, the State implemented a Paid Volunteer Leave policy for those employees seeking to assist nonprofit agencies and mentor public school children. For a Summary of Leaves extended to full-time and eligible part-time employees, please see <https://dhr.delaware.gov/policies/documents/leave-reference-guide.pdf>

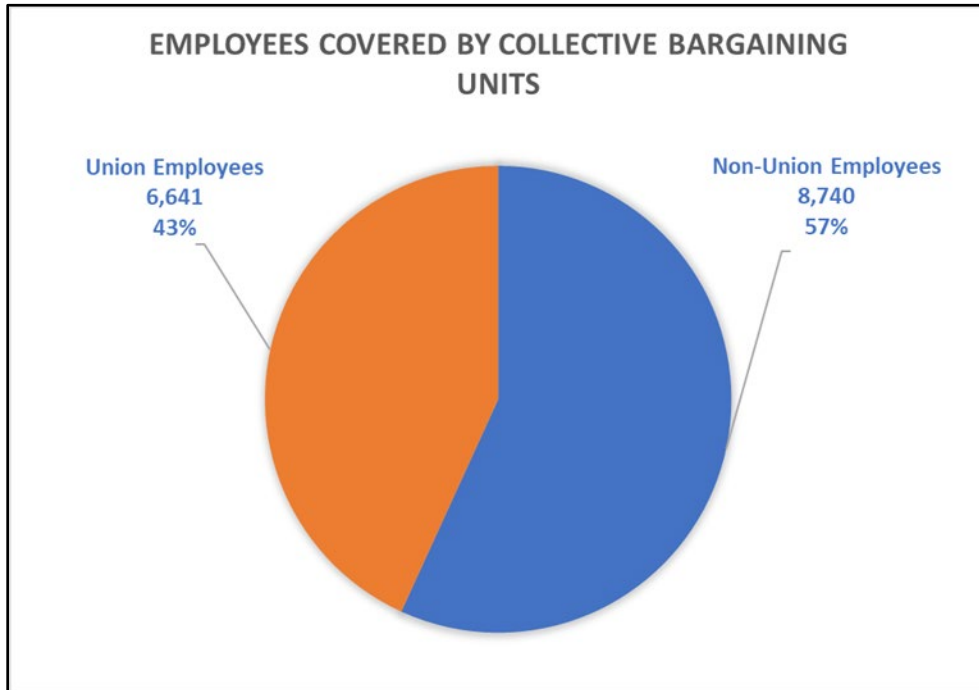
Additional program benefits offered to state employees include health, prescription, vision, dental, employee assistance program (EAP), flexible spending accounts, pre-tax commuter account, accident, critical illness insurance, life insurance, disability insurance, a surgeons of excellence benefit, and diabetes management programs. For program use, please see Health & Other Benefits Utilization later in the report.

¹ § 5901. Definitions. (a)(5) "Merit comparable positions" means those positions which for salary determination purposes, are assigned, pursuant to the State Budget Act, classification titles and/or pay grades that are comparable to the titles and/or pay grades of similar positions in the classified service.

² Exempt employees as defined in 29 Del. C. § 5903.

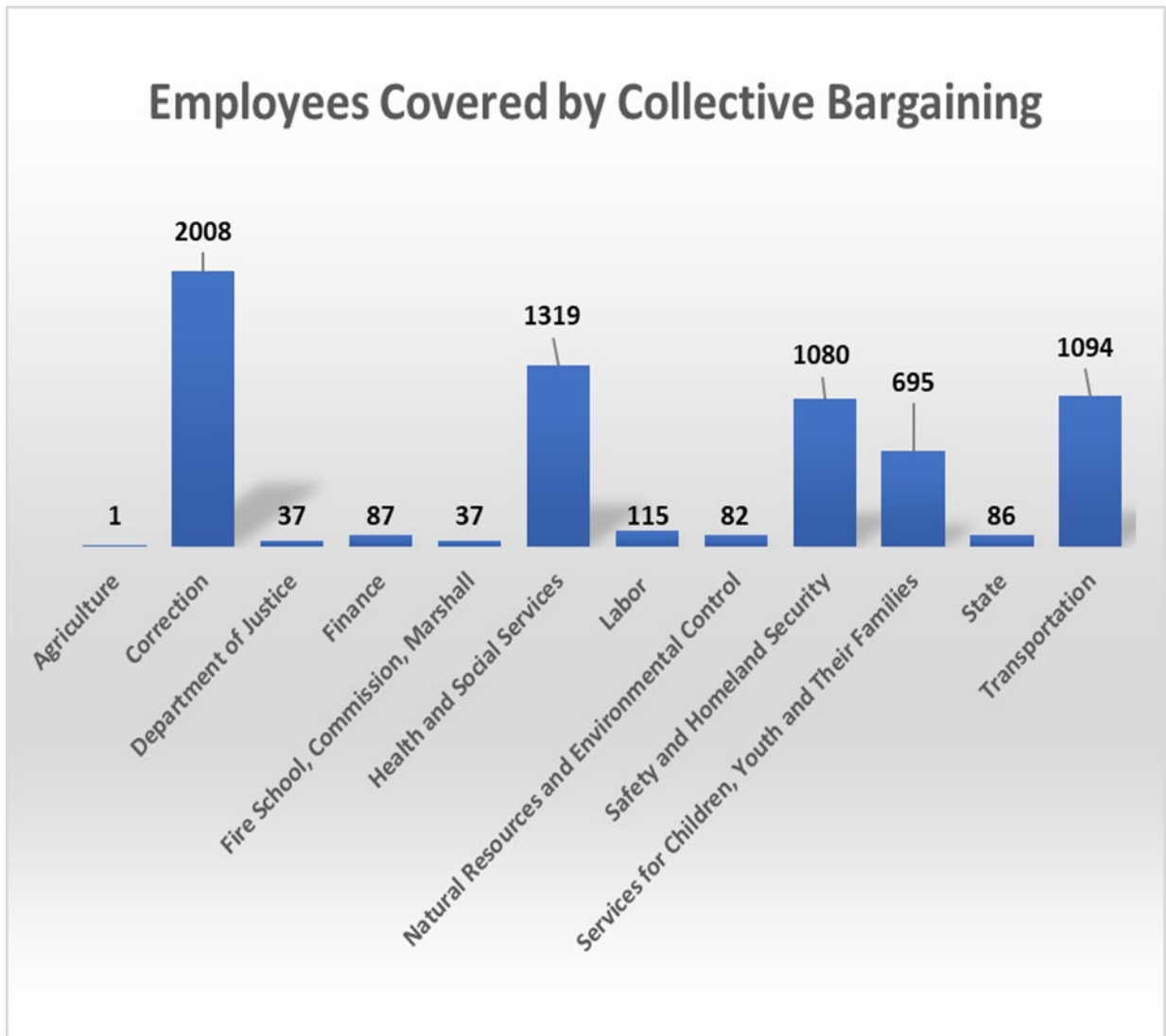
LABOR UNIONS

As of June 30, 2023, 6,641 or 43% of Merit, Exempt and Casual/Seasonal employees were covered by one of the 48 collective bargaining units certified in state agency government.



LABOR UNIONS (Continued)

For FY23, the graph below shows that the Department of Correction had the largest number of employees covered by bargaining units with 2,008 employees, followed by the Department of Health and Social Services with 1,319 union-represented employees. The following chart depicts the number of employees in positions covered by collective bargaining units at each Executive Branch agency. Agencies without any bargaining units do not appear on the chart.

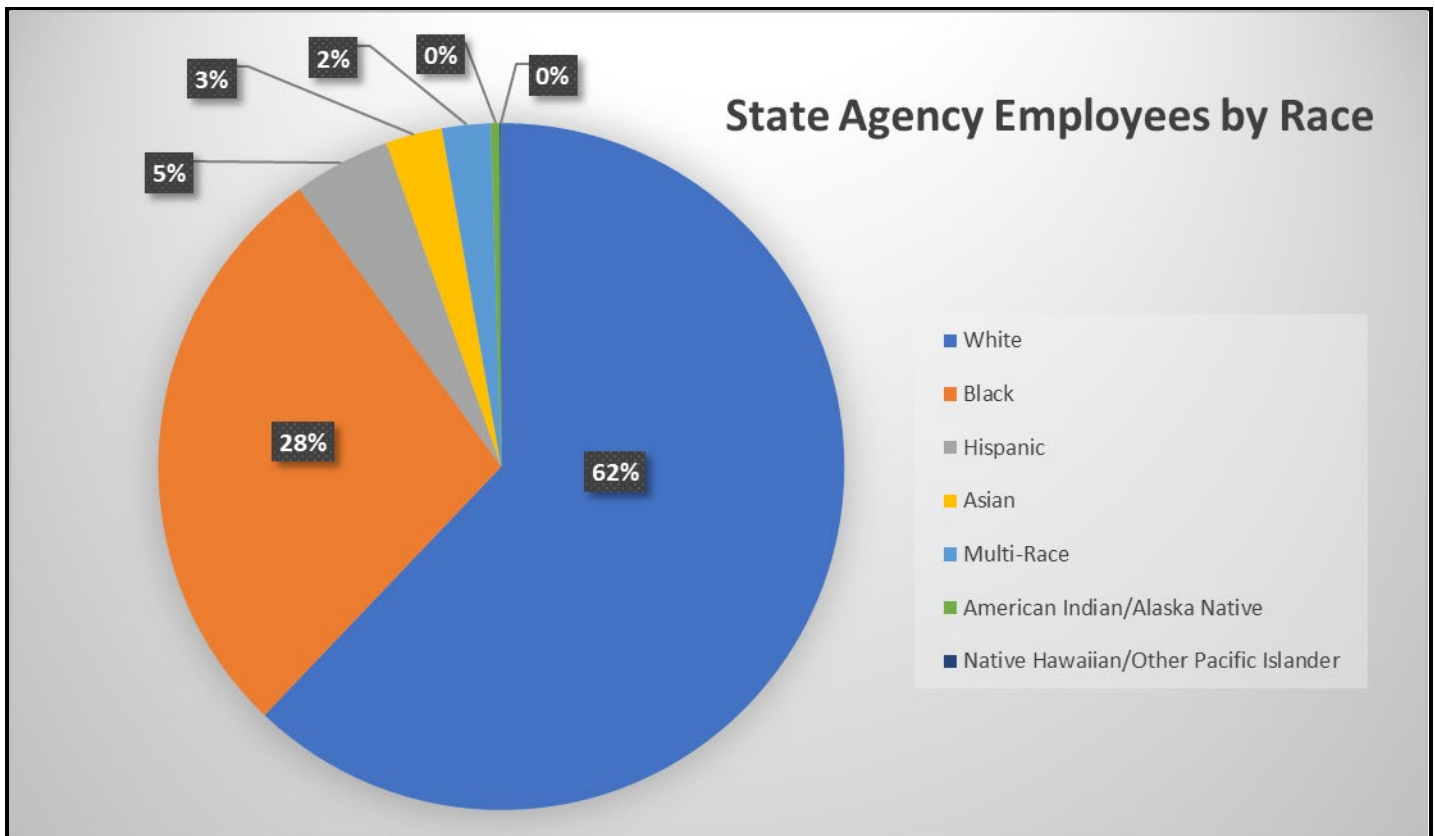


DIVERSITY

For FY23, minority representation (defined by the Equal Employment Opportunity Commissions refers to four ethnic minority groups: American Indians or Alaska Natives, Asians, Blacks, Hispanics, Native Hawaiians and other Pacific Islanders) across all Agencies was 38%. Minority representation in the Executive Branch excluding Casual/Seasonal employees and board members, was 39%. By comparison, the U.S. Bureau of Labor Statistics estimates a 29.7% minority representation in the civilian workforce in Delaware based upon the 2021 Civilian Labor Force published in the Employment status of the civilian noninstitutional population For more information, please refer to: <https://dhr.delaware.gov/diversity/documents/eeo-aa-report-action-plan.pdf>

The State of Delaware uses the United State Equal Employment Opportunity Commission EEO-4 categories of: White; Black or African American; Hispanic or Latino; American Indian or Alaska Native; Asian; and Native Hawaiian or Other Pacific Islander. The State then adds a Multi-Race category. Multi-race is defined as persons identifying with two or more races/diversity categories. State employees may self-identify their race/ethnicity and self-report in the State's confidential record-keeping system.

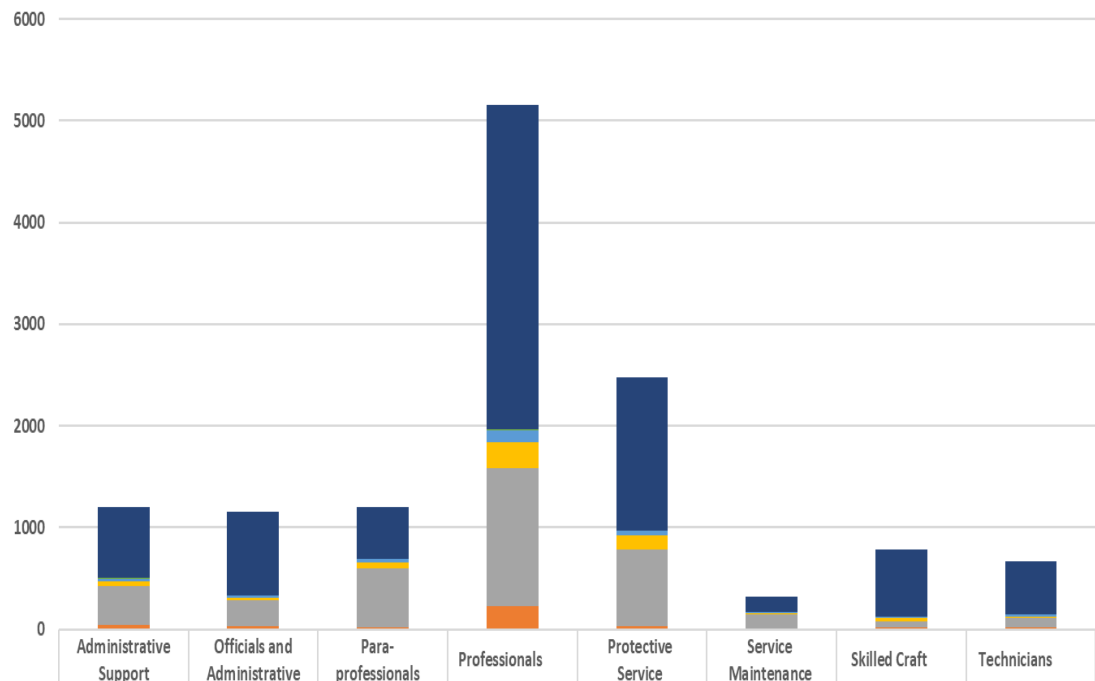
The following chart shows employees at state agencies reporting by race.



DIVERSITY (Continued)

EEO-4 Job Categories by Race

The following chart shows state agency employees race by EEO-4 job categories. The table below does not include Casual/Seasonal employees, board members, or DOE employees. DOE uses a different set of criteria required of educational institutions for their EEO reports.



	Administrative Support	Officials and Administrative	Para-professionals	Professionals	Protective Service	Service Maintenance	Skilled Craft	Technicians
■ White	704	829	516	3186	1496	154	651	528
■ Native Hawaiian/Other Pacific Islander	1		1	5	3			
■ Multi-Race	23	22	33	126	52	8	15	16
■ Hispanic	55	27	59	251	139	10	30	21
■ Black	385	249	572	1355	748	139	68	91
■ Asian	30	29	18	215	23	9	8	12
■ American Indian/Alaska Native	7	3	6	13	10	3	7	5

DIVERSITY (Continued)

The table below and on the following page represent the race of Merit and Exempt (from Merit) employees by agency as of June 30, 2023. The data excludes Casual/Seasonal employees and board members.

Agency Merit Employees by Race

Agency	American Indian/Alaska Native		Asian		Black		Hispanic		Multi-Race		Native Hawaiian/Other Pacific Islander		White	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Department of Agriculture	1	1.0%	4	3.8%	7	6.7%	5	4.8%	1	1.0%		0.0%	86	82.7%
Auditor of Accounts		0.0%		0.0%	3	23.1%	1	7.7%		0.0%		0.0%	9	69.2%
Commissioner of Elections		0.0%	2	6.3%	4	12.5%	1	3.1%		0.0%		0.0%	25	78.1%
Department of Correction	7	0.3%	24	1.1%	758	34.6%	115	5.3%	54	2.5%	3	0.1%	1228	56.1%
Criminal Justice		0.0%	1	2.3%	5	11.4%	6	13.6%	1	2.3%		0.0%	31	70.5%
Department of Human Resources	1	0.5%	8	4.1%	64	32.5%	8	4.1%	6	3.0%		0.0%	110	55.8%
Department of Finance		0.0%	11	4.6%	80	33.5%	17	7.1%	4	1.7%	1	0.4%	126	52.7%
Fire School, Commission, Marshall		0.0%		0.0%		0.0%		0.0%	2	2.9%		0.0%	68	97.1%
Department of Health and Social Services	12	0.4%	116	4.0%	1190	40.8%	155	5.3%	81	2.8%	1	0.0%	1359	46.6%
Insurance Commissioner		0.0%	1	1.1%	22	25.0%	3	3.4%	5	5.7%		0.0%	57	64.8%
Department of Labor	1	0.3%	14	4.1%	129	37.8%	24	7.0%	11	3.2%	2	0.6%	160	46.9%
Department of Natural Resources and Environmental Control	3	0.5%	21	3.3%	44	7.0%	13	2.1%	10	1.6%		0.0%	542	85.6%
Office of Management and Budget	1	0.4%	3	1.1%	59	21.3%	6	2.2%	9	3.2%		0.0%	199	71.8%
Department of Safety and Homeland Security	1	0.4%	4	1.7%	44	18.7%	12	5.1%	5	2.1%		0.0%	169	71.9%
Department of Services for Children, Youth and Their Families	4	0.4%	15	1.5%	499	49.2%	32	3.2%	26	2.6%	1	0.1%	437	43.1%
Department of State	4	1.0%	11	2.7%	104	25.1%	15	3.6%	9	2.2%		0.0%	271	65.5%
Department of Technology and Information		0.0%	2	50.0%		0.0%		0.0%		0.0%		0.0%	2	50.0%
Department of Transportation	11	0.7%	31	2.0%	210	13.5%	76	4.9%	29	1.9%	1	0.1%	1197	77.0%
Treasurer's Office		0.0%		0.0%	8	40.0%	1	5.0%		0.0%		0.0%	11	55.0%
Grand Total	46	0.4%	268	2.6%	3230	31.1%	490	4.7%	253	2.4%	9	0.1%	6087	58.6%

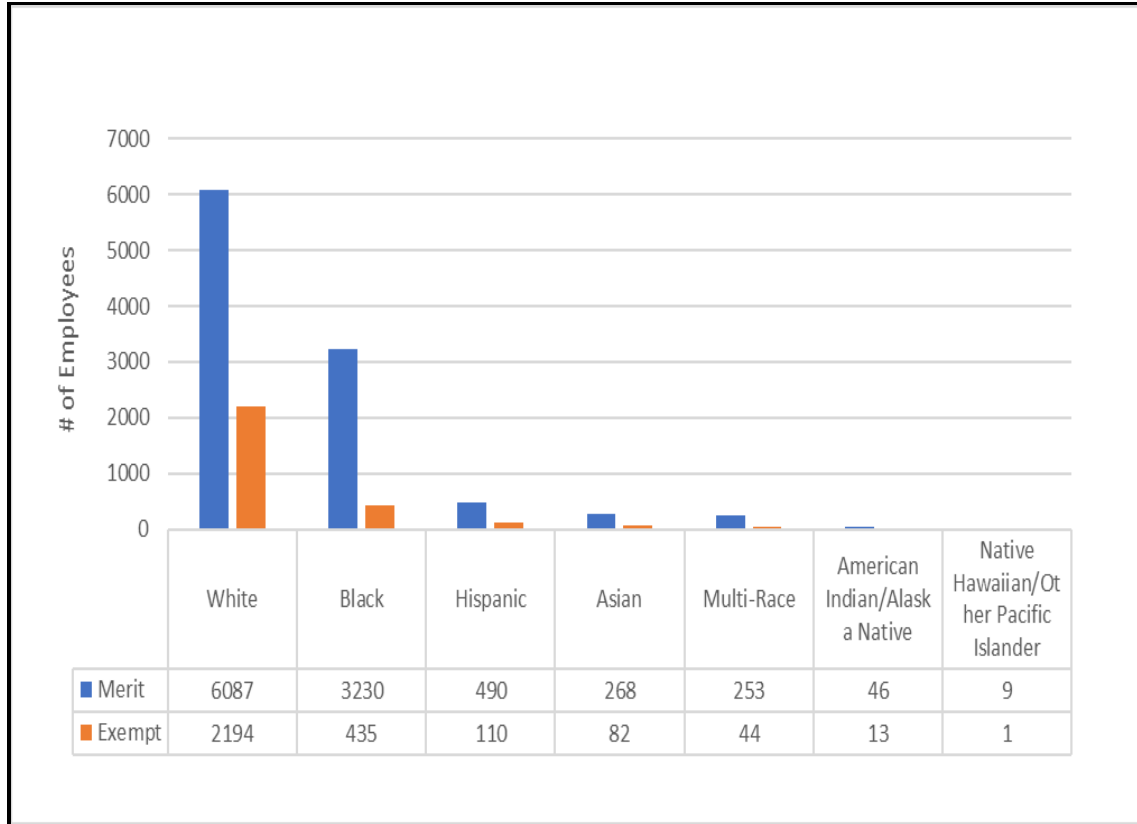
DIVERSITY (Continued)

Agency Exempt Employees by Race

Agency	American Indian/Alaska Native		Asian		Black		Hispanic		Multi-Race		Native Hawaiian/Other Pacific Islander		White	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Advisory Council for Exceptional Citizens		0.0%		0.0%	1	33.3%		0.0%		0.0%		0.0%	2	66.7%
Department of Agriculture		0.0%		0.0%	1	4.5%		0.0%		0.0%		0.0%	21	95.5%
Auditor of Accounts		0.0%		0.0%	2	40.0%		0.0%		0.0%		0.0%	3	60.0%
Commissioner of Elections		0.0%		0.0%	1	14.3%		0.0%		0.0%		0.0%	6	85.7%
Department of Correction		0.0%		0.0%	12	30.8%		0.0%		0.0%		0.0%	27	69.2%
Criminal Justice		0.0%		0.0%		0.0%	1	20.0%		0.0%		0.0%	4	80.0%
Department of Human Resources		0.0%		0.0%	11	25.6%	3	7.0%	1	2.3%		0.0%	28	65.1%
Department of Justice		0.0%	8	1.8%	54	11.9%	17	3.7%	11	2.4%		0.0%	364	80.2%
Department of Education	5	1.8%	6	2.1%	56	20.0%	8	2.9%	2	0.7%		0.0%	203	72.5%
Department of Finance		0.0%	2	9.5%	1	4.8%		0.0%	1	4.8%		0.0%	17	81.0%
Fire School, Commission, Marshall		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%
Governor's Office		0.0%		0.0%	6	20.7%	4	13.8%	1	3.4%		0.0%	18	62.1%
Department of Health and Social Services	1	0.5%	11	5.9%	60	32.3%	8	4.3%	1	0.5%		0.0%	105	56.5%
Insurance Commissioner		0.0%		0.0%		0.0%	2	18.2%		0.0%		0.0%	9	81.8%
Department of Labor		0.0%	1	3.2%	7	22.6%	1	3.2%		0.0%		0.0%	22	71.0%
Lt. Governor's Office		0.0%		0.0%	1	11.1%	2	22.2%		0.0%		0.0%	6	66.7%
Delaware National Guard	1	0.8%		0.0%	19	16.0%	7	5.9%	2	1.7%		0.0%	90	75.6%
Department of Natural Resources and Environmental Control		0.0%		0.0%	4	22.2%		0.0%		0.0%		0.0%	14	77.8%
Office of Defense Services		0.0%	2	1.2%	19	11.3%	4	2.4%	4	2.4%		0.0%	139	82.7%
Office of Management and Budget		0.0%		0.0%	4	12.5%		0.0%		0.0%		0.0%	28	87.5%
Department of Safety and Homeland Security	5	0.5%	10	1.0%	97	10.1%	42	4.4%	10	1.0%		0.0%	797	82.9%
Department of Services for Children, Youth and Their Families		0.0%		0.0%	5	20.8%	1	4.2%		0.0%		0.0%	18	75.0%
Department of State		0.0%	1	1.4%	14	18.9%	3	4.1%	2	2.7%		0.0%	54	73.0%
Delaware State Housing Authority		0.0%		0.0%	1	100.0%		0.0%		0.0%		0.0%		0.0%
Technology and Information	1	0.3%	40	13.1%	54	17.7%	7	2.3%	8	2.6%	1	0.3%	194	63.6%
Department of Technology and Information		0.0%	1	4.2%	4	16.7%		0.0%		0.0%		0.0%	19	79.2%
Treasurer's Office		0.0%		0.0%	1	14.3%		0.0%	1	14.3%		0.0%	5	71.4%
Grand Total	13	0.5%	82	2.8%	435	15.1%	110	3.8%	44	1.5%	1	0.0%	2194	76.2%

DIVERSITY (Continued)

The next figure below charts the Race of Merit and Exempt state employees from previous tables (Casual/Seasonal employees and Board Members are not included).



DIVERSITY - EXECUTIVE BRANCH EEO-4 STATUS REPORT

Under Public Law 88-352, Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, all state and local governments with 15 or more employees must keep records and provide EEO-4 reports to the Equal Employment Opportunity Commission. The EEO-4 reporting structure includes job categories to group employees with comparable job responsibilities at comparable levels of responsibility within an organization.

The EEO-4 job categories consist of eight groupings. The Office of Diversity and Inclusion shared their data for the FY23 Executive Branch EEO-4 Report, which is shown below. The figures show the number of Executive Branch employees only classified as Merit and Exempt (from Merit) employees in each of the EEO-4 job categories. The State of Delaware Executive Branch EEO-4 workforce is comprised of 4,838 (39%) minority employees compared to FY22 with 4,714 (38%) minority employees. The largest number of total employees are in the Professionals category (38%) which remained unchanged from FY22. The largest number of total minorities are in the Paraprofessional category with 682 (62%) minority employees which was a 3% increase from FY22 with 645 (59%) minority employees.

The following tables present the FY23 Executive Branch EEO-4 workforce demographics by gender and minorities by category. This is an overview of the entire State of Delaware Executive Branch EEO-4 Workforce by EEO-4 job category. The “*State of Delaware, FY23 Executive Branch EEO/AA Report and FY24 Action Plan*” provides detailed information and analysis for the State of Delaware Executive Branch EEO-4 Workforce. The entire “*State of Delaware, FY23 Executive Branch EEO/AA Report and the FY23 Action Plan Report*” and the following tables are available online from the Department of Human Resources, Office of Diversity and Inclusion at <https://dhr.delaware.gov/diversity/documents/eeo-aa-report-action-plan.pdf>

**Executive Branch FY23
EEO-4 Status Report
(Without Casual/Seasonal)
June 30, 2023**

EEO-4 CATEGORY	TOTALS			
	Total Employees by Category	Total Employees % of Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	1124	9%	323	29%
2 Professionals	4783	38%	1880	39%
3 Technicians	687	5%	149	22%
4 Protective Services	2539	20%	1014	40%
5 Para Professional	1105	9%	682	62%
6 Office & Clerical	1210	10%	493	41%
7 Skilled Craft	769	6%	124	16%
8 Service Maintenance	343	3%	173	50%
Totals	12560	100%	4838	39%

DIVERSITY - EXECUTIVE BRANCH EEO-4 STATUS REPORT (Continued)

EEO-4 Status Report - Female

EEO-4 CATEGORY	FEMALE									
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females
1 Officials & Administrators	493	169	19	15	0	0	13	709	63%	22
2 Professionals	1774	983	166	128	1	16	89	3157	66%	119
3 Technicians	132	43	14	4	0	1	4	198	29%	1
4 Protective Services	202	238	32	4	0	2	16	494	19%	3
5 Para Professional	323	387	31	17	0	5	21	784	71%	27
6 Office & Clerical	616	334	45	24	2	8	19	1048	87%	48
7 Skilled Craft	19	2	2	0	0	0	0	23	3%	1
8 Service Maintenance	56	62	4	4	0	1	3	130	38%	3
Totals	3615	2218	313	196	3	33	165	6543	52%	224

EEO-4 Status Report – Males

EEO-4 CATEGORY	MALE									
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males
1 Officials & Administrators	308	78	7	13	0	3	6	415	37%	19
2 Professionals	1129	321	56	79	4	2	35	1626	34%	84
3 Technicians	406	50	9	8	1	4	11	489	71%	17
4 Protective Services	1323	537	115	18	3	7	42	2045	81%	62
5 Para Professional	100	186	23	3	0	1	8	321	29%	17
6 Office & Clerical	101	39	7	7	0	3	5	162	13%	12
7 Skilled Craft	626	65	27	7	0	6	15	746	97%	12
8 Service Maintenance	114	81	6	5	0	1	6	213	62%	7
Totals	4107	1357	250	140	8	27	128	6017	48%	230

Labor Market Comparison of Overall Minority Representation by 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%	29%	4%	22%	2%	2%	0%	0%	2%
2 Professionals	29%	39%	10%	27%	5%	4%	0%	0%	3%
3 Technicians	38%	22%	-16%	14%	3%	2%	0%	1%	2%
4 Protective Services	37%	40%	3%	31%	6%	1%	0%	0%	2%
5 Para Professional	34%	62%	28%	52%	5%	2%	0%	1%	3%
6 Office & Clerical	31%	41%	10%	31%	4%	3%	0%	1%	2%
7 Skilled Craft	26%	16%	-10%	9%	4%	1%	0%	1%	2%
8 Service Maintenance	45%	50%	5%	42%	3%	3%	0%	1%	3%

DIVERSITY - EXECUTIVE BRANCH EEO-4 STATUS REPORT (Continued)

Labor Market Comparison of Female Representation by 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%	44%	15%	2%	1%	0%	0%	1%
2 Professionals	59%	66%	7%	37%	21%	3%	3%	0%	0%	2%
3 Technicians	50%	29%	-21%	19%	6%	2%	1%	0%	0%	1%
4 Protective Services	19%	19%	0%	8%	9%	1%	0%	0%	0%	1%
5 Para Professional	77%	71%	-6%	29%	35%	3%	2%	0%	0%	2%
6 Office & Clerical	65%	87%	22%	51%	28%	4%	2%	0%	1%	2%
7 Skilled Craft	6%	3%	-3%	2%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	38%	-6%	16%	18%	1%	1%	0%	0%	1%

Labor Market Comparison of Male Representation by 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%	1%
2 Professionals	41%	34%	-7%	24%	7%	1%	2%	0%	0%	1%
3 Technicians	50%	71%	21%	59%	7%	1%	1%	0%	1%	2%
4 Protective Services	81%	81%	0%	52%	21%	5%	1%	0%	0%	2%
5 Para Professional	23%	29%	6%	9%	17%	2%	0%	0%	0%	1%
6 Office & Clerical	35%	13%	-22%	8%	3%	1%	1%	0%	0%	0%
7 Skilled Craft	94%	97%	3%	81%	8%	4%	1%	0%	1%	2%
8 Service Maintenance	56%	62%	6%	33%	24%	2%	1%	0%	0%	2%

Executive Branch EEO-4 Status Report FY23

EEO-4 CATEGORY	MALE			FEMALE			MINORITIES		TOTALS
	Total Males	% of Category Total	Disabled Males	Total Females	% of Category Total	Disabled Females	Total Minorities by Category	Minority % of Category	Total Employees by Category
1 Officials & Administrators	415	37%	19	709	63%	22	323	29%	1124
2 Professionals	1626	34%	84	3157	66%	119	1880	39%	4783
3 Technicians	489	71%	17	198	29%	1	149	22%	687
4 Protective Services	2045	81%	62	494	19%	3	1014	40%	2539
5 Para Professional	321	29%	17	784	71%	27	682	62%	1105
6 Office & Clerical	162	13%	12	1048	87%	48	493	41%	1210
7 Skilled Craft	746	97%	12	23	3%	1	124	16%	769
8 Service Maintenance	213	62%	7	130	38%	3	173	50%	343
Totals	6017	48%	230	6543	52%	224	4838	39%	12560

DIVERSITY - EXECUTIVE BRANCH

The Executive Branch EEO-4 Report for FY23 reported a total of 12,560 Executive Branch EEO-4 Employees. The total number of Executive Branch Employees reported for the Workforce Annual Report for FY23 is 12,296. The variance is a result of different reports utilized by the Office of Diversity and Inclusion for EEO-4 reporting requirements and the Human Resource reports utilized by the Office of Talent Management. The reports utilize different reporting parameters as well as customized report dates. Data for FY23 was collected from the State's Payroll Human Resource Statewide Technology (PHRST) database June 30, 2023, at 11:59 p.m.

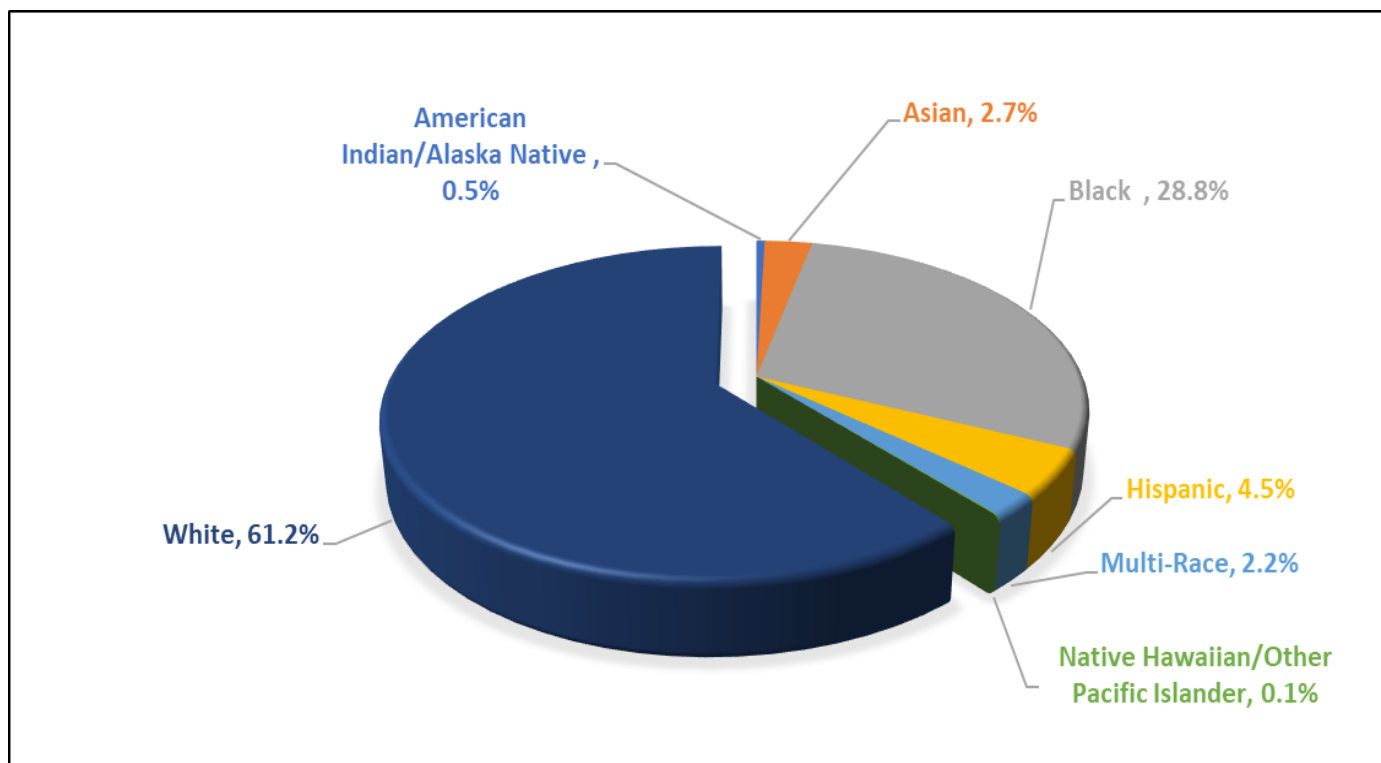


DIVERSITY - EXECUTIVE BRANCH (Continued)

Executive Branch Agency Representation by Race and Ethnicity

Executive Branch Agency	American Indian/Alaska Native	% of Agency	Asian	% of Agency	Black	% of Agency	Hispanic	% of Agency	Multi-Race	% of Agency	Native Hawaiian/Other Pacific Islander	% of Agency	White	% of Agency	Total
Department of Agriculture	1	0.8%	4	3.2%	8	6.3%	5	4.0%	1	0.8%	0	0.0%	107	84.9%	126
Department of Correction	7	0.3%	24	1.1%	770	34.6%	115	5.2%	54	2.4%	3	0.1%	1,255	56.3%	2,228
Department of Human Resources	1	0.4%	8	3.3%	75	31.3%	11	4.6%	7	2.9%	0	0.0%	138	57.5%	240
Department of Education	5	1.8%	6	2.1%	56	20.0%	8	2.9%	2	0.7%	0	0.0%	203	72.5%	280
Department of Finance	0	0.0%	13	5.0%	81	31.2%	17	6.5%	5	1.9%	1	0.4%	143	55.0%	260
Department of Health and Social Services	13	0.4%	127	4.1%	1,250	40.3%	163	5.3%	82	2.6%	1	0.0%	1,464	47.2%	3,100
Department of Labor	1	0.3%	15	4.0%	136	36.6%	25	6.7%	11	3.0%	2	0.5%	182	48.9%	372
Delaware National Guard	1	0.8%	0	0.0%	19	16.0%	7	5.9%	2	1.7%	0	0.0%	90	75.6%	119
Department of Natural Resources and Environmental Control	3	0.5%	21	3.2%	48	7.4%	13	2.0%	10	1.5%	0	0.0%	556	85.4%	651
Office of Management and Budget	1	0.3%	3	1.0%	63	20.4%	6	1.9%	9	2.9%	0	0.0%	227	73.5%	309
Department of Safety and Homeland Security	6	0.5%	14	1.2%	141	11.8%	54	4.5%	15	1.3%	0	0.0%	966	80.8%	1,196
Department of Services for Children, Youth and Their Families	4	0.4%	15	1.4%	504	48.6%	33	3.2%	26	2.5%	1	0.1%	455	43.8%	1,038
Department of State	4	0.8%	12	2.5%	118	24.2%	18	3.7%	11	2.3%	0	0.0%	325	66.6%	488
Department of State Housing Authority	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1
Department of Technology and Information	1	0.3%	42	13.6%	54	17.5%	7	2.3%	8	2.6%	1	0.3%	196	63.4%	309
Department of Transportation	11	0.7%	32	2.0%	214	13.6%	76	4.8%	29	1.8%	1	0.1%	1,216	77.0%	1,579
Total Number of Employees	59	0.5%	336	2.7%	3,538	28.8%	558	4.5%	272	2.2%	10	0.1%	7,523	61.2%	12,296

Executive Branch Representation by Race and Ethnicity

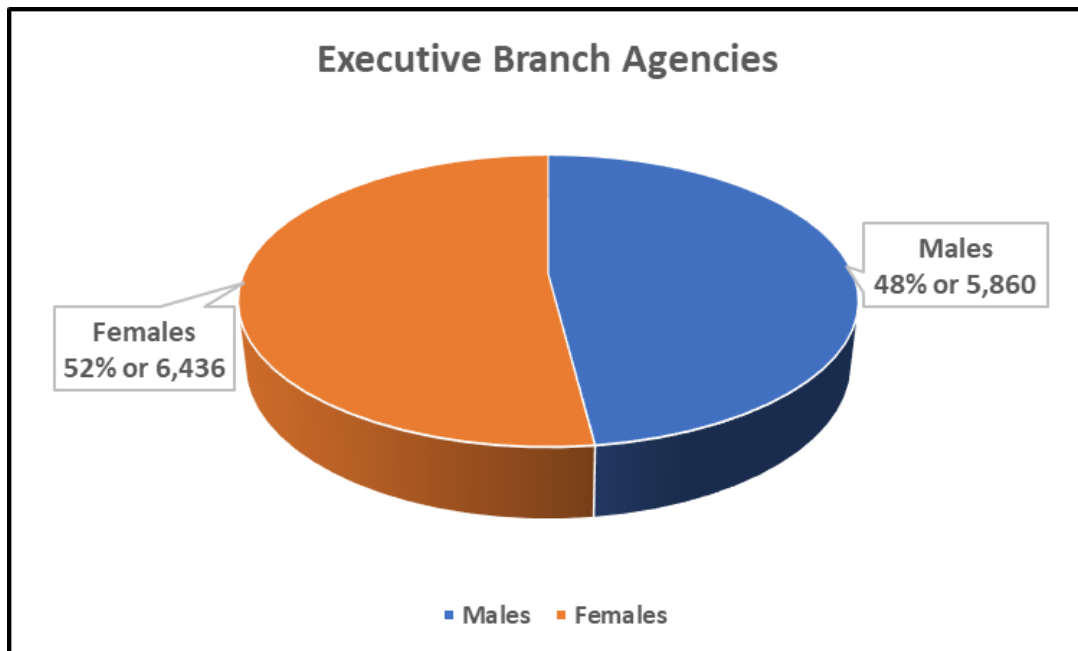


DIVERSITY - EXECUTIVE BRANCH (Continued)

Executive Branch Agency Representation by Gender, Age and Average Salary

Executive Branch Agency	Femal Employees				Male Employees			
	Number of Females	% of Females	Average Age	Average Salary	Number of Males	% of Males	Average Age	Average Salary
Department of Agriculture	67	53%	45	\$ 120,156	59	47%	50	\$ 144,530
Department of Correction	688	31%	43	\$ 52,829	1,540	69%	43	\$ 57,956
Department of Human Resources	206	86%	48	\$ 64,279	34	14%	47	\$ 61,409
Department of Education	208	74%	49	\$ 86,673	72	26%	51	\$ 97,314
Department of Finance	182	70%	51	\$ 52,131	78	30%	51	\$ 59,065
Department of Health and Social Services	2,306	74%	49	\$ 49,518	794	26%	49	\$ 51,468
Department of Labor	276	74%	51	\$ 45,538	96	26%	50	\$ 51,022
Delaware National Guard	25	21%	43	\$ 70,154	94	79%	38	\$ 64,088
Department of Natural Resources and Environmental Control	276	42%	45	\$ 54,292	375	58%	45	\$ 57,662
Office of Management and Budget	169	55%	48	\$ 59,912	140	45%	48	\$ 52,655
Department of Safety and Homeland Security	328	27%	43	\$ 63,771	868	73%	42	\$ 89,438
Department of Services for Children, Youth and Their Families	736	71%	44	\$ 50,143	302	29%	45	\$ 48,427
Department of State	349	72%	48	\$ 49,422	139	28%	47	\$ 50,287
State Housing Authority	-	0%	0	\$ -	1	100%	41	\$ 135,327
Department of Technology and Information	96	31%	50	\$ 82,223	213	69%	46	\$ 83,321
Department of Transportation	524	33%	48	\$ 45,251	1,055	67%	46	\$ 49,081
Grand Total	6,436	52%	47	\$ 53,675	5,860	48%	45	\$ 61,634

Executive Branch Representation by Gender



RECRUITMENT & RETENTION

The Department of Human Resources (DHR) centrally manages the posting of vacant positions and forwards referral lists of qualified candidates to hiring managers for several Executive and non-Executive branch agencies. In recent years, there has been a focus on making the hiring process more centralized and efficient. The State tracks metrics for agencies including time to recruit shown as requisition to open (post vacancy), close to referral list issued, time to hire (posting to conditional offer), and time to fill (referral list to conditional offer).

The Average Time to Hire decreased to 38 days and the Average Time to Fill is down to 56 days this fiscal year.

The average time from receiving a request to advertise the vacant position to posting the vacancy is now four (4) days. The average time from closing a posted vacancy to issuing the referral list of qualified candidates to the hiring manager is down to four (4) days.

These decreases are due to streamlining the processes related to posting and filling vacant positions.

In FY23, the State received 46,911 applications which was 5,152 greater than FY22. In FY22, the State received 41,759 applications. Below is a yearly comparison followed by these numbers charted.

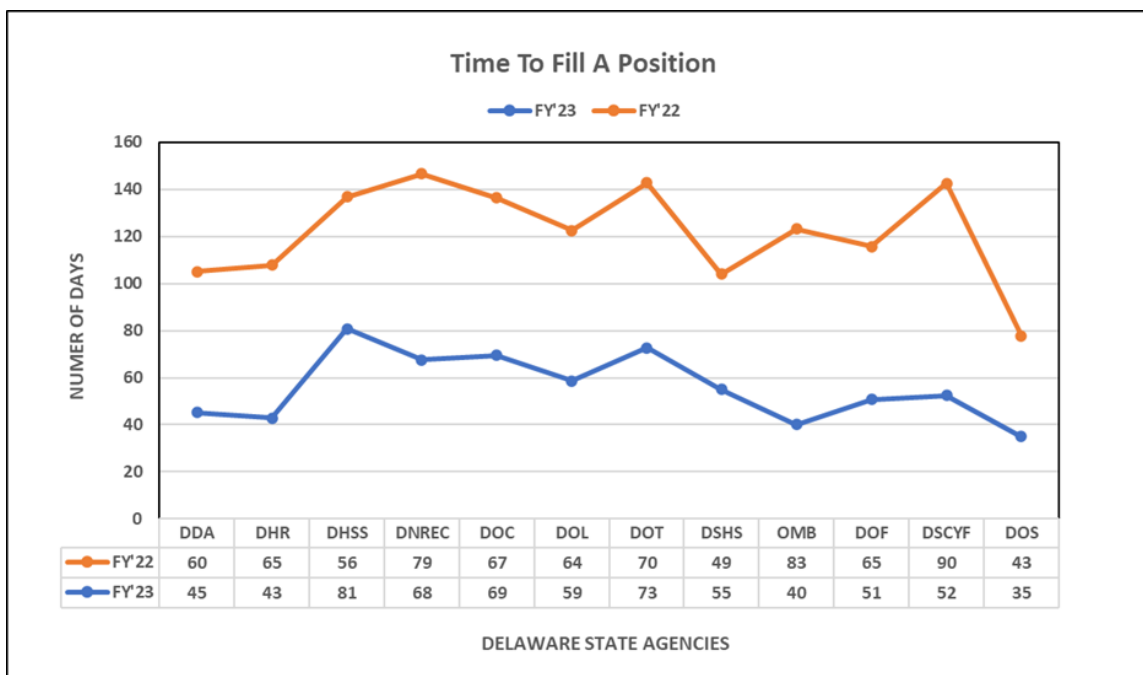
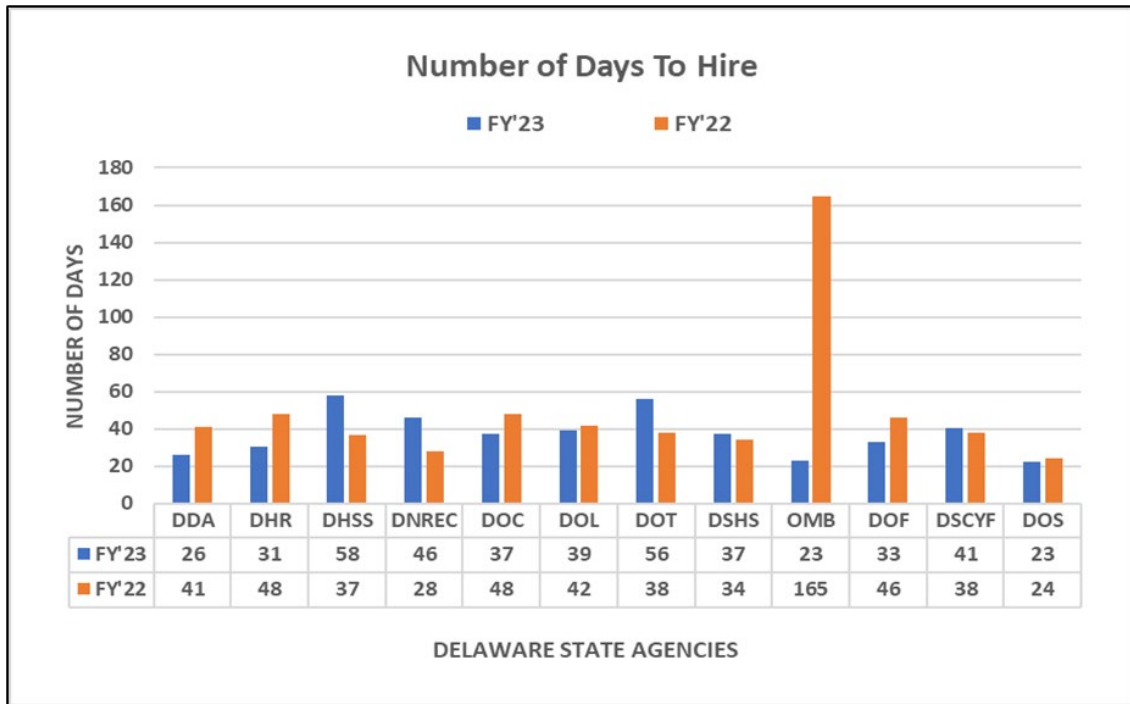
JOBAPS - APPLICATION TO THE HIRE ANALYSIS

Application to Hire Statistics	FY'23	FY'22	FY'21	Change from FY'22 to FY'23
Total Applications Received	46,911	41,759	48,982	5,152
Job Openings for Vacant Positions	4,481	4,096	2,754	385
Number of Job Openings with 10 or Fewer Applicants	2,930	2,423	1,047	507
Average number of days to hire	38	48	51	-10
Average time to fill	56	64	74	-8
Average number of days for position to be posted after request had been submitted	4	5	3	-1
Average number of days from the position closing to issuing a referral list to Hiring Manager	4	6	7	-2

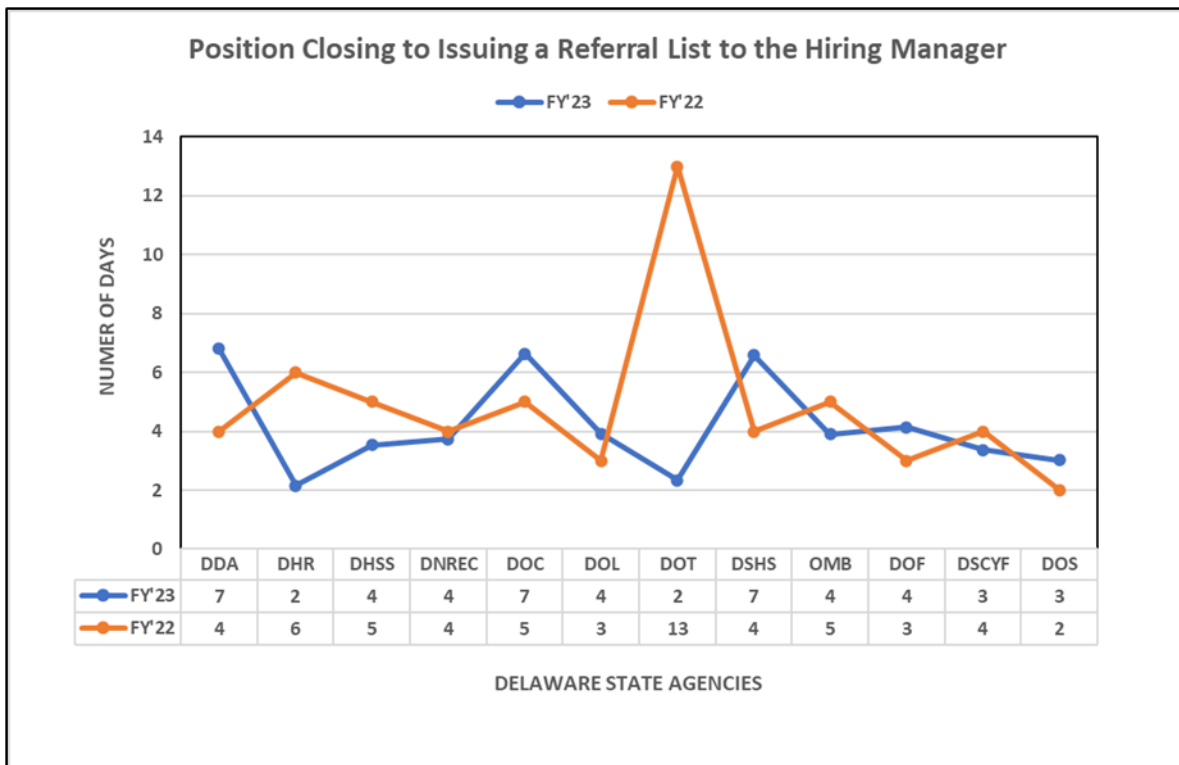
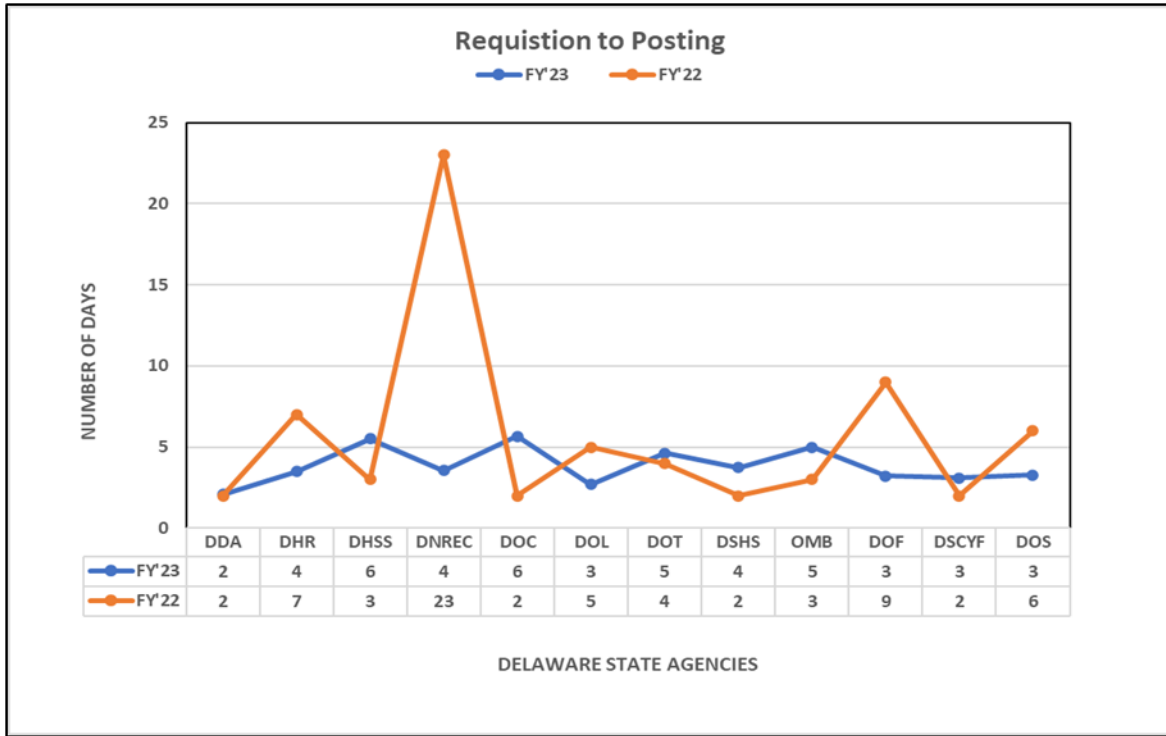


RECRUITMENT & RETENTION (Continued)

The charts below shows these metrics by agencies reporting recruitment through the State of Delaware's Recruitment system.

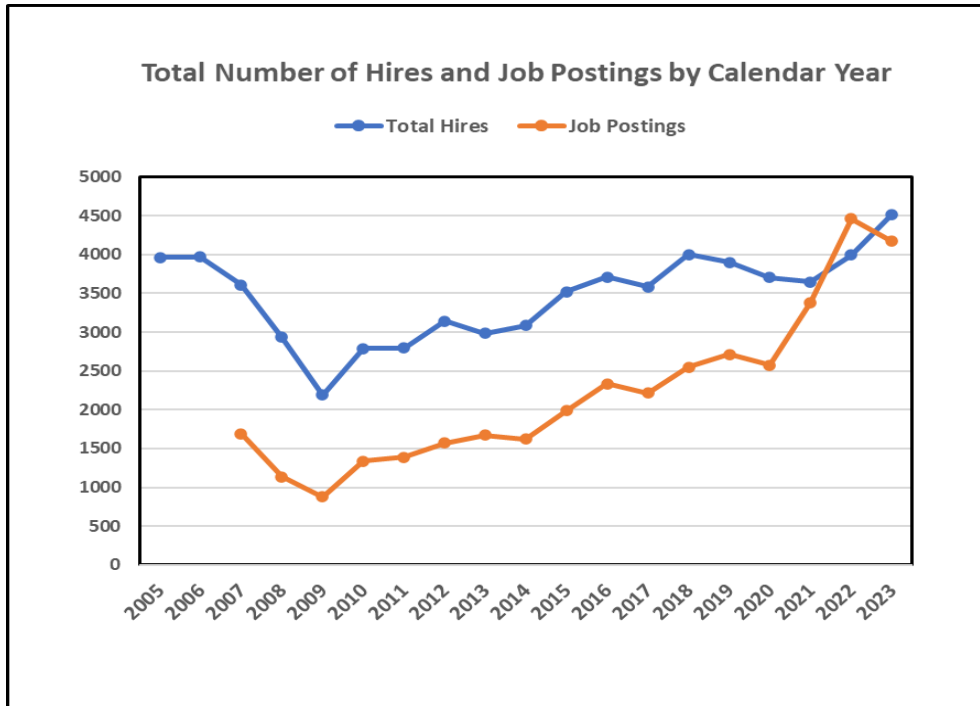


RECRUITMENT & RETENTION (Continued)



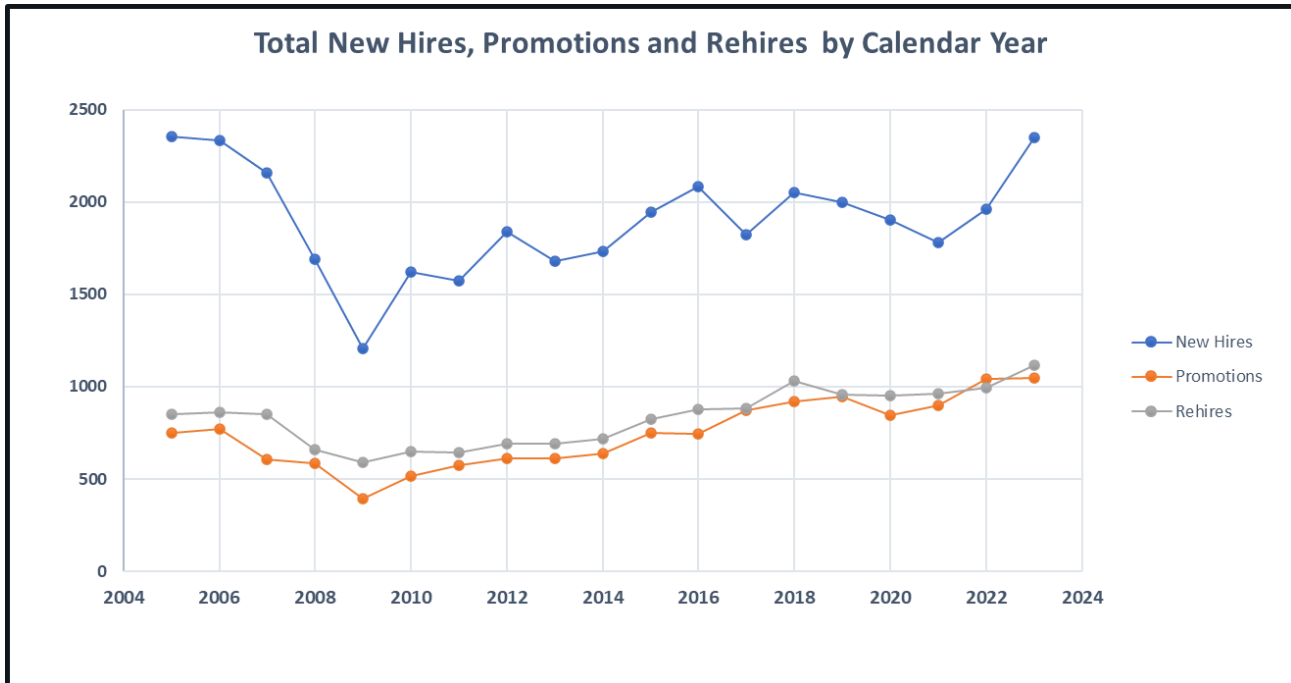
RECRUITMENT & RETENTION (Continued)

The chart below illustrates the total number of Job Postings and the Total Hires by calendar year. Reviewing all agencies serviced by DHR's Recruitment system, the number of Job Postings for calendar years 2009 through 2021 have seen a steady increase resulting in record number of Total Hires in 2023. The average staffing effectiveness rate for calendar years 2007 through 2021 was 183%. Calendar year 2022 resulted in the posting of 4,459 jobs which yielded a total of 3,993 hires for a 90% staffing effectiveness rate. For calendar year 2023, there were 4,171 Job Postings which resulted in a total of **4,516 Hires** or a staffing effectiveness rate of 108%.



Calendar Year	Job Postings	Total Hires	% of Hires from Job Postings
2005	N/A	3,958	N/A
2006	N/A	3,966	N/A
2007	1,689	3,611	214%
2008	1,139	2,933	258%
2009	875	2,192	251%
2010	1,336	2,788	209%
2011	1,391	2,796	201%
2012	1,572	3,139	200%
2013	1,674	2,983	178%
2014	1,619	3,083	190%
2015	1,985	3,520	177%
2016	2,332	3,708	159%
2017	2,217	3,580	161%
2018	2,546	3,999	157%
2019	2,711	3,900	144%
2020	2,573	3,700	144%
2021	3,378	3,644	108%
2022	4,459	3,993	90%
2023	4,171	4,516	108%

RECRUITMENT & RETENTION (Continued)



Calendar Year	New Hires	Promotions - career ladders are not Included	Rehires	Total Hires
2005	2,355	750	853	3,958
2006	2,335	770	861	3,966
2007	2,158	604	849	3,611
2008	1,689	585	659	2,933
2009	1,205	395	592	2,192
2010	1,621	518	649	2,788
2011	1,574	576	646	2,796
2012	1,838	612	689	3,139
2013	1,678	613	692	2,983
2014	1,730	636	717	3,083
2015	1,947	748	825	3,520
2016	2,082	747	879	3,708
2017	1,824	871	885	3,580
2018	2,050	919	1,030	3,999
2019	1,996	946	958	3,900
2020	1,900	848	952	3,700
2021	1,783	899	962	3,644
2022	1,960	1,040	993	3,993
2023	2,350	1,048	1,118	4,516

RECRUITMENT & RETENTION (Continued)

In order to address hiring and retention challenges, Delaware Governor John Carney and the General Assembly have increased salaries for state employees by an average of 12% for FY23 and FY24. State employees at the lower end of the pay scales have seen their salaries increase by as much as 18% in this two-year period.

With the support of Governor Carney, the Office of Management and Budget, and the General Assembly, the Delaware Department of Human Resources also has aggressively implemented several initiatives to attract and retain State employees for in-demand positions. In-demand positions are determined using recruitment and turnover data. The following positions have been identified as in-demand positions requiring additional recruiting efforts:

Position(s)	Agency
RNs, Speciality Nurses and Supervisors	Department Health and Social Services & Department of State
LPNs	Department Health and Social Services & Department of State
CNAs	Department Health and Social Services & Department of State
Social Workers	Department Health and Social Services
Teachers Aides/Special Education Teachers	Department of Services for Children, Youth & Their Families
Family/Youth Specialists	Department of Services for Children, Youth & Their Families
Engineers	Department of Transportation & Department of Natural Resources
Correction Officers	Department of Correction
Telecommunications 911	Department of Safety & Homeland Security/DSP
Facilities Enhancements	Office of Management & Budget
Disability Adjudicators Series I-III	Department of Labor



RECRUITMENT & RETENTION (Continued)

The recruitment and retention incentives, developed and implemented for in-demand positions, include sign-on, referral and retention bonuses. The chart below summarizes job classifications approved for sign-on, referral and retention bonuses.

Position(s)	Retention Bonus	Referral Bonus	Sign-on Bonus
RNs, Speciality Nurses and Supervisors	\$ 11,000 - \$ 12,000	\$ 1,000.00	\$ 10,000.00
LPNs	\$ 9,000.00	\$ 1,000.00	\$ 7,500.00
CNAs	Salary Adjustments	\$ 1,000.00	\$ 5,000.00
Social Workers	Salary Adjustments	\$ -	\$ -
Teachers Aides/Special Education Teachers	\$ -	\$ 2,500.00	\$ 10,000.00
Family/Youth Specialists	\$ -	\$ 2,500.00	\$ 10,000.00
Engineers	\$ -	\$ -	\$ 4,000 - \$ 7,000
Correction Officers	\$ 5,000.00	\$ 2,000.00	\$ 5,000.00
Telecommunications 911	\$ 1,500.00	\$ -	\$ 4,000.00
Facilities Enhancements	\$ 5,000.00	\$ -	\$ -
Disability Adjudicators Series I-III	\$ -	\$ 1,000.00	\$ 6,000.00

The recruitment and retention initiatives implemented in previous years continued into this fiscal year and they include:

- Sign-on bonuses, referral incentives and retention bonuses;
- Marketing campaigns for state jobs across social media and traditional media sites;
- Enacting legislation to induce eligible employees to delay some retirements;
- Improving data gathering and analyzing capabilities to focus on retention impacts; and,
- Recognition of the importance of a uniform onboarding process, as studies show that a better onboarding experience correlates with higher employee retention.

The State continues to address these challenges and has implemented the following measures:

- Passed legislation decreasing the eligibility waiting period for health and other benefits from the 1st of the month after 90 days, to the 1st of the month following the eligible employee's date of hire, effective January 1, 2024.
- Developed an innovative tuition incentive program to enhance the recruitment of Certified Nurse Assistants (CNAs) in the state's workforce starting December 1, 2023. Following a public request for proposal process, Delaware's Department of Human Resources selected three agencies to train CNAs, with the State covering the tuition cost for CNA candidates of up to \$3,000 per student.



EMPLOYMENT ACTIONS – MERIT EMPLOYEES

The following defines employment actions reported for Merit employees within state agencies for this report:

New Hire: The act of employing an individual, who had not been previously employed by the State, for a Merit or Exempt position.

Rehire: The reemployment of an employee after leaving state service. Vacant positions may be filled through a hire, transfer, or rehire.

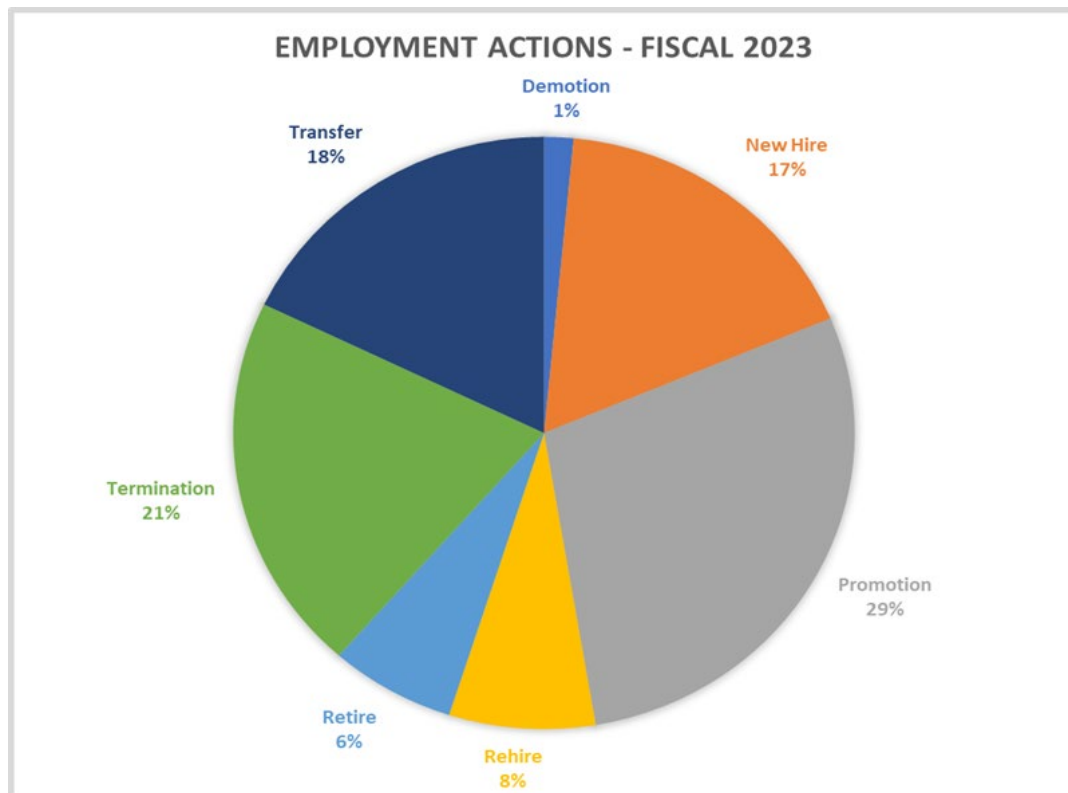
Promotion: The movement of an employee from a position in a class of a lower pay grade to a position in a class of a higher pay grade within an Agency through a process other than reclassification. (Promotions across Agencies are not included in this count.)

Transfer: Any movement between positions and/or organizations in the same pay grade and with no break in service, which includes promotions and demotions across Agencies.

Demotion: The voluntary or involuntary movement of an employee from a position in a class of a higher pay grade to a position in a class of a lower pay grade within an Agency through a process other than reclassification. (Demotions across Agencies are not included in this count.)

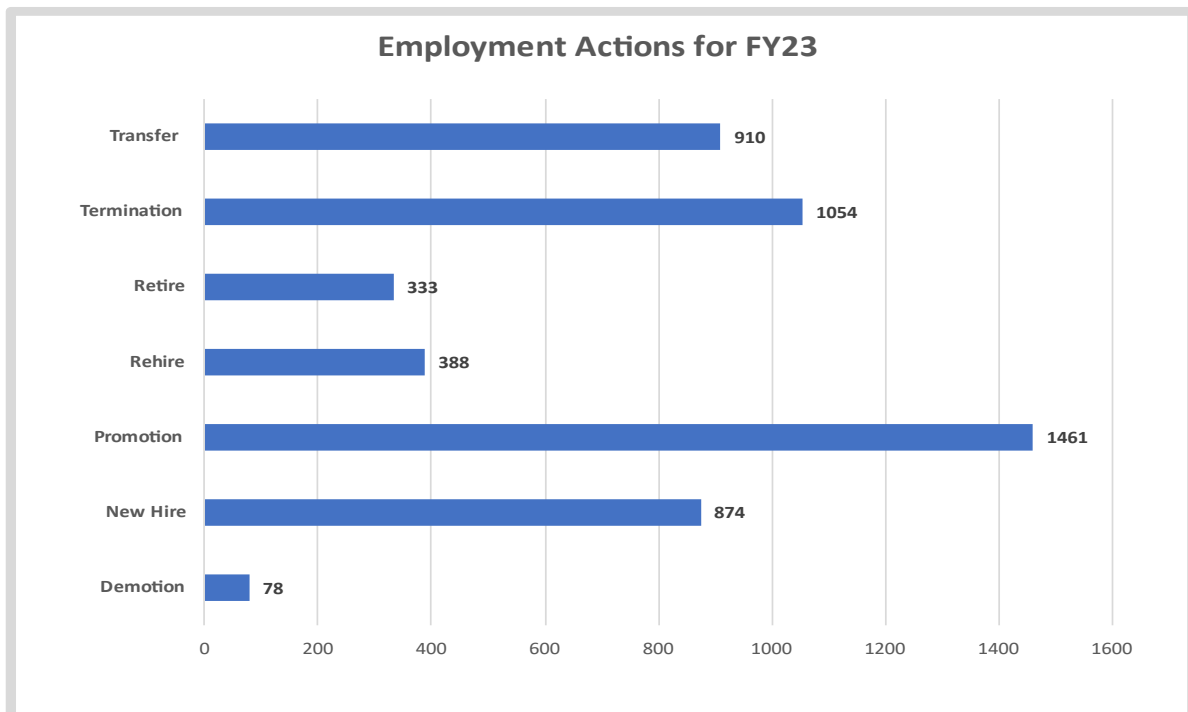
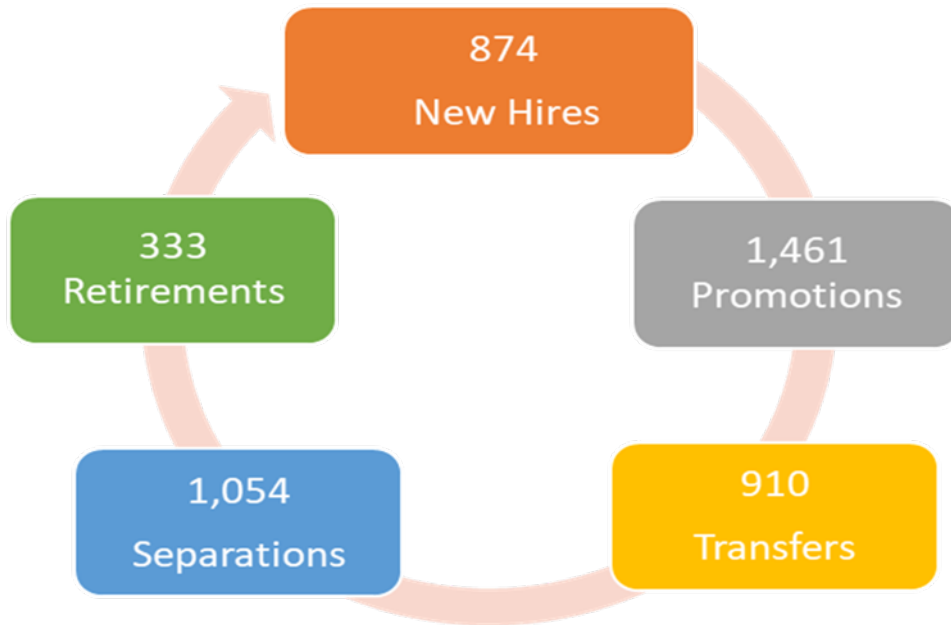
Termination: Employee separation from state service which results in the termination of benefits and pay.

Retirement: Employee separation from state service due to an employee meeting the eligibility criteria as defined in Title 29 Chapter 55 which results in the termination of benefits and pay in PHRST.



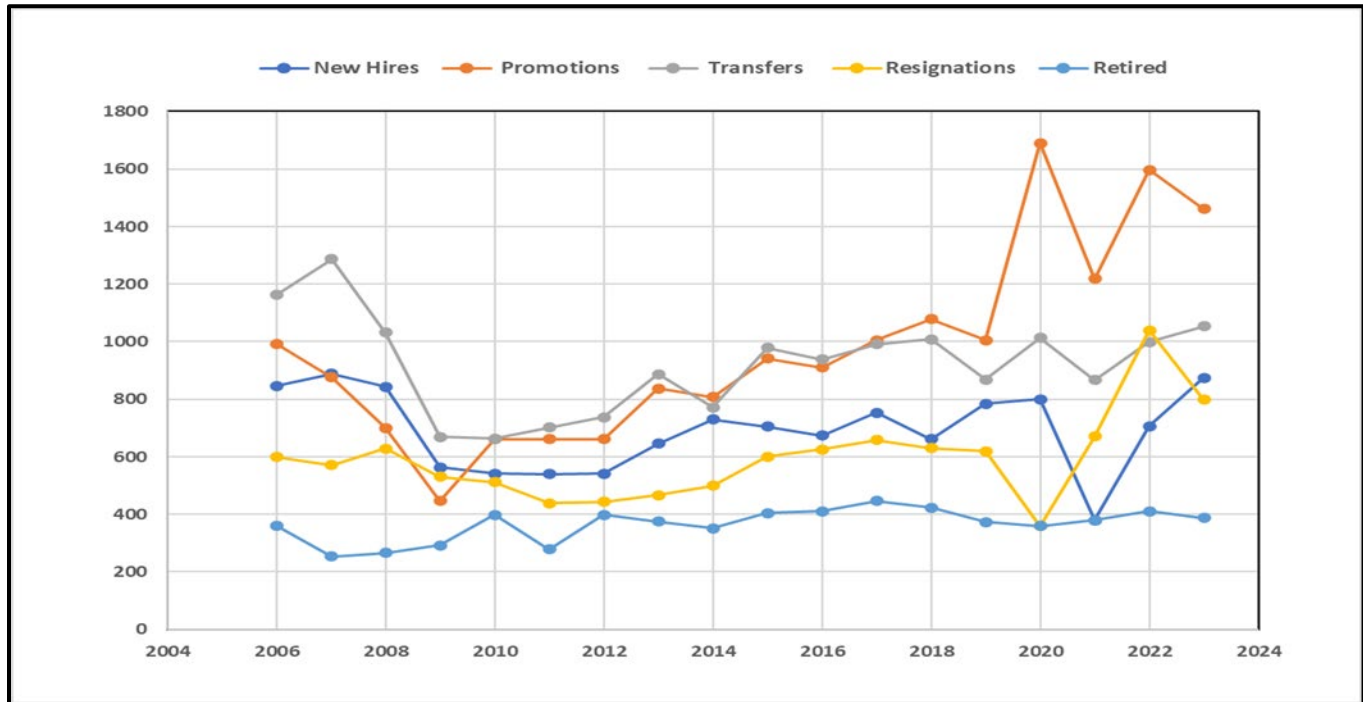
EMPLOYMENT ACTIONS – MERIT EMPLOYEES (Continued)

In FY23, State Agencies reported internal employment actions included: 874 hires, 910 transfers, 388 rehires, 1,461 promotions, and 78 demotions. State employee (promotions, demotions, and transfers) accounted for 48% of all employment actions.



EMPLOYMENT ACTIONS – MERIT EMPLOYEES (Continued)

EMPLOYMENT ACTION TRENDS CHARTED FOR FY'06 – FY'23



National reports suggested that the COVID-19 pandemic created the so-called “Great Resignation,” with reports of up to 40% of employees in the public and private sector resigning. Further research concludes that the so-called “Great Resignation” was inflated. Recent research from Goldman Sachs’ economists shows two-thirds of the people leaving jobs during the pandemic retired, not resigned.² While some opted for early retirement, there has not been a critical mass of resignations at the national or state government level.

The State workforce has experienced an average number of retirements, even during the height of the pandemic years of 2020 – 2022. Data shows the number of state employees retiring has remained steady from 2006 through 2023, as seen in the chart above. For FY23, 35.5% of state employees were identified as being eligible to retire within 5 years. This pattern remains fairly consistent throughout each of the years spanning from 2006-2023.

Historically, new hires outpaced the number of resignations, with the exception of the COVID-19 pandemic. FY21 and FY22 hiring actions decreased and resignations increased. Fiscal 2023 data reflects a possible return to normalcy and stabilization with the increased number of new hires and the decrease in the number of resignations.

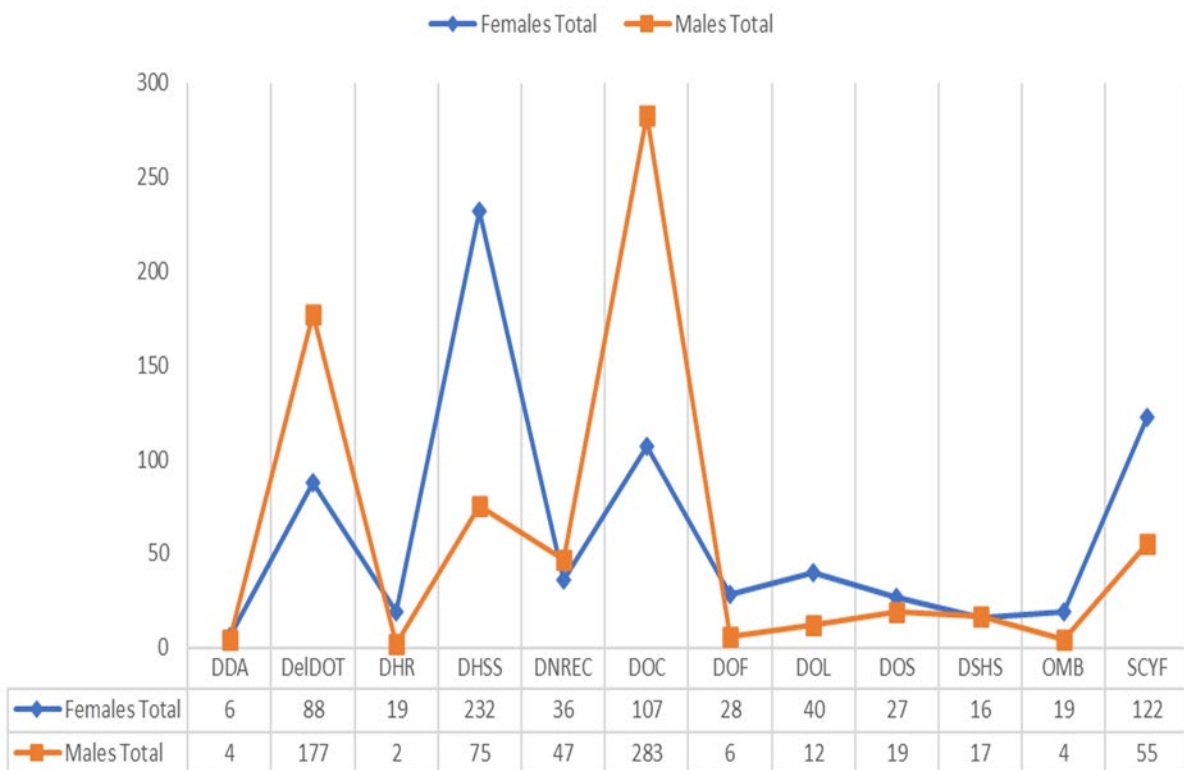
² <https://www.forbes.com/sites/avivahwittenbergcox/2021/11/16/the-great-resignation-actually-a-mass-retirement/?sh=357bd4c418ba>

EMPLOYMENT ACTIONS – MERIT EMPLOYEES (Continued)

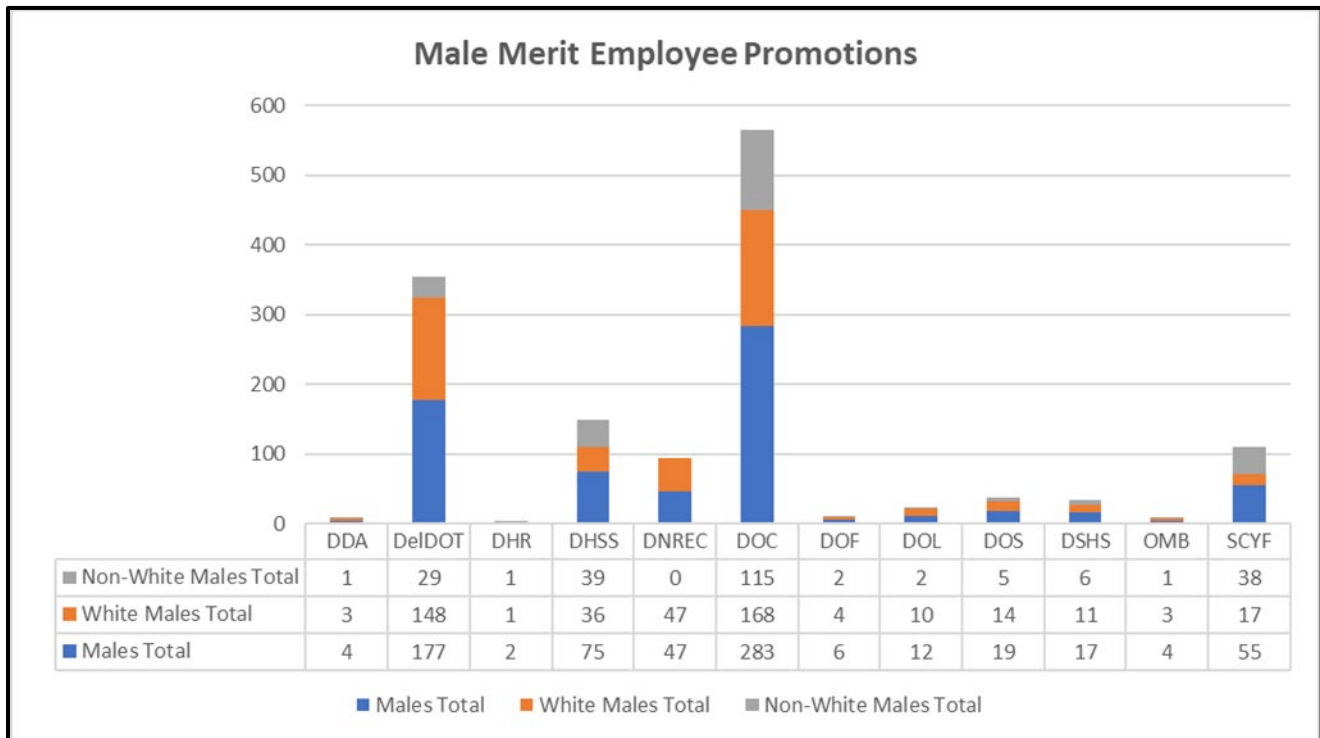
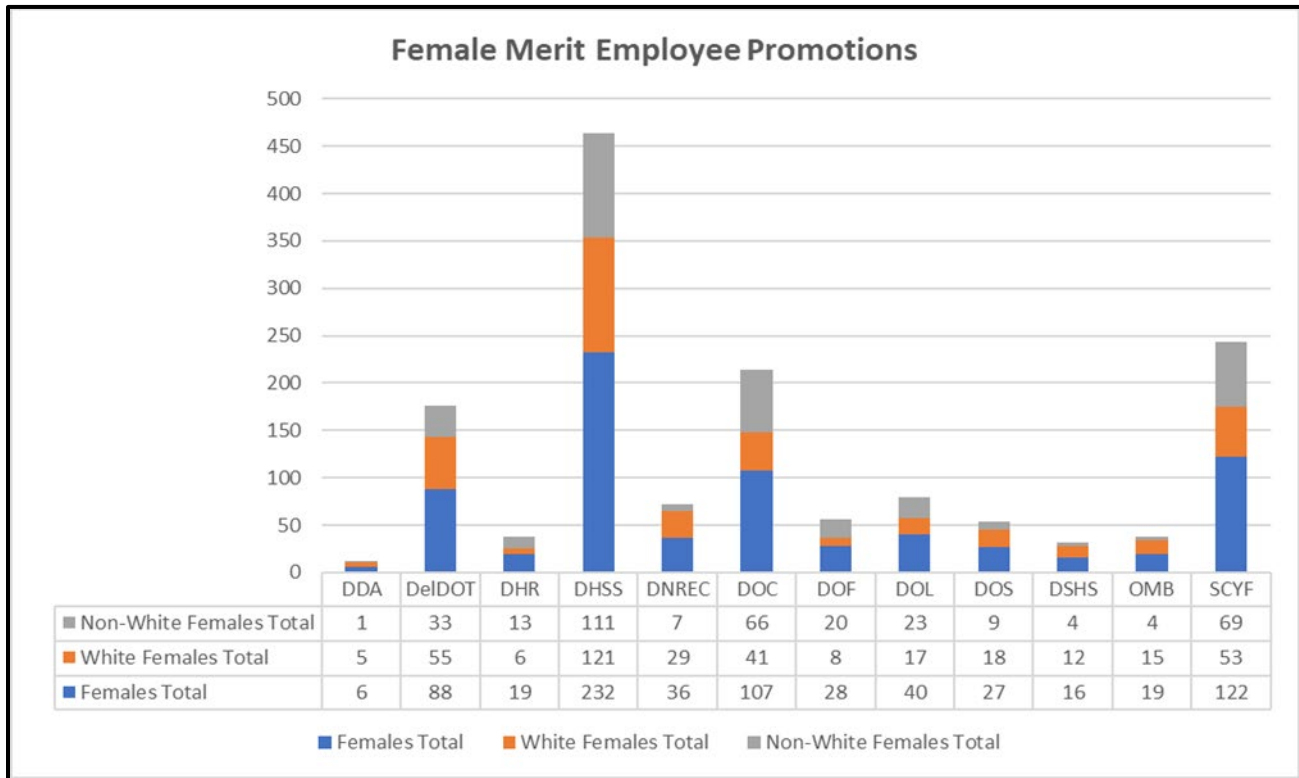
Promotions for Merit employees within State Agencies (the same organization) made up 29% of the employment actions in FY23. Employees may be promoted through either a career ladder promotion process by meeting promotional standards or through a competitive hiring process.

The Department of Correction had the greatest number of promotions, which accounted for 27% of the total number of promotions for all Merit employees. The following state agencies were above 10% in the number of promotions for all Merit employees: Department of Transportation (18%) and the Department of Services for Children, Youth and Their Families (12%). The charts below illustrate the Merit employee promotions by gender and minority status at agencies reporting.

MERIT EMPLOYEE PROMOTIONS BY GENDER



EMPLOYMENT ACTIONS – MERIT EMPLOYEES (Continued)



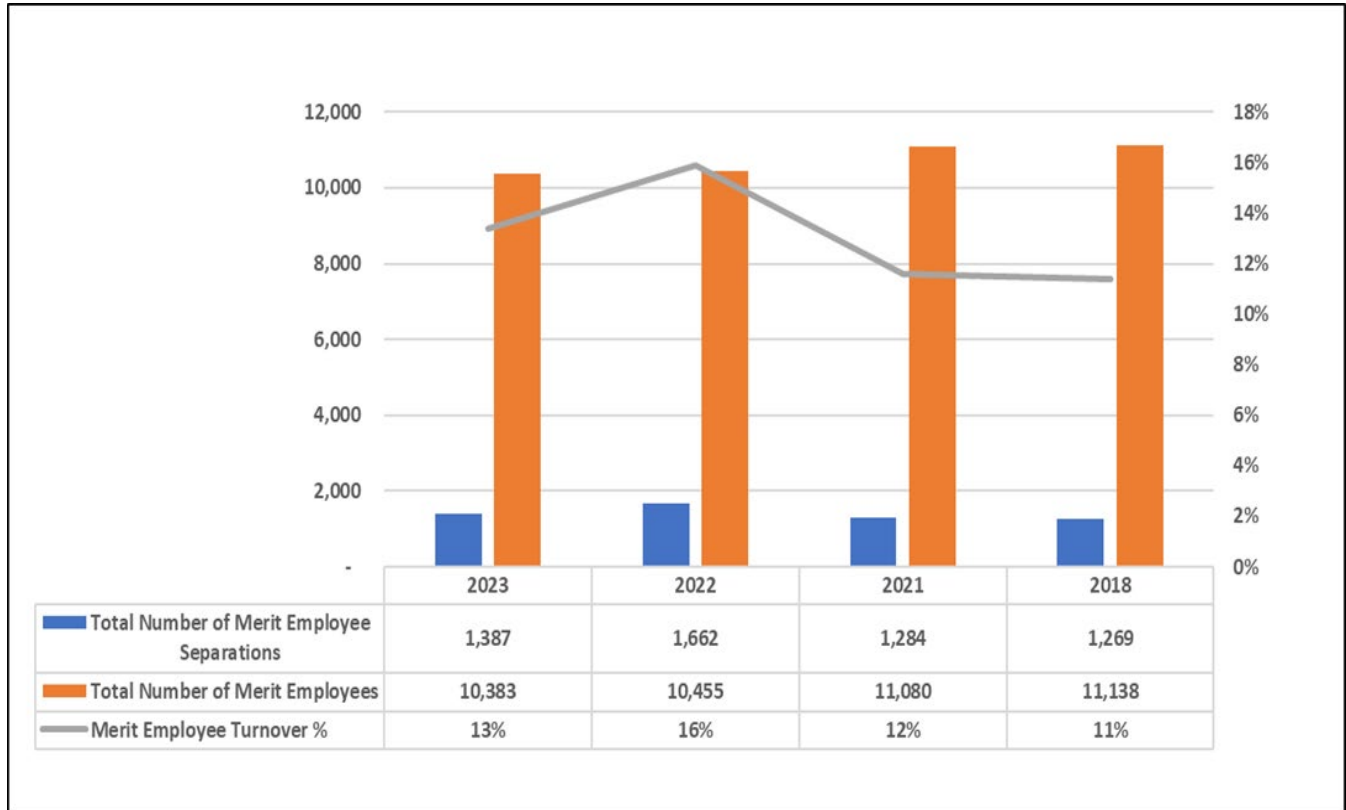
RETENTION – MERIT EMPLOYEES

The Turnover rate in FY23 was calculated as (Terminations + Retirements) / (Average of Time Period Beginning and End Count for **Merit Classified** Employees) and does not include Transfers between state agencies. Applying this formula to the data below represents an overall turnover rate of 13% for FY23.

The Merit Employee Turnover Chart below details the Merit Employee turnover for FY23, FY22, FY21 and FY18 (pre-Covid-19 and 5-year mark). The chart includes the number of total Separations (Terminations + Retirements), the total number of Merit Employees and the Turnover percent for each Fiscal Year.

Based upon the data, FY22 recorded the highest Merit Employee Turnover percentage at 16%. Pre-Covid-19 or FY18 recorded the lowest Merit Employee Turnover at 11%. It appears that FY23 is trending back to normalcy with a 13% turnover rate which is a 3% reduction from FY22.

Merit Employee Turnover
FY23, FY22, FY21 and FY18

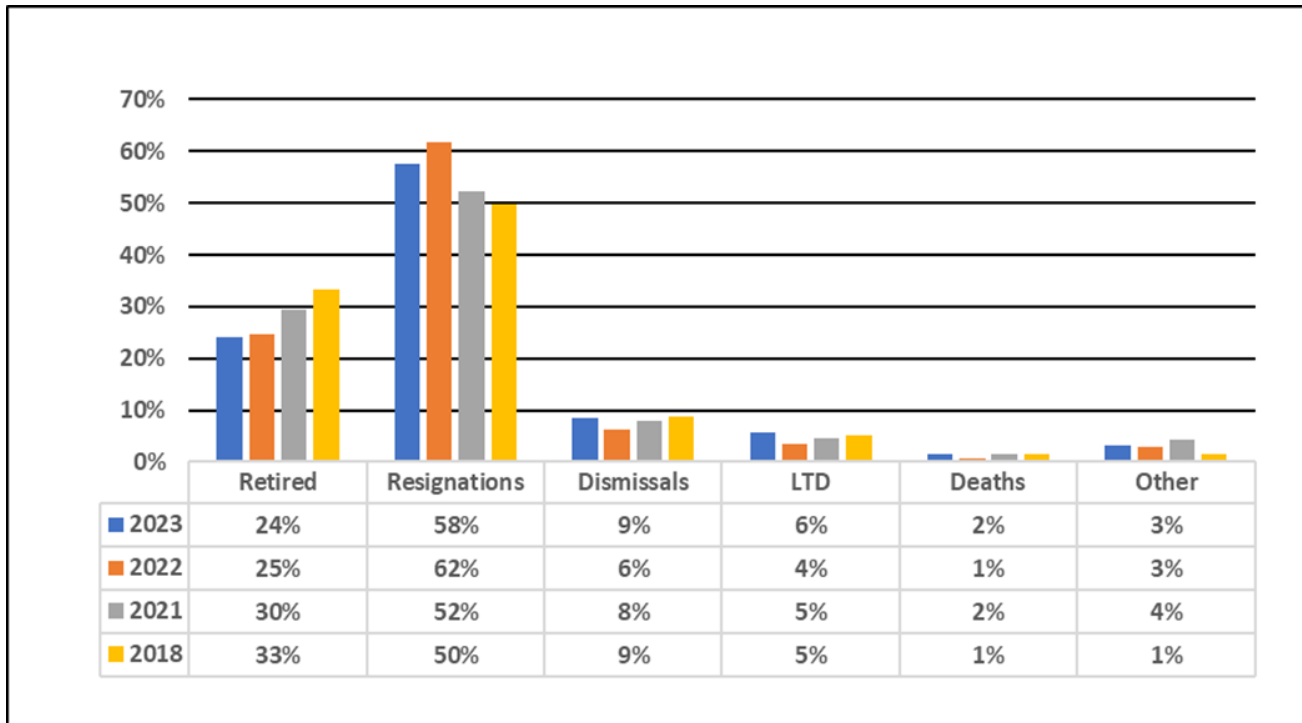


RETENTION – MERIT EMPLOYEES (Continued)

The Chart below compares the percentage of turnover for FY23, FY22, FY21 and FY18 (pre-Covid-19- and 5-year mark) by the category for the separation (Retirement, Resignations, Dismissals, Long-Term Disability, Deaths and Other) and the Overall Turnover percentage for the fiscal year.

The highest percentage of Retirements occurred in FY18 at 33% of all separation actions. The percentage of Retirements has continued to decline each year resulting in a Retirement percentage of 24% for FY23. FY23 Resignations had decreased by 4% from FY22. The highest percentage of Resignations occurred in FY22 at 62% of all separation actions. FY23 Resignations had decreased by 4% from Fiscal Year 2022.

Merit Employee Turnover Analysis by Separation Actions FY23, FY22, FY21 and FY18



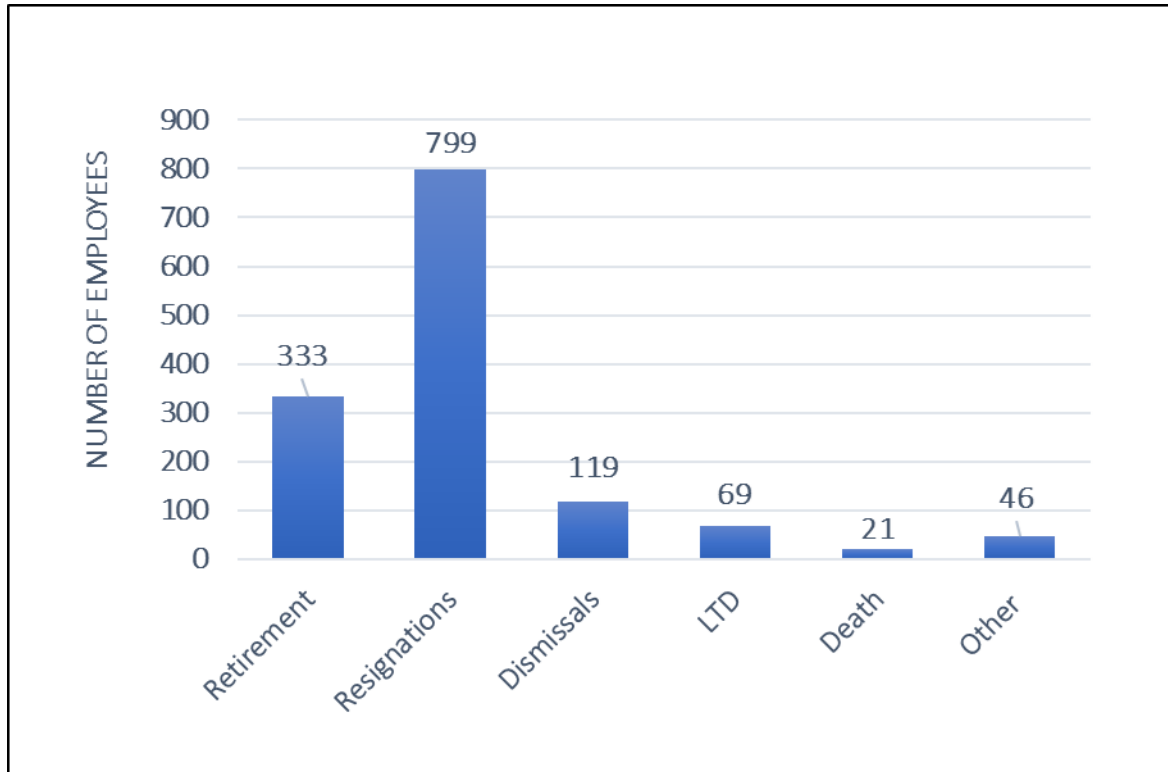
Fiscal Year	Retirements	%	Resignations	%	Dismissals	%	Long Term Disability	%	Deaths	%	Other Separations	%	Total Number of Separations
2023	333	24%	799	58%	119	9%	79	6%	21	2%	46	3%	1,387
2022	411	25%	1,025	62%	105	6%	59	4%	13	1%	49	3%	1,662
2021	379	30%	670	52%	102	8%	59	5%	20	2%	54	4%	1,284
2018	424	33%	631	50%	110	9%	67	5%	19	1%	18	1%	1,269

RETENTION – MERIT EMPLOYEES (Continued)

Separations include employee retirements, voluntary resignations, dismissals, employees moving into Long-Term Disability (LTD), deaths, and other reasons. The total number of state employee separations for FY23 was 1,387, which included 333 retirements and 799 resignations.

Merit Employee Separations for FY23

Retirements, Resignations, Dismissals, LTD, Deaths and Other



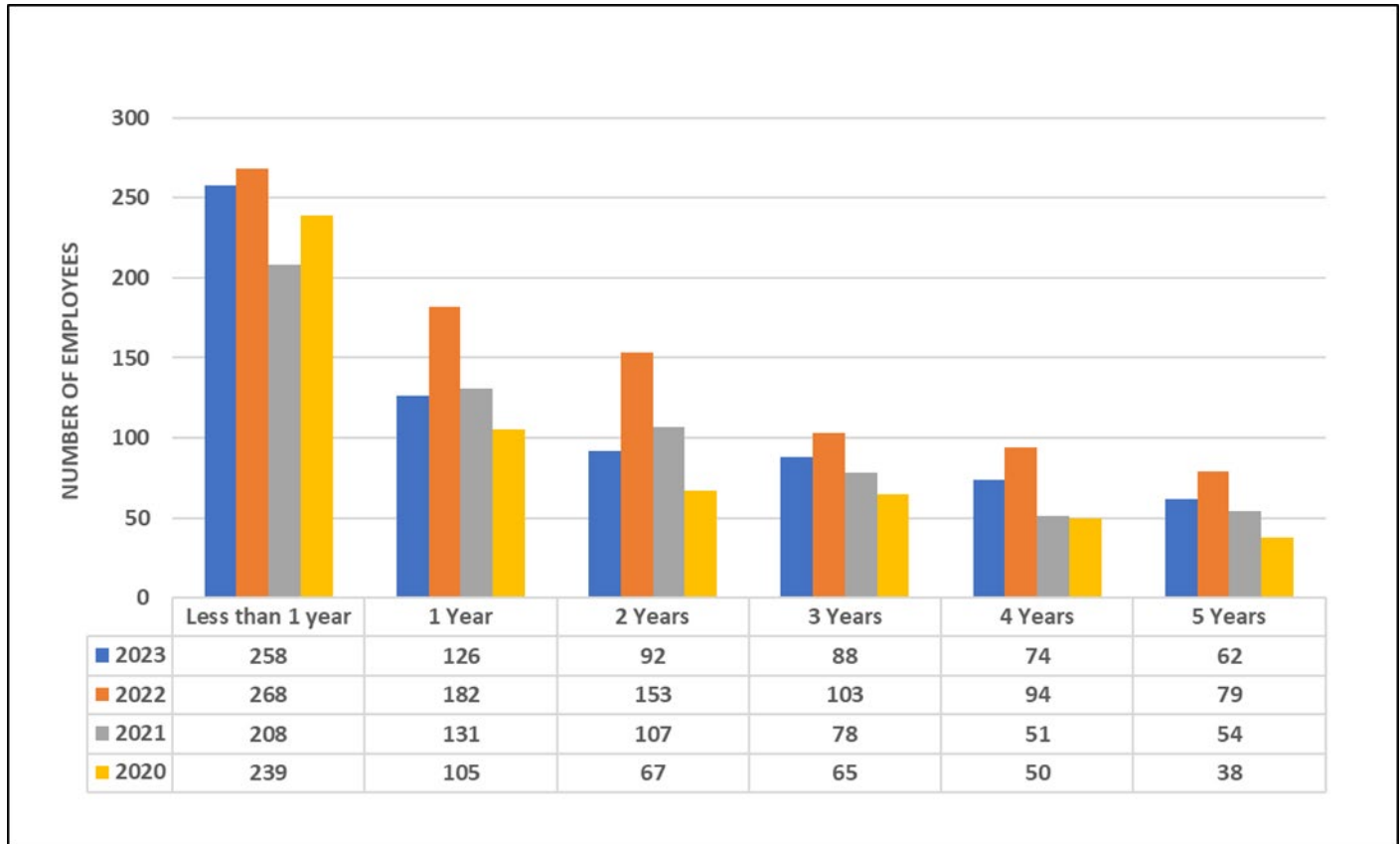
Average Years of Service by Separations

<p>Resignations</p> <p>4 years, 11 months</p>	<p>Dismissals</p> <p>3 years, 7 months</p>
<p>Retirements</p> <p>23 years, 11 months</p>	<p>Deaths</p> <p>12 years, 11 months</p>

RETENTION – MERIT EMPLOYEES (Continued)

The majority of resignations and dismissals occur within the first five years of employment. The next chart provides a summary and comparison of this data for FY23, FY22, FY21 and FY20.

Merit Employee Separations within the First Five Years of Employment



Voluntary Separations by Length of Service 799 Total Voluntary Separations for Fiscal Year 2023

Years or Months of Service	Number of employees	Percentage
Less than 10 yrs. of service	685	86%
Less than 5 yrs. of service	498	62%
Less than 3 yrs. of service	366	46%
Less than 1 yrs. of service	173	22%
Less than 6 mos. of service	126	16%
Less than 3 mos. of service	86	11%

RETENTION – EMPLOYEE EXIT SURVEY

Based on the exit survey results collected from State Agencies, for FY23, the five primary reasons for employees leaving the State includes: pay, taking a position with another State Agency or private employer, retirement, workplace culture and lack of opportunities for advancement. These reasons have remained the same over the past several years while the percentages have varied slightly. Reasons for leaving with percentages include:

Ranking	Primary Reasons For Leaving	Percentage of Total Responses
1	Pay	21.5%
2	Job with Another State Agency	12.9%
3	Retirement	9.8%
4	Workplace Culture	9.0%
5	Lack of Opportunities for Advancement	7.7%

The chart below details the employee responses to the question, “What is the primary reason you are leaving?” Statistics suggests that employees who selected "other" as the reason for leaving indicated in comments the actual reason was one of the categories listed below. Approximately 31% of the respondents skipped this question.

ANSWER SELECTIONS	RESPONSES			
	Selected	Slotted	Total	Percent of Total
Pay	69	43	112	21.5%
Job with Another State Agency	59	8	67	12.9%
Retirement	47	4	51	9.8%
Workplace Culture	24	23	47	9.0%
Lack of Opportunities for Advancement	21	19	40	7.7%
Job with Private Employer	30	3	33	6.3%
The Work	0	32	32	6.2%
Relocation	23	6	29	5.6%
Conflict with Manager/Supervisor	12	4	16	3.1%
Management & Supervision	0	14	14	2.7%
Commute	5	8	13	2.5%
Safety Concerns with Workplace	8	4	12	2.3%
Caregiving for Spouse and/or Older Relative	4	6	10	1.9%
Work Schedule	0	9	9	1.7%
Childcare	8	0	8	1.5%
Seeking Other Employment	0	7	7	1.3%
Benefits	4	2	6	1.2%
Health	4	0	4	0.8%
New Career	0	4	4	0.8%
Lack of Professional Development	3	0	3	0.6%
Conflict with Co-workers	1	1	2	0.4%
Other Government (not State)	0	1	1	0.2%
TOTAL	322	198	520	100.0%
SKIPPED	161			

RETENTION – EMPLOYEE EXIT SURVEY (Continued)

The survey also asked the participants to rate their Agency’s workplace experience, situations and environment. The question used a scale with the following ratings: 5 – Excellent, 4 – Very Good, 3 – Average, 2 – Below Average, 1 - Poor.

Since the respondents were allowed to skip questions, the percentages shown depend on the total number who answered in each category which lowers the veracity of these statistics. Although these ratings provide information, it is difficult to rely on these results as the percentages are based only on those who answered the questions.

The following chart summarizes the results for respondents rating of their Agency workplace experience, situations, and environment.

EXIT SURVEY Fiscal Year 2023 SUMMARY						
	EXCELLENT	GOOD	AVERAGE	BELOW AVERAGE	POOR	TOTAL
Agency as a place to work	27.79%	36.51%	20.71%	9.26%	5.72%	100%
	102	134	76	34	21	367
Opportunity for advancement or promotion	9.54%	21.25%	27.52%	21.53%	20.16%	100%
	35	78	101	79	74	367
Recognition of accomplishments/contributions	21.10%	24.38%	26.85%	13.42%	14.25%	100%
	77	89	98	49	52	365
Relationships with co-workers	48.77%	31.23%	15.34%	3.01%	1.64%	100%
	178	114	56	11	6	365
Relationship with your manager/supervisor	48.23%	20.44%	15.53%	7.36%	8.45%	100%
	177	75	57	27	31	367
Agency commitment to quality and customer service	28.96%	38.25%	22.13%	6.28%	4.37%	100%
	106	140	81	23	16	366
Work area tools available to perform the functions of your job	24.86%	34.70%	24.59%	9.02%	6.83%	100%
	91	127	90	33	25	366
Performance goals were clear, and you knew what was expected of you in your job	27.52%	35.97%	19.89%	7.90%	8.72%	100%
	101	132	73	29	32	367
Training and development needs were assessed and met	25.07%	31.34%	20.71%	10.90%	11.99%	100%
	92	115	76	40	44	367
Benefits package	38.27%	39.66%	16.76%	2.51%	2.79%	100%
	137	142	60	9	10	358
Compensation	10.71%	18.68%	21.98%	26.37%	22.25%	100%
	39	68	80	96	81	364
Family-Friendly Workplace	31.18%	28.09%	23.88%	10.39%	6.46%	100%
	111	100	85	37	23	356
Workplace Environment	26.80%	27.38%	22.48%	11.24%	12.10%	100%
	93	95	78	39	42	347

RETIREMENT ELIGIBILITY

State of Delaware employees in the most populous plan, the State Employees' Pension Plan, hired before January 1, 2012, are eligible to receive a service pension with any of the following combinations of years of service and age after five years of consecutive service:

- 30 years of credited service at any age
- 15 years of credited service at age 60
- 5 years of consecutive credited service at age 62

Employees hired on or after January 1, 2012, are eligible for a vested pension with 10 years of credited service at age 65 or 20 years of credited service at age 60 with five years of consecutive credited service.

Employees in specific classifications, such as Correctional Officers and 911 Operators, are eligible to retire with 25 years of pension-credited service without a reduction. These employees must acquire at least 20 years of pension-credited service within specific job classifications listed on Office of Pension website.

More detailed information can be found in the State Employees' Pension Plan Summary Plan Description on the Office of Pensions website, www.delawarepensions.com.

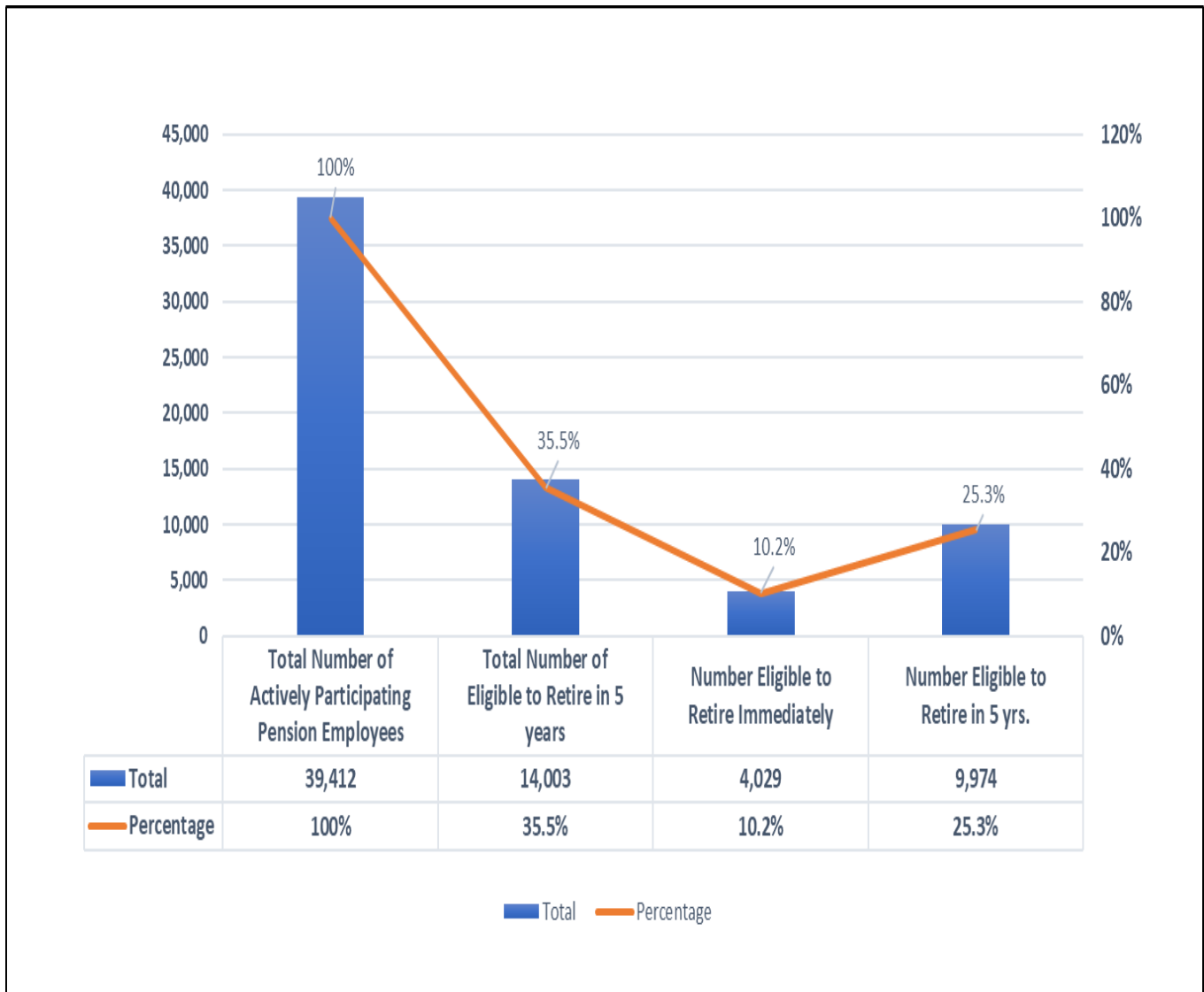
The average age of those who retired in FY23 was 61 years and 4 months. The retirement age has slightly decreased each year since FY21. The average retirement age in FY21 was 62 years 4 months and FY22 average retirement age was 62 years 1 month.

Within the next five years, 14,003 (35.5%) Delaware State Employees are projected to be eligible for retirement. This number includes employees eligible to retire with full and reduced pensions based on creditable service and age criteria. In FY23, the State of Delaware had a total of 39,412 actively participating pension eligible employees. A total number of 1,343 (3.4%) employees retired during FY23. At the end of FY23, 4,029 (10.2%) State of Delaware employees were eligible to retire immediately and 9,974 (25.3%) are eligible to retire in five (5) years. Projections are based on the employee's age and length of creditable service as of June 30, 2023.



RETIREMENT ELIGIBILITY (Continued)

Retirement Eligibility Summary for State Participating Pension Employees for FY23



RETIREMENT ELIGIBILITY (Continued)

The following chart provides detailed information for each State Agency and includes the number and percentage of employees eligible to retire immediately and employees eligible to retire within the next five (5) years. The highlighted Agencies are Executive Branch Agencies.

Agency	Eligible Immediately	% Eligible Immediately	Ready in 5 yrs.	% Ready in 5 yrs.	Total Number
Auditor	1	50%	1	50%	2
Delaware Justice Information System	2	14%	12	86%	14
Delaware Solid Waste Authority	23	40%	35	60%	58
Delaware State Education Association	-	0%	1	100%	1
Delaware State Housing Authority	-	0%	-	0%	-
Delaware State Police	222	56%	171	44%	393
Department of Agriculture	21	47%	24	53%	45
Department of Correction	271	34%	517	66%	788
Department of Education	38	28%	96	72%	134
Department of Fianance	43	48%	47	52%	90
Department of Health and Social Services	402	33%	808	67%	1,210
Department of Human Resources	26	27%	71	73%	97
Department of Justice	53	33%	109	67%	162
Department of Labor	62	39%	96	61%	158
Department of National Guard	4	18%	18	82%	22
Department of Natural Resources and Environmental Control	66	31%	146	69%	212
Department of Safety & Homeland Security	33	36%	59	64%	92
Department of Services for Children, Youth and Families	84	26%	233	74%	317
Department of State	77	39%	119	61%	196
Department of Technology and Information	43	33%	86	67%	129
Department of Transportation	184	30%	424	70%	608
Elections	5	33%	10	67%	15
Fire Prevention Commission	19	50%	19	50%	38
Governor's Advisory Council for Exceptional Citizens	1	100%	-	0%	1
Governor's Office	2	33%	4	67%	6
Higher Education	410	35%	777	65%	1,187
Insurance Commission	6	14%	38	86%	44
Judicial	122	32%	259	68%	381
Legislative	6	27%	16	73%	22
Lieutenant Governor's Office	-	0%	2	100%	2
Office of Defense Services	24	38%	40	63%	64
Office of Management and Budget	38	33%	78	67%	116
Office of State Treasurer	3	27%	8	73%	11
Schools	1,738	24%	5,650	76%	7,388
Grand Total	4,029	29%	9,974	71%	14,003

RETIREMENT ELIGIBILITY – EXECUTIVE BRANCH

Within the next five years, 4,607 (37.5%) of our 12,296 Executive Branch Agency employees are projected to be eligible for retirement. This number includes employees eligible to retire with full and reduced pensions based on creditable service and age criteria. In FY23, 333 (2.7%) employees retired. At the end of FY23, 1,614 (13.1%) agency employees were eligible to retire immediately. Projections are based on the employee's age and length of creditable service as of June 30, 2023.

Retirement Eligibility Summary for Executive Branch Employees FY23



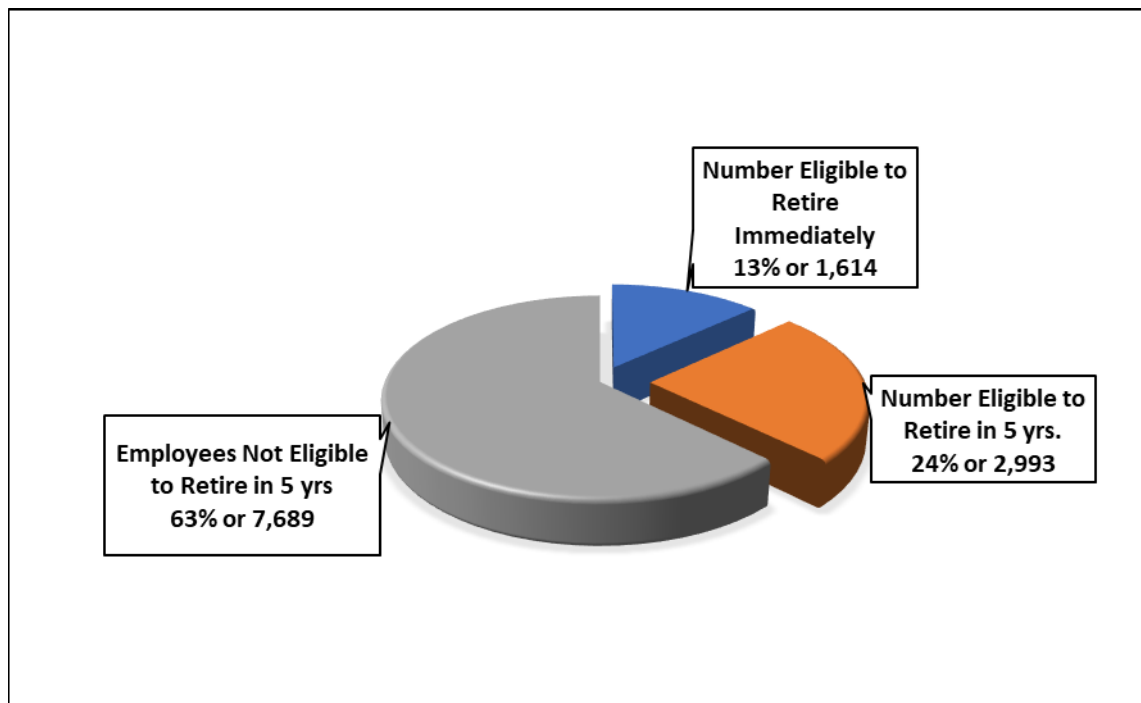
*The percentage eligible to retire does not include Casual/Seasonal employees, school districts, charter schools, higher education, Judicial and Legislative Branch employees, Delaware Solid Waste Authority, National Guard Emergency Workers, and Patient Workers in a DHSS facility.

RETIREMENT ELIGIBILITY – EXECUTIVE BRANCH (Continued)

The following chart provides detailed information for each Executive Branch agency and includes the number of employees eligible to retire immediately and the number of employees eligible to retire within the next five years.

Executive Branch State Agencies	Eligible Now	Eligible in 5 years	Total Eligible in 5 Years
Department of Agriculture	21	24	45
Department of Transportation	184	424	608
Department of Human Resources	26	71	97
Department of Health and Social Services	402	808	1210
Delaware National Guard	4	18	22
Department of Natural Resources & Environmental Control	66	146	212
Department of Corrections	271	517	788
Department of Education	38	96	134
Department of Finance	43	47	90
Department of Labor	62	96	158
Department of State	77	119	196
Department of Services for Children, Youth & Their Families	84	233	317
Department of safety & Homeland Security	33	59	92
Delaware State Police	222	171	393
Department of Technology and Information	43	86	129
Office of Management and Budget	38	78	116
Totals	1,614	2,993	4,607

Executive Branch Employees Eligible to Retire within 5 Years

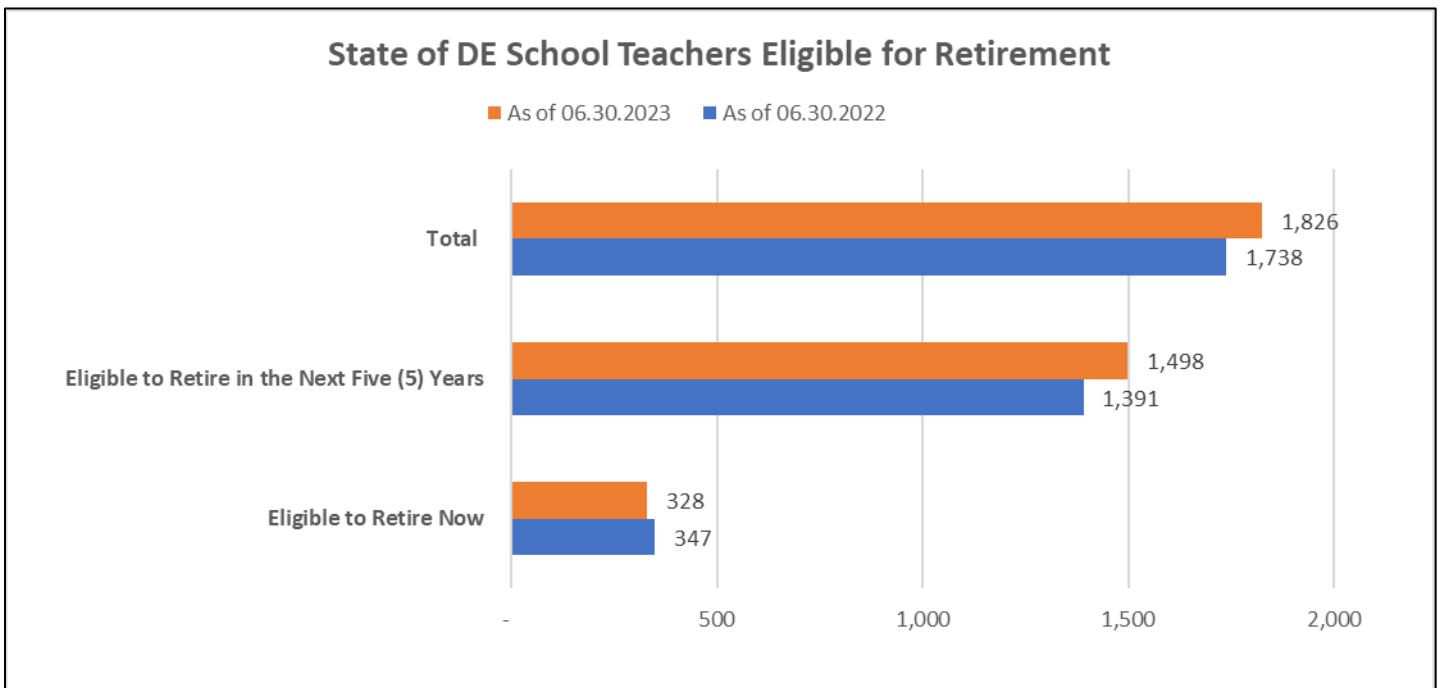


RETIREMENT ELIGIBILITY – DELAWARE TEACHERS

Based upon state Pension Eligible Reports for FY23, 328 teachers in Delaware public and charter schools are eligible to retire immediately. Significantly, out of more than 9,000 teachers in Delaware’s public and charter schools, a total of 1,826 teachers will be eligible to retire in the next five years.

The chart below compares the number of teachers eligible to retire for FY22 vs. FY23. The chart further details the number of teachers “Eligible to Retire Now” and those “Eligible to Retire in the Next Five (5) Years.”

The total number of teachers eligible to retire has increased 5% since FY22 while the number of teachers eligible to “Retire Now” has decreased by 5% since FY22.



HEALTH BENEFITS UTILIZATION

The Statewide Benefits Office (SBO) is responsible for the strategic planning, daily administration, and financial management of all health and related benefit programs for employees at state agencies, school districts, charter schools, and higher education, as well as state pensioners and covered dependents.

Below is a helpful key for the charts under the “Health Benefits Utilization” section:

- **State Agency Average:** Includes data for all state agencies based on enrollment in a State of Delaware non-Medicare health plan. Excludes school districts, charter schools, Delaware Technical Community College (DTCC), and Delaware State University (DSU).
- **State Average:** Includes data for all state agencies, school districts, charter schools, DTCC, and DSU based on enrollment in a State of Delaware non-Medicare health plan.
- **Employees:** Includes employees enrolled in a State of Delaware non-Medicare health plan.
- **All Members:** Includes employees, spouses, and dependent children who are enrolled in a State of Delaware non-Medicare health plan.

Note: Due to the COVID-19 pandemic, FY21 and FY22 data should be interpreted with caution due to the overall reduction in healthcare utilization among Group Health Insurance Plan (GHIP) members.

The following chart shows the percentage of enrollment in a State of Delaware non-Medicare health plan by age and gender. In FY23, the highest percentage of employees enrolled in a State of Delaware non-Medicare health plan was between 45-64 years of age, and this has remained consistent over the years.

Age and Gender Demographics

		State Average						State Agency Average					
		FY 2021		FY 2022		FY 2023		FY 2021		FY 2022		FY 2023	
		M	F	M	F	M	F	M	F	M	F	M	F
Employees	18-24	0.7%	1.3%	0.6%	1.1%	0.6%	1.2%	1.2%	1.0%	1.1%	0.9%	0.9%	0.8%
	25-44	15.9%	29.9%	15.9%	30.2%	15.6%	30.2%	20.7%	22.8%	21.3%	22.2%	21.2%	22.0%
	45-64	16.7%	31.8%	16.3%	31.9%	16.0%	32.2%	21.1%	28.8%	21.3%	28.6%	20.9%	29.2%
	65+	1.8%	2.1%	1.7%	2.2%	1.8%	2.3%	2.1%	2.2%	2.1%	2.5%	2.2%	2.7%

All Members	0-17	14.6%	13.6%	14.6%	13.4%	14.7%	13.5%	13.4%	12.8%	13.3%	12.4%	13.3%	12.3%
	18-24	6.4%	6.3%	6.6%	6.5%	6.5%	6.5%	6.6%	6.2%	6.7%	6.4%	6.6%	6.4%
	25-44	10.4%	16.4%	10.4%	16.4%	10.3%	16.4%	11.7%	15.0%	12.0%	14.7%	12.0%	14.7%
	45-64	12.3%	17.0%	12.1%	16.9%	12.0%	17.1%	13.5%	17.4%	13.6%	17.3%	13.5%	17.6%
	65+	1.7%	1.3%	1.7%	1.3%	1.7%	1.4%	1.9%	1.5%	1.9%	1.6%	2.0%	1.7%

HEALTH BENEFITS UTILIZATION (Continued)

SBO functions as the “administrative arm” of the State Employee Benefits Committee (SEBC) by implementing actions to achieve the goals, strategies, and tactics in the Group Health Insurance Plan (GHIP) Strategic Framework. Within the GHIP Strategic Framework, there are strategies and tactics that focus on continuing to educate members on the availability of preventive care and GHIP care management and lifestyle risk reduction program to support healthy lifestyles.

The chart below shows the percentage of the population that had the recommended screening (based on age and other parameters) during the reporting period. In FY23, state agency screening rates for cervical cancer, breast cancer, colon cancer, and annual physical exams were identified as not performing as well as the state average and indicate areas of opportunity. **Most preventive care is covered at 100%** (meaning no charge) to covered members through their State of Delaware non-Medicare health plan. The SBO and the health plan vendors use multiple modes of communication to promote the importance of preventive care to employees. There is a Preventive Care page on the SBO website (<https://dhr.delaware.gov/benefits/preventive-care/index.shtml>) with preventive health schedules and more.

Preventive Screening Rates

Green – Performing better than State Average Red – Not performing as well as State Average		State Average			State Agency Average		
		FY21	FY22	FY23	FY21	FY22	FY23
Cervical Cancer	Employees	70.6%	69.3%	70.3%	66.5%	65.4%	65.4%
	All Members	68.3%	66.8%	67.8%	64.4%	62.8%	62.8%
Breast Cancer	Employees	74.6%	76.2%	79.4%	72.6%	74.9%	78.4%
	All Members	73.0%	74.5%	77.8%	71.1%	72.9%	76.3%
Colon Cancer	Employees	45.3%	44.2%	43.0%	45.1%	43.8%	42.5%
	All Members	42.9%	42.3%	41.2%	43.5%	42.4%	41.0%
Annual Exam	Employees	54.2%	55.1%	60.6%	47.0%	48.9%	53.8%
	All Members	48.4%	48.2%	53.0%	44.8%	45.1%	49.6%



HEALTH BENEFITS UTILIZATION (Continued)

The following chart shows the top five most prevalent chronic conditions with respect to employees that can be effectively managed. These conditions include hypertension, high cholesterol, diabetes, osteoarthritis, and overweight/obesity. In FY23, state agency condition prevalence numbers for the conditions noted were identified as not performing as well as the state average and indicate areas of opportunity. Wellness and condition care programs and resources are available through the State of Delaware's health plan vendors. The SBO and the health plan vendors use multiple modes of communication to promote these resources to employees. In addition, there are resource pages for diabetes, heart health, musculoskeletal pain, and weight management on the SBO website at <https://dhr.delaware.gov/benefits/>.

Condition Prevalence

Green – Performing better than State Average Red – Not performing as well as State Average		State Average			State Agency Average		
		FY21	FY22	FY23	FY21	FY22	FY23
Hypertension	Employees	17.4%	16.7%	17.4%	19.5%	19.0%	20.3%
	All Members	10.7%	10.2%	10.6%	12.1%	11.7%	12.5%
High Cholesterol	Employees	14.6%	14.6%	16.8%	15.5%	16.1%	18.3%
	All Members	9.2%	9.1%	10.3%	10.0%	10.1%	11.5%
Diabetes	Employees	11.9%	12.3%	13.8%	13.8%	13.9%	16.2%
	All Members	7.6%	7.8%	8.6%	8.9%	9.0%	10.2%
Osteoarthritis	Employees	7.9%	8.4%	8.7%	8.3%	8.8%	9.3%
	All Members	5.0%	5.2%	5.3%	5.4%	5.7%	5.9%
Overweight/ Obesity	Employees	25.4%	27.7%	29.3%	29.4%	31.1%	32.9%
	All Members	17.0%	18.4%	19.2%	20.2%	21.3%	22.4%

Condition Treatment Compliance is the percentage of the population (based on condition prevalence data) that received the recommended test or complied with the recommended medication use during the reporting period. In FY23, the state agency average for cholesterol screening for the population with high cholesterol was identified as performing better than the state average. Statin adherence for the population with diabetes indicates an area of opportunity.

Condition Treatment Compliance

Green – Performing better than State Average Red – Not performing as well as State Average		State Average			State Agency Average		
		FY21	FY22	FY23	FY21	FY22	FY23
Cholesterol Screening for Population with High Cholesterol	Employees	54.4%	55.3%	58.9%	56.5%	58.2%	61.9%
	All Members	52.5%	52.9%	56.6%	55.4%	56.9%	60.3%
Statin Adherence for Population with Diabetes	Employees	76.4%	71.9%	73.4%	75.1%	72.7%	72.1%
	All Members	76.5%	71.4%	74.5%	75.0%	71.6%	73.0%
Statin Adherence for Population with Atherosclerotic Cardiovascular Disease	Employees	84.6%	82.8%	80.1%	84.2%	82.6%	82.6%
	All Members	83.1%	80.8%	81.9%	93.0%	83.0%	80.8%

HEALTH BENEFITS UTILIZATION (Continued)

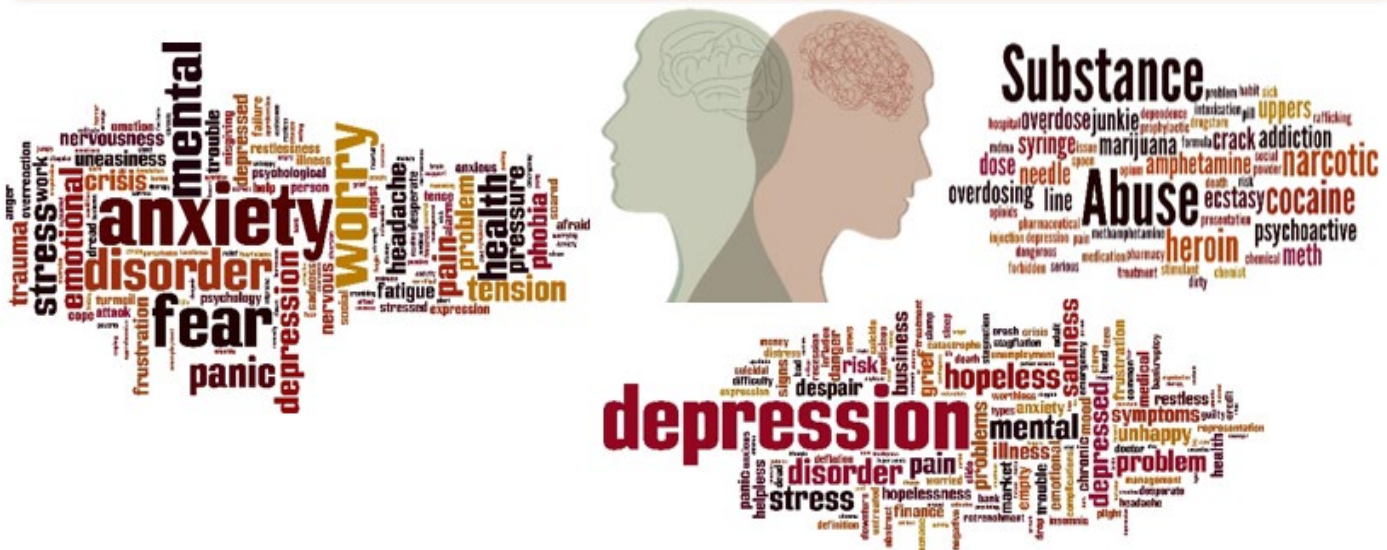
Behavioral Health Prevalence is the percentage of the population with a diagnosis of anxiety, depression, or substance abuse. In FY23, the state agency average for substance abuse was identified as not performing as well as the state average and indicates an area of opportunity. Confidential emotional support and counseling, interactive digital behavioral health tools, work-life solutions, and more are available through the State of Delaware's Employee Assistance Program (EAP) vendor. SBO and the EAP vendor use multiple modes of communication to promote the resources available through the EAP to employees. In addition, there is a *Behavioral Health/ Emotional Wellbeing Resources* page (<https://dhr.delaware.gov/benefits/behavioral-health/index.shtml>) on the SBO website.

Behavioral Health Prevalence

Green – Performing better than State Average Red – Not performing as well as State Average		State Average			State Agency Average		
		FY21	FY22	FY23	FY21	FY22	FY23
Anxiety	Employees	9.0%	9.7%	10.2%	7.8%	8.4%	8.4%
	All Members	7.4%	8.0%	8.6%	6.6%	7.3%	7.6%
Depression	Employees	10.4%	10.9%	11.4%	9.9%	10.6%	10.8%
	All Members	8.8%	9.2%	9.6%	8.4%	9.2%	9.3%
Substance Abuse	Employees	1.3%	1.4%	1.6%	1.5%	1.6%	1.9%
	All Members	1.0%	1.1%	1.2%	1.2%	1.2%	1.4%

More information about Statewide Benefits Office (SBO) Facts and Figures can be found at: <https://dhr.delaware.gov/benefits/facts-figures>.

Behavioral Health Prevalence



OUR PATH FORWARD

Vision – To sustain a competitive, talented, experienced, skilled and qualified workforce with the objective of meeting tomorrow’s workforce demands.

Guiding Principles – The Department of Human Resources, Talent Management, Workforce Planning, as an essential function, has a mission is to provide leadership, resources, guidance and support to our Delaware State Executive Branch Agencies as they respond to evolving, challenging staffing needs, workplace issues and opportunities.

Strategy Based – For the State of Delaware to remain a competitive employer and an employer of choice, the Department of Human Resources is committed to regularly reviewing and evaluating our organizational structure, systems, policies and procedures.

Customer Focused – The Talent Management team, which includes Workforce Planning, focuses on the following:

- Engaging all employees to feel important, motivated, valued, and in control of their careers.
- Reinforcing and supporting employees’ careers through guidance, training, and career pathing resources; and
- Assisting in effectively and efficiently explaining and instructing new employees in their roles and responsibilities.

Leveraged Partnerships & Resources –Utilizing data from external sources, to build partnerships and achieve our goals.

Outcome Driven – The Department of Human Resources remains focused on recruiting and retaining the best-qualified candidates as we continue to enhance the resources available to state employees to help them achieve their professional goals.

Accountable and Transparent – The State must continue to review, evaluate, analyze the data and provide status reports and take proactive action.

Our Priorities – The Department of Human Resources remains focused on recruiting and retaining the best-qualified candidates as we continue to enhance the resources available to state employees to help them achieve their professional goals. Through the utilization of current and new processes, we shall conduct systematic assessments of both internal and external workforce populations for:

- Identifying and recommending employment/talent management solutions to address projected candidate availability and staffing challenges.
- Identifying and tracking education, skills, experiences, and abilities for current and newly hired employees.
- Creating integrated database tracking tools for staffing patterns to optimize staffing forecasts.

OUR PATH FORWARD (Continued)

Action Steps – The State’s Workforce Planning efforts focus on industry trends, analytics, and effective workforce management. Our efforts aim to:

- Research and anticipate future and new hiring requirements starting with the recruitment of challenging in-demand positions.
- Complete regular data analysis to identify future skill and talent needs statewide.
- Evaluate and track changes occurring within the workforce, both internally and externally.
- Stay competitive by maintaining and monitoring changes in the economy and industry.



RESOURCES FOR FURTHER ANALYSIS

The Department of Human Resources provides access to the following tools to assist in managing the workforce more efficiently and effectively.

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

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

Total Compensation Calculator: <https://statejobs.delaware.gov/total-comp-calc>

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

Statewide Benefits: <https://dhr.delaware.gov/benefits>

Office of Women's Advancement and Advocacy: <https://dhr.delaware.gov/women>

Office of Diversity and Inclusion: <https://dhr.delaware.gov/diversity>

Talent Management: <https://dhr.delaware.gov/personnel>

Training and HR Solutions: <https://dhr.delaware.gov/training>

PHRST: <https://gss.omb.delaware.gov/phrst>

U.S. Bureau of Labor Statistics: Employment Status of Civilian Noninstitutional Population, <https://www.bls.gov/lau/ptable14afull2021.pdf>



APPENDIX A - DEFINITIONS

Agency: Any board, department, elected office, or commission that receives an appropriation in accordance with 29 Del. C. Chapter 59.

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.

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.

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)).

Pay Grade: One of the horizontal pay ranges designated on the pay plan consisting of a series of percentage midpoint columns identifying specific values.

PHRST: Acronym for the **Payroll Human Resource Statewide Technology** system used by the State of Delaware and implemented in 1997.

State Agency Average: A term used by State Benefits Office (SBO) to identify the source of their benefits data. State Agency Average Includes data for all State Agencies (excludes School Districts, Charter Schools, DTCC & DSU) based on enrollment in a State of Delaware health plan.

State Average: A term used by State Benefits Office (SBO) to identify the source of their benefits data. State Average includes data for all State Agencies, School Districts, Charter Schools, DTCC & DSU based on enrollment in a State of Delaware health plan.

State of Delaware Fiscal Year: July 1 to June 30