**State of Delaware
Office of Management and Budget
Human Resource Management**

A Summary of the

State of Delaware Workforce for Fiscal Year 2008

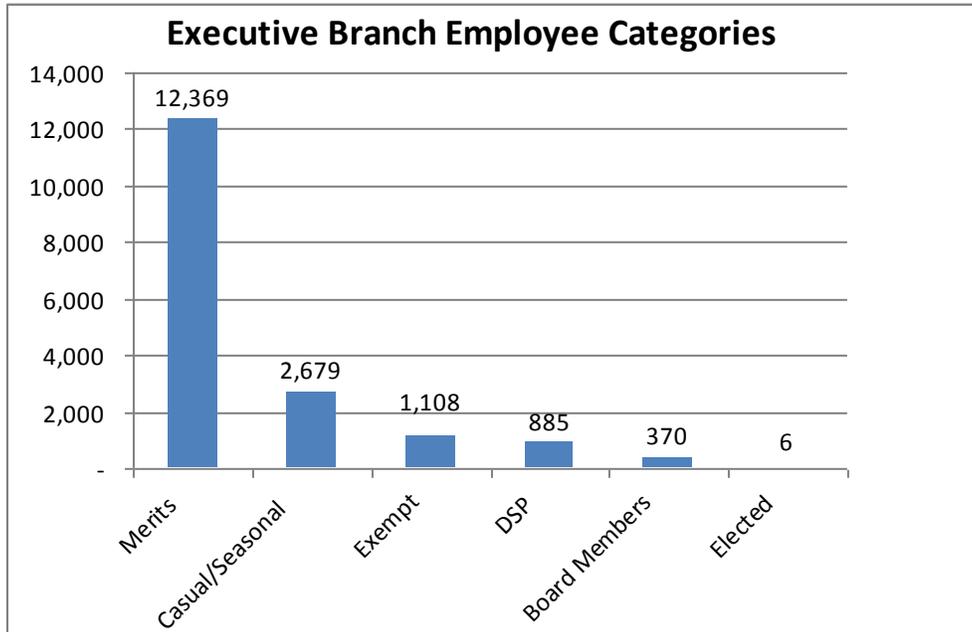September 2009

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2008 Workforce Fast Facts

# Employees	12,369
# Retired	266
# New Hires	844
# Promotions	701
# Transfers	1,032
# Demotions	60

Overview

Delaware state government employs over 17,000 employees in the Executive Branch. This number represents many categories of employees (Merit, casual/seasonal, Commission & Board Members, Appointed/Exempt, and Elected Officials) working in all state agencies, including Delaware State Police, Delaware Economic Development Office, and the Department of Technology & Information.

Executive Branch Employee Categories

Category	Employees
Merits	12,369
Casual/Seasonal	2,679
Exempt	1,108
DSP	885
Board Members	370
Elected	6

There are 12,369 full-time "classified" or "Merit" employees and an additional 5,042 employees in part-time, temporary, elected, exempt, or "unclassified" positions.

This report was prepared to summarize the State of Delaware's current workforce as of June 30, 2008. The demographics in this report – a statistical snapshot -- illustrate the workforce at the end of state fiscal year 2008.
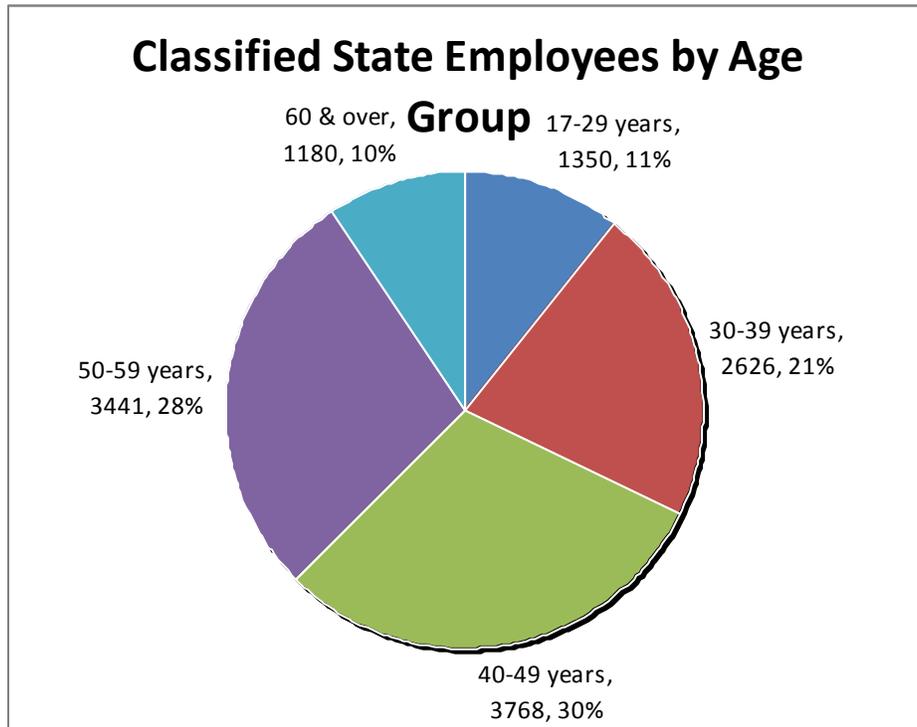
State of Delaware Workforce Demographics

The number of state employees, both Merit and non-Merit, by Agency, in 2008:

Agency	Total Classified	%	Total Unclassified	%	Total Count
Office of Management and Budget	374	86%	59	14%	433
DE Economic Development Office	0	0%	42	100%	42
Technology and Information	0	0%	208	100%	208
Auditor of Accounts	23	85%	4	15%	27
Insurance Commissioner	63	88%	9	13%	72
State Treasurer	20	80%	5	20%	25
Attorney General	0	0%	399	100%	399
Public Defender	0	0%	148	100%	148
State	492	84%	95	16%	587
Finance	256	80%	64	20%	320
Health and Social Services	4,134	91%	396	9%	4,530
Services for Children, Youth & Families	1,181	88%	159	12%	1,340
Correction	2,483	98%	60	2%	2,543
Natural Resources & Environmental Control	742	60%	503	40%	1,245
Safety and Homeland Security*	171	35%	319	65%	490
Transportation	1,695	83%	351	17%	2,046
Labor	411	93%	31	7%	442
Agriculture	124	82%	28	18%	152
Elections	40	40%	60	60%	100
Criminal Justice Council	14	70%	6	30%	20
State Housing Authority	27	93%	2	7%	29
State Fire Marshall	56	98%	1	2%	57
State Fire School	17	81%	4	19%	21
Fire Prevention Commission	1	100%	0	0%	1
DE Health Care Commission	3	60%	2	40%	5
DE Criminal Justice Information System	11	79%	3	21%	14
Board of Parole	4	57%	3	43%	7
Totals	12,342	81%	2,961	19%	15,303

The composition of state employees generally mirrors that of Delaware's civilian labor force, with women having the higher labor force participation rate in state government. The average age of state employees is 45 years old; the average annual salary is $42,840.00; and the average length of service is 11 years.
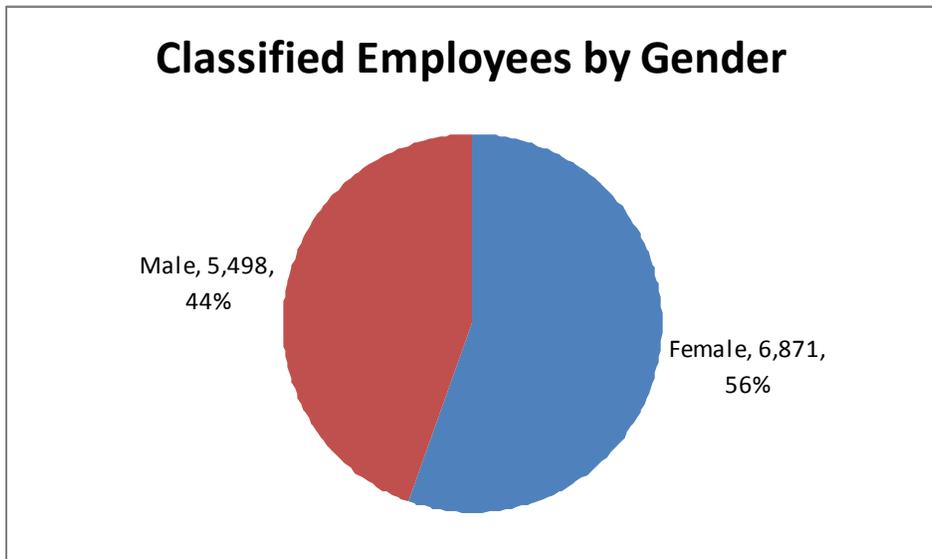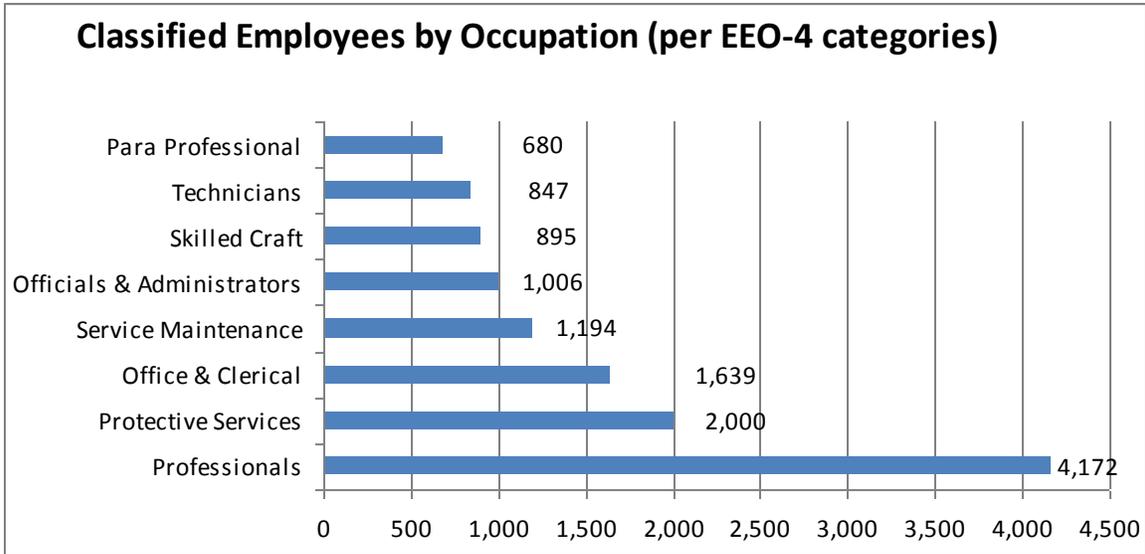
Age

The average age of a state employee remains at 45 years old.
The chart below illustrates state employees by the various age groups.

Classified State Employees by Age Group

60 & over, 1180, 10%

17-29 years, 1350, 11%

30-39 years, 2626, 21%

50-59 years, 3441, 28%

40-49 years, 3768, 30%

(Note: Results may not total 100 percent due to rounding.)

Average Age of Employees by Agency in 2008:	Classified Avg Age	Unclassified Avg Age
Office of Management and Budget	45	48
DE Economic Development Office	0	45
Technology and Information	0	46
Auditor of Accounts	38	44
Insurance Commissioner	47	45
State Treasurer	46	31
Attorney General	*	43
Public Defender	0	48
State	46	51
Finance	49	50
Health and Social Services	50	43
Services for Children, Youth & Families	43	40
Correction	42	50
Natural Res & Environmental Control	45	37
Safety and Homeland Security*	46	42
Transportation	45	42
Labor	48	51
Agriculture	48	50
Elections	47	50
Criminal Justice Council	43	48
State Housing Authority	48	51
State Fire Marshall	46	*
State Fire School	47	*
Fire Prevention Commission	*	0
DE Health Care Commission	53	44
DE Criminal Justice Information System	44	49
Board of Parole	49	49

*Statistics not given if five or less employees in the specific category.

Classified Employees by Occupation (per EEO-4 categories)

Occupation	Count
Para Professional	680
Technicians	847
Skilled Craft	895
Officials & Administrators	1,006
Service Maintenance	1,194
Office & Clerical	1,639
Protective Services	2,000
Professionals	4,172

Classified Employees by Gender

Male, 5,498, 44%

Female, 6,871, 56%

These statistics indicate that many current state employees possess a high level of skill and experience and a strong commitment to providing effective services to the public.

The majority of state employees are female and work in professional positions.

Compensation

Classified Employees by Pay Grade
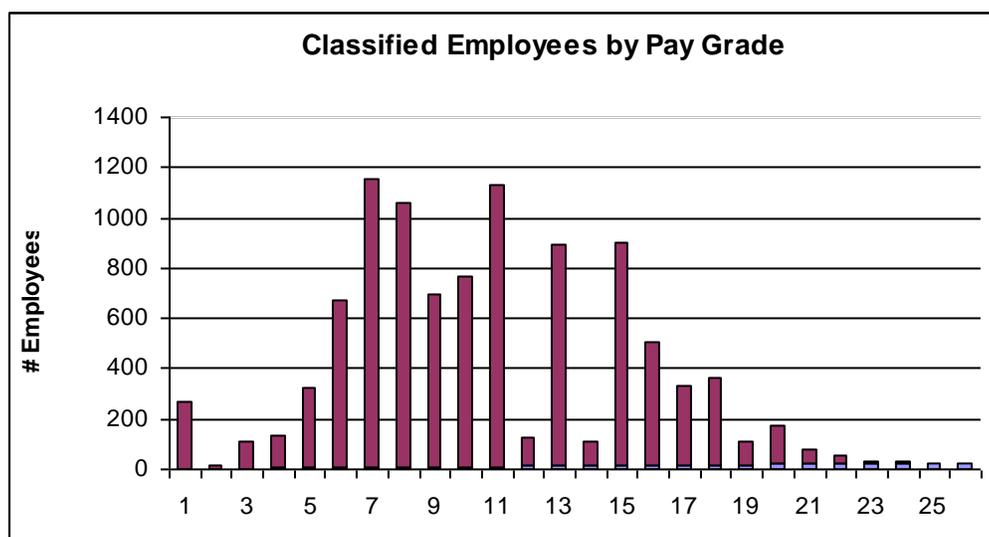
The average base salary for state employees in 2008 was $42,840, a 2.5% increase over 2007. The average fringe benefit cost per state employee was $16,486, which is a 17% decrease from 2007. [It is significant to note the fringe benefit cost is used because of the competitive advantage compared to the benefits provided by many other employers throughout the state.]

State employees' salaries are determined by position pay grade. Each position is classified within a 26 grade pay system for those full-time employees working either a 37.5 or a 40-hour workweek. [See Appendix A for 2008 Pay Tables]
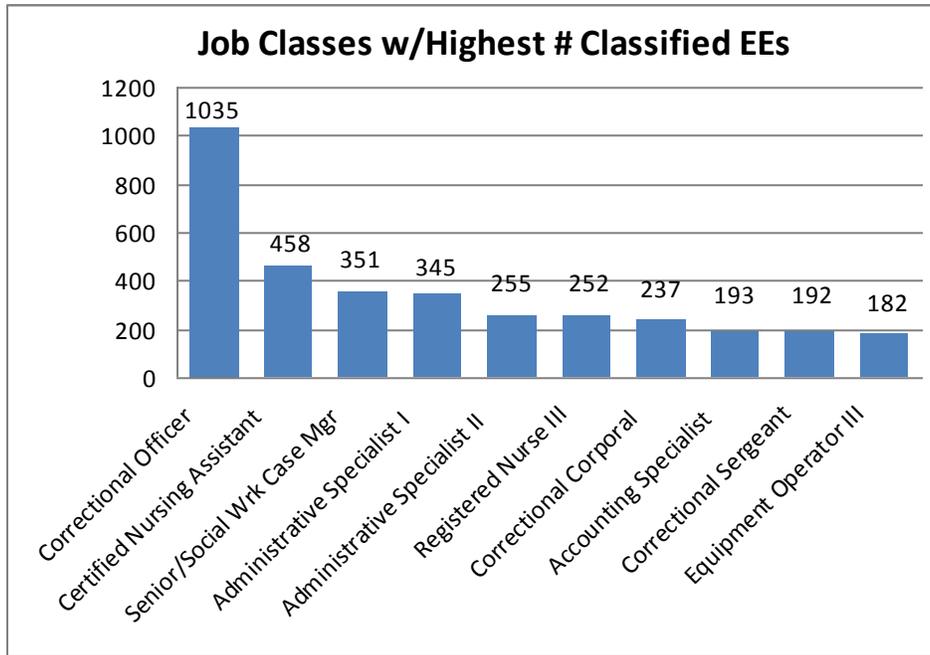
As illustrated in the graph above, the highest number of employees are classified as pay grade 7, which accounts for 1,148 employees, and include such positions as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Youth Rehabilitation Counselor I, and Motor Vehicle Special II.

 The second highest number of employees,1,118, are in pay grade 11 positions and include occupations such as Senior/Social Worker Case Mgr, Probation and Parole Officer II, Senior Family Service Specialist, and Senior Accountant.

The third highest number of employees 1,051 are in pay grade 8 and include such positions as Administrative Specialist II, Equipment Operator III, Accounting Specialist, Conservation Technician III, Social Service Specialist II, and Senior Motor Vehicle Specialist.
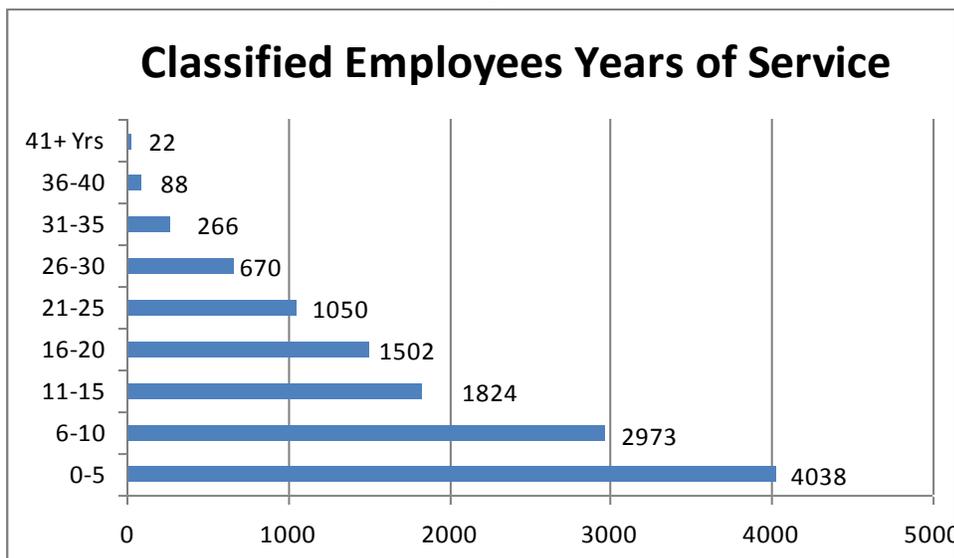
The fourth largest number of employees are in pay grade 15 positions. Occupations in pay grade 15 include Family Crisis Therapist, Human Resources Specialist III, Tax Auditor II, Telecommunications Network Technician III, Analytical Chemist III, Environmental Scientist III, and Psychiatric Social Worker III.

The graph below shows the top ten job classifications having the greatest number of state employees.

Job Classes w/Highest # Classified EEs

Job Classification	Number
Correctional Officer	1035
Certified Nursing Assistant	458
Senior/Social Wrk Case Mgr	351
Administrative Specialist I	345
Administrative Specialist II	255
Registered Nurse III	252
Correctional Corporal	237
Accounting Specialist	193
Correctional Sergeant	192
Equipment Operator III	182

Years of Service

In the graph below, approximately 33% of state employees have five or less years service; 24% have 6 to 10 years service; 15% have 11 to 15 years service; 12% have 16 to 20 years service; 8% have 21 to 25 years service; 5% have 26 to 30 years service; 2% have 31 to 35 years service; 1% have between 36 and 40 years service; and less than 1% have 41 or more years service.

Classified Employees Years of Service

Years	Number
41+ Yrs	22
36-40	88
31-35	266
26-30	670
21-25	1050
16-20	1502
11-15	1824
6-10	2973
0-5	4038

Average years of Service for employees by Agency in 2008:	Classified Avg Service	Unclassified Avg Service
Office of Management and Budget	12	9 or 10
DE Economic Development Office	0	11
Technology and Information	0	11
Auditor of Accounts	8	12
Insurance Commissioner	10	4
State Treasurer	12	6
Attorney General	*	10
Public Defender	0	11
State	10	7
Finance	15	12
Health and Social Services	11	8
Services for Children, Youth & Families	10	6
Correction	10	19
Natural Resources & Environmental Control	12	3
Safety and Homeland Security*	9	12
Transportation	11	8
Labor	11	11
Agriculture	15	7
Elections	10	5
Criminal Justice Council	6	22
State Housing Authority	16	4
State Fire Marshall	10	17
State Fire School	12	7
Fire Prevention Commission	10	0
DE Health Care Commission	14	15
DE Criminal Justice Information System	16	12
Board of Parole	13	7

Retirement Eligibility

State employees are eligible to receive a service pension with *any* of the following combination of years of service and age:

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

Additionally, state employees are eligible for a reduced pension:

- Service - at least 25 years of credited service at any age. (Pension will be reduced by 0.2% for each month under 30 years of creditable service.)
- Age - at least 15 years of credited service at age 55.* (Pension will be reduced 0.2% for each month under age 60 when employee retires.)

As of 6/30/08, there are 6,217 (50%) employees eligible to retire immediately. The following projections are for future retirements:

- 1,166 employees are eligible to retire within 1 year- (9.4%)
- 3,498 employees are eligible to retire within 3 years - (28%)
- 5,833 are eligible to retire within 5 years- (47%)

Baby Boomers began turning 60 in 2006. As more and more Baby Boomers reach retirement age, the impact of their retirements—potential loss of institutional knowledge and leadership gaps—will continue to grow. As state employees continue to age and be replaced by less experienced workers, the increasing complexity and continuity of service delivery may be particularly challenging.

Geographic Location

In 2008, the highest percentage of state employees (43 percent) worked in northern Delaware, New Castle County. The percentage of employees was the same as in 2007, with 5,239. Sussex County, comprising southern Delaware, has 1,882 employees (15 percent), representing no percent change from 2007 totals. Central Delaware, Kent County, again has the second largest percentage of state employees (42 percent) with 5,219.
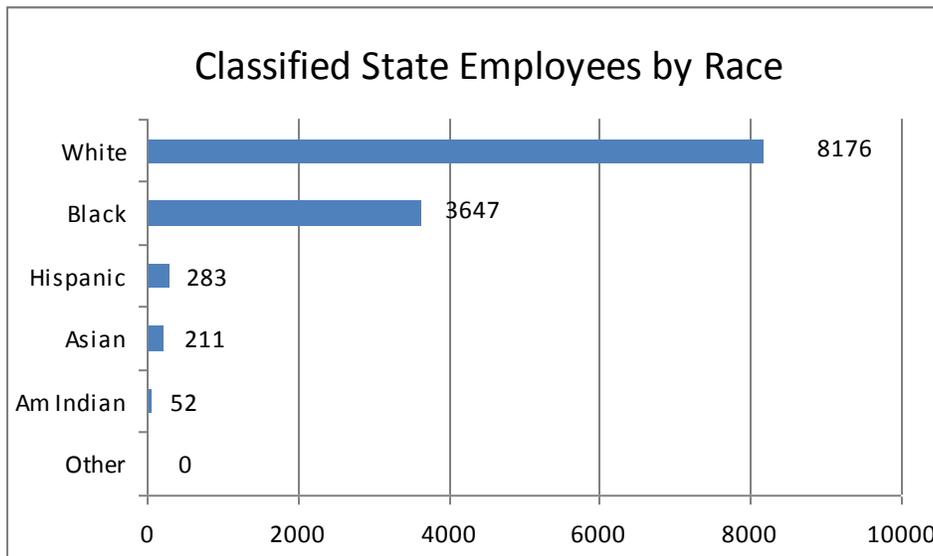
Classified Employees by County Location

Sussex, 1,882, 15%

New Castle, 5,268, 43%

Kent, 5,219, 42%
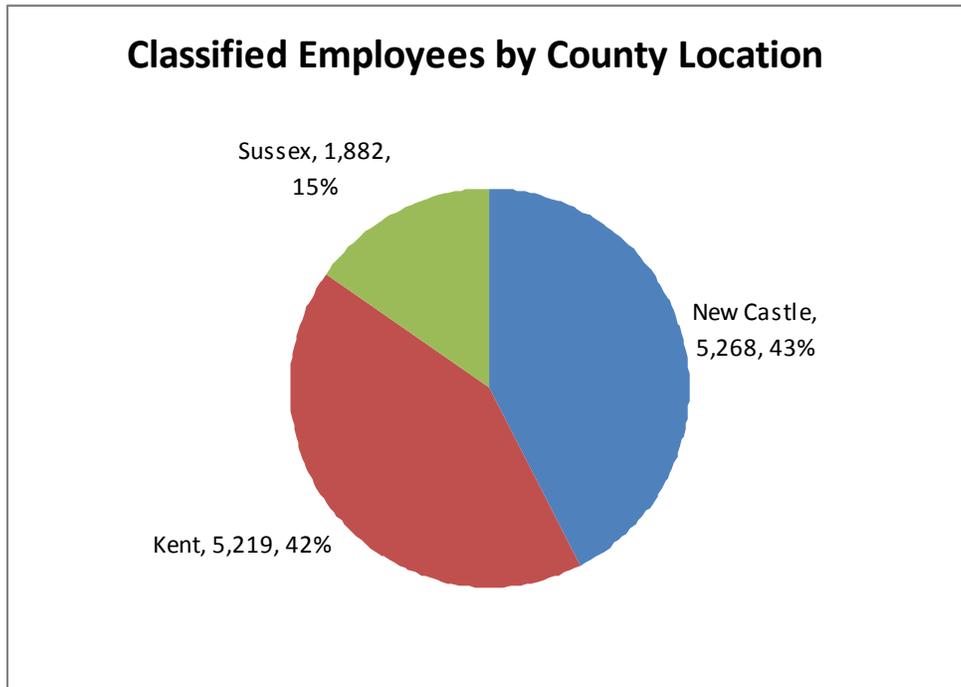
Ethnicity

Workforce data shows the following for classified employees: 66% White, 29% Black, 2% Hispanic, 2% Asian and less than 1% each American Indian and "Other," in 2008. As compared to 2007 data, the number of Black employees increased by 71, and the number of White employees increased by 98, which does not represent a percentage gain. Within the State's diverse workforce some problems remain with underrepresentation in specific occupations. The diversity issues are pressing because once the Baby Boom generation is replaced in the workforce, there will be fewer vacancies to work with for many years to come.

Workforce planning with targeted recruitment offers an opportunity to eliminate underrepresentation and expand the recruitment pool.

We expect these numbers to change somewhat as reflected in the changing demographics of the United States population.

Classified State Employees by Race

Race	Count
White	8176
Black	3647
Hispanic	283
Asian	211
Am Indian	52
Other	0

Classified Employees in Executive Branch Agencies

Agency	Total Classified	American Indian	%	Asian	%	Black	%	Hispanic	%	White	%
Office of Management and Budget	374	3	1%	10	3%	55	15%	8	2%	298	80%
DE Economic Development Office	0	0	0%	0	0%	0	0%	0	0%	0	0%
Technology and Information	0	0	0%	0	0%	0	0%	0	0%	0	0%
Auditor of Accounts	23	0	0%	2	9%	0	0%	0	0%	21	91%
Insurance Commissioner	63	1	2%	1	2%	10	16%	1	2%	50	79%
State Treasurer	20	0	0%	1	5%	2	10%	0	0%	17	85%
Attorney General	1	0	0%	0	0%	0	0%	0	0%	1	100%
Public Defender	0	0	0%	0	0%	0	0%	0	0%	0	0%
State	500	2	0%	4	1%	114	23%	8	2%	372	74%
Finance	257	2	1%	6	2%	75	29%	4	2%	170	66%
Health and Social Services	4,134	22	1%	95	2%	1593	39%	120	3%	2304	56%
Svs for Children, Youth & Families	1,194	3	0%	12	1%	498	42%	31	3%	650	54%
Correction	2,483	12	0%	25	1%	831	33%	52	2%	1563	63%
DNREC	740	1	0%	20	3%	63	9%	6	1%	650	88%
Safety and Homeland Security*	171	2	1%	3	2%	31	18%	6	4%	129	75%
Transportation	1,700	3	0%	26	2%	223	13%	27	2%	1421	84%
Labor	413	0	0%	5	1%	129	31%	16	4%	263	64%
Agriculture	124	0	0%	0	0%	7	6%	1	1%	116	94%
Elections	40	0	0%	0	0%	8	20%	0	0%	32	80%
Criminal Justice Council	14	0	0%	0	0%	3	21%	0	0%	11	79%
State Housing Authority	27	0	0%	0	0%	2	7%	1	4%	24	89%
State Fire Marshall	56	0	0%	1	2%	2	4%	0	0%	53	95%
State Fire School	17	0	0%	0	0%	0	0%	0	0%	17	100%
Fire Prevention Commission	1	0	0%	0	0%	0	0%	0	0%	1	100%
DE Health Care Commission	3	0	0%	0	0%	0	0%	0	0%	3	100%
DE Criminal Justice Information System	11	1	9%	0	0%	0	0%	1	9%	9	82%
Board of Parole	4	0	0%	0	0%	1	25%	1	25%	2	50%
			0%		0%		0%		0%		0%
Totals	12,370	52	0%	211	2%	3647	29%	283	2%	8177	66%

Non-Classified Employees in Executive Branch Agencies

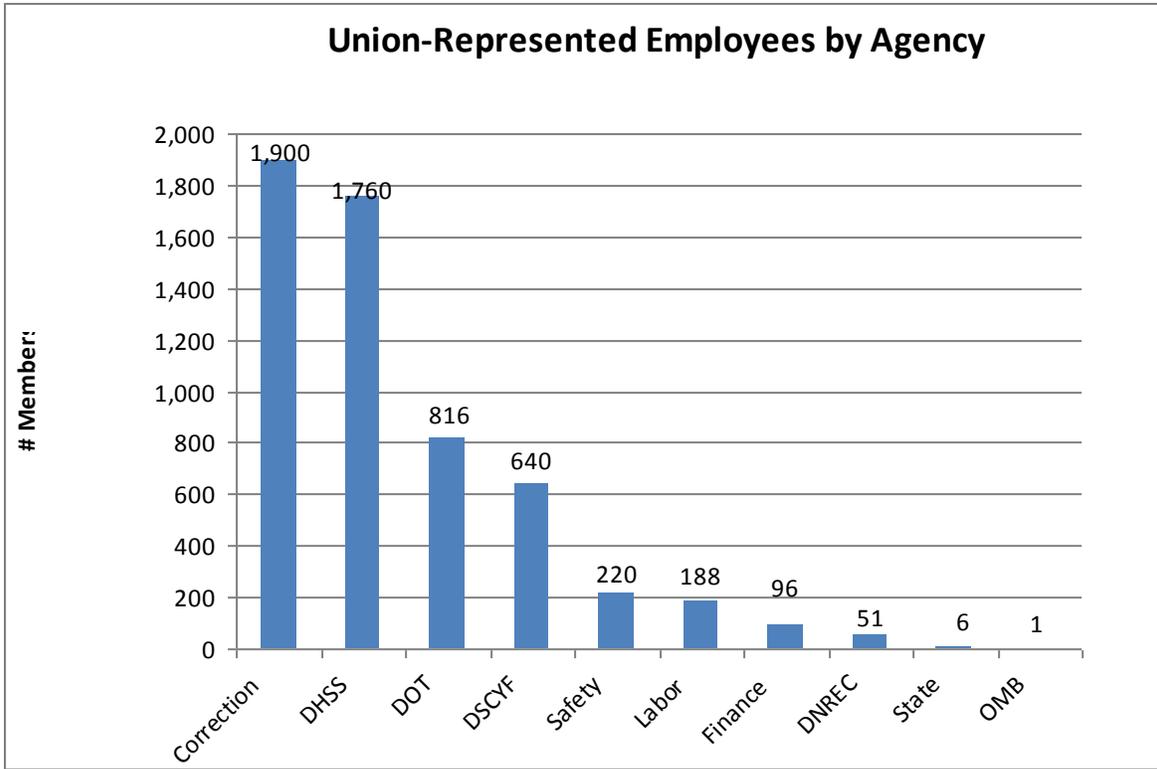| Agency	Total Unclassified	American Indian	%	Asian	%	Black	%	Hispanic	%	White	%
Office of Management and Budget	59	0	0%	1	2%	8	14%	0	0%	50	85%
DE Economic Development Office	42	0	0%	3	7%	4	10%	2	5%	33	79%
Technology and Information	218	0	0%	24	11%	30	14%	1	0%	163	75%
Auditor of Accounts	4	0	0%	0		0	0%	0	0%	4	100%
Insurance Commissioner	9	0	0%	0		1	11%	1	11%	8	89%
State Treasurer	5	0	0%	0		0	0%	0	0%	5	100%
Attorney General	402	2	0%	3	1%	48	12%	8	2%	341	85%
Public Defender	148	0	0%	1	1%	11	7%	3	2%	133	90%
State	95	1	1%	0	0%	18	19%	2	2%	74	78%
Finance	64	1	2%	0		33	52%	1	2%	29	45%
Health and Social Services	396	3	1%	20	5%	172	43%	11	3%	190	48%
Svs for Children, Youth & Families	159	0	0%	1		79	50%	4	3%	75	47%
Correction	60	0	0%	0		9	15%	1	2%	50	83%
DNREC	503	3	1%	0	0%	24	5%	11	2%	464	92%
Safety and Homeland Security*	323	1	0%	3		31	10%	4	1%	284	88%
Transportation	354	0	0%	7	2%	64	18%	8	2%	275	78%
Labor	32	0	0%	0		6	19%	0	0%	26	81%
Agriculture	28	0	0%	0		1	4%	3	11%	23	82%
Elections	60	0	0%	3	5%	8	13%	0	0%	49	82%
Criminal Justice Council	7	0	0%	0		2	29%	0	0%	5	71%
State Housing Authority	2	0	0%	0		1	50%	0	0%	1	50%
State Fire Marshall	1	0	0%	0		0	0%	0	0%	1	100%
State Fire School	4	0	0%	0		0	0%	0	0%	4	100%
Fire Prevention Commission	0	0	0%	0		0	0%	0	0%	0	0%
DE Health Care Commission	2	0	0%	0		0	0%	0	0%	2	100%
DE Criminal Justice Information System	3	0	0%	0		0	0%	0	0%	2	67%
Board of Parole	3	0	0%	0		2	67%	1	33%	1	33%
			0%				0%		0%		0%
Totals	2,983	11	0%	66	2%	552	19%	61	2%	2292	77%

Labor Relations

There are 5,457* state employees, approximately 44 percent of the workforce, who are represented by various labor organizations serving as their exclusive bargaining representatives. This reflects the Mid-Atlantic region's strong public-sector unionization as all states in the Middle Atlantic reported union membership rates above the national average. *Number includes a small number of employees having dual employment whose secondary jobs are union-covered.

The majority of unionized employees are members of the American Federation of State, County and Municipal Employees (AFSCME). Other State employee unions include the Correctional Officers Association of Delaware (COAD), Laborer's International Union of North America (LIUNA), and Delaware State Education Association (DSEA).

The Departments of Correction and Health & Social Services had the highest union membership with 1,900 and 1,760 members, respectively. The Department of Transportation had the third highest number, 816, followed by the Department of Services for Children, Youth and Their Families with 640. Department of Labor had 188 union members and Department of Finance, 96. The Department of Natural Resources and Environmental Control had 51 union members, the Department of State had 15, and the Office of Management and Budget, one. (There are an additional 456 casual/seasonal employee union members in AFSCME, COAD, Communications Workers of America, Delaware State Education Association.

Among occupational groups, social services workers and protective service workers had the highest unionization rates.

Union-Represented Employees by Agency

Bar chart — # Members by agency:
- Correction: 1,900
- DHSS: 1,760
- DOT: 816
- DSCYF: 640
- Safety: 220
- Labor: 188
- Finance: 96
- DNREC: 51
- State: 6
- OMB: 1

Union Representation Percentages by Gender and Ethnicity

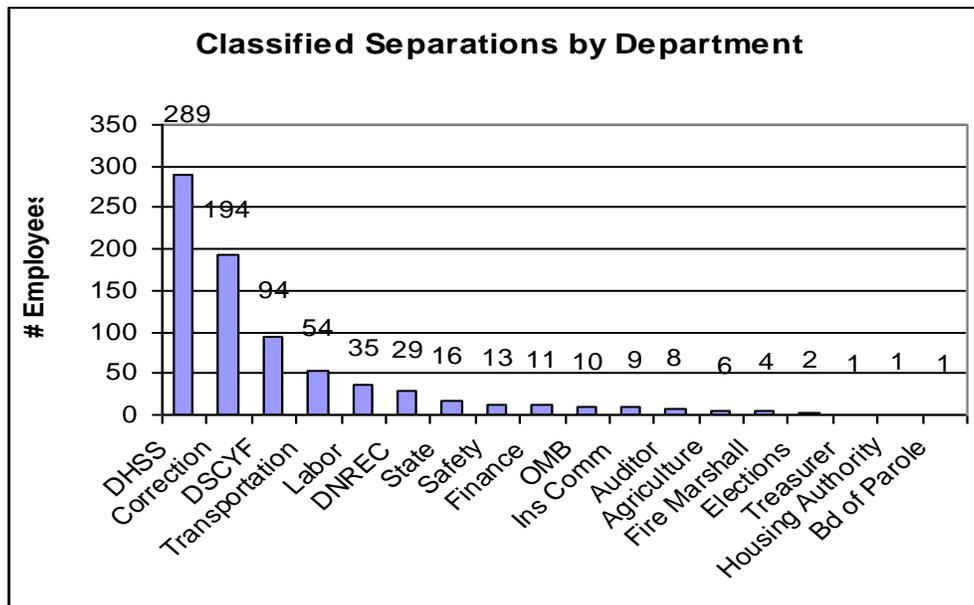|	Gender				Ethnicity									
	Female	%	Male	%	Am. Indian	%	Asian	%	Black	%	Hispanic	%	White	%
% Union Workforce	2785	51%	3707	68%	34	1%	74	1%	2644	48%	165	3%	3969	73%
% Workforce	6871	56%	5498	44%	63	1%	277	2%	4199	34%	344	3%	10469	85%

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Turnover

The turnover rate is the ratio of the number of non-temporary employees that separated from state service during a given period to the average number of employees (headcount) during the period.

The overall turnover rate for 2008 was 6.2 percent. This represents a 1.7 percent decrease from the 7.9 percent turnover rate in fiscal year 2007. The total number of state employee separations was 769. This included voluntary resignations, involuntary separations, retirements, and deaths.

Classified Employee Turnover

Retired, 266, 26%

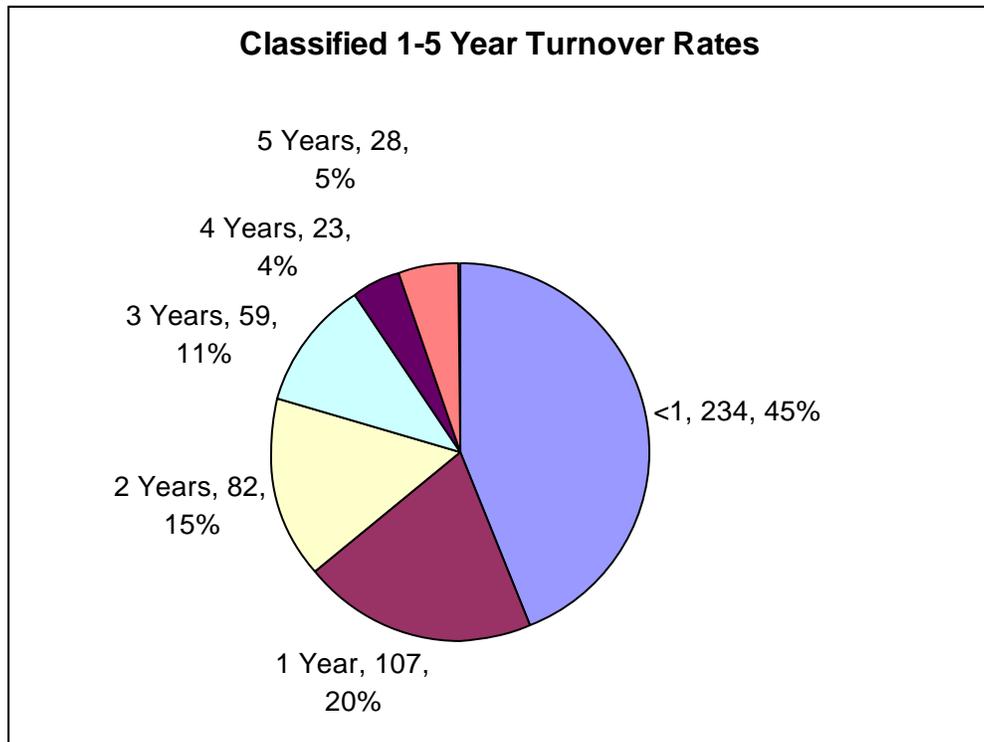Deaths, 24, 2%

Involuntary, 116, 11%

Voluntary, 628, 61%
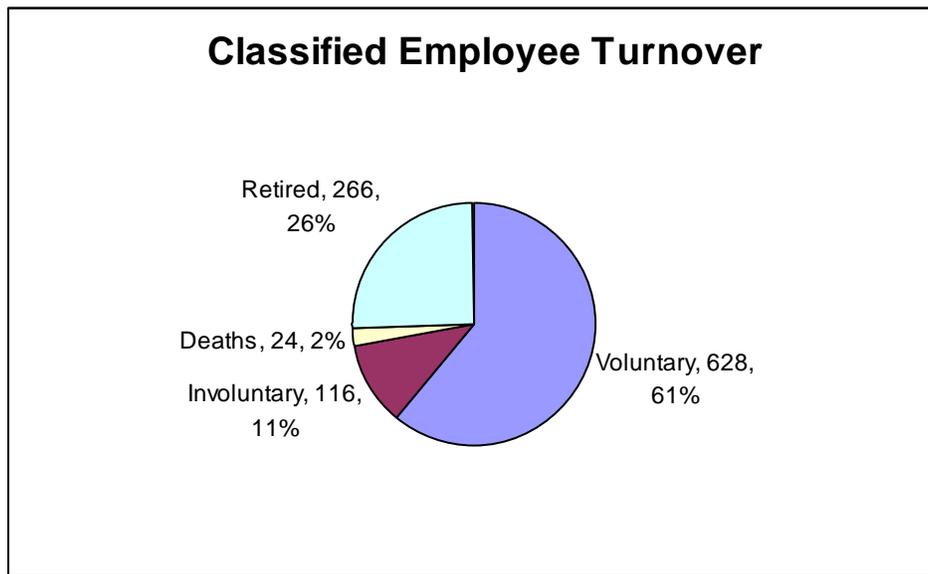
The graph below shows the departments, from highest to lowest, experiencing the most employee separations along with the percentages representing the classified workforce.

Classified Separations by Department

Employees

Department	# Employees
DHSS	289
Correction	194
DSCYF	94
Transportation	54
Labor	35
DNREC	29
State	16
Safety	13
Finance	11
OMB	10
Ins Comm	9
Auditor	8
Agriculture	6
Fire Marshall	4
Elections	2
Treasurer	1
Housing Authority	1
Bd of Parole	1

Specifically, there were 628 voluntary separations, 116 involuntary separations, 266 retirements, and 24 deaths during the year.

Excluding retirements and deaths, there were 444 separations among state employees having 5 or less years of service, which constitutes 58% of the total turnover rate. This number is significant in that more than half, or 281 employees, were recent hires (one year of service or less), which results in high recruitment costs and difficulty for state agencies to carry out their missions.

Classified 1-5 Year Turnover Rates

5 Years, 28, 5%

4 Years, 23, 4%

3 Years, 59, 11%

2 Years, 82, 15%

<1, 234, 45%

1 Year, 107, 20%

Turnover Category by Years of Service Statistics	
Resignations	Dismissals
Avg. = 3 years, 7 Months	Avg. = 3 years, 5 Months
Retirements	Other (Deaths)
Avg. = 25 Years, 2 Months	Avg. = 14 years, 7 Months

Turnover rates can vary significantly within specific agencies, job classes, or geographic locations. For example, the occupation with the highest number of separations was Correctional Officers, with 149 employees leaving state service. The second highest number was Administrative Specialists, 49, followed by Certified Nursing Assistants, 59, Registered Nurse III, 27 and Youth Rehabilitation. Counselors, 18.

Specific analysis of turnover causes for each agency and type of classification is recommended as turnover costs can be expensive. However, the costs associated with turnover are often difficult to estimate due to various factors such as the type of position being vacated, the salary of the new employee, whether a more experienced employee is hired, whether the employee leaving is an average performer or an excellent performer, the availability of internal applicants, and whether the position is filled or remains vacant.

Costs usually associated with turnover include training and orientation, recruitment and selection, leave payout, and lower productivity during the time a position is vacant and during the time the new employee is learning the job.

KEY FACTS and FINDINGS

In Delaware government:

The number of state employee retirements increased slightly in 2008; however, most State employees that were retirement-eligible chose <u>not</u> to retire.

The number of state employee retirements was up slightly in 2008 (an increase of 12 from 2007). Data indicated that 6,217 State employees were eligible to retire in fiscal year 2008. Taking into account the number of actual retirements, 266, this means that 5,951 (96%) state employees who were eligible chose not to retire.

Average salaries for state employees have increased, but they remain below the average salaries of the civilian labor force in Delaware.

Average salaries for state employees have increased over the past several years. The average annual salary for state employees was $42,840 in fiscal year 2008, compared with an average annual salary of $47,206 for the civilian labor force in Delaware. While average salary may be a useful indicator, total compensation (which includes benefits such as pensions and health insurance) is likely a better indicator.

Occupational demands on selected jobs will affect the State's ability to recruit and retain state employees.

As occupational demands increase, the State will continue to face significant competition in recruiting and retaining employees' for certain highly skilled and hard-to-recruit occupations such as nurses and correctional officers.

Recruitment and retention is a major challenge facing state government, and will remain so throughout the coming years as larger percentages of state employees become eligible to retire and the available labor pool continues to shrink.

The demographics in this report are just a beginning. There are self-service tools available to allow agencies to examine trends to look toward the future, plan ahead, and prevent surprises. Agencies can anticipate future staffing needs by assessing the number of employees approaching retirement, turnover rates, programs that are growing or diminishing in importance, and areas that are being affected by technology changes.

Comparing Delaware to Contiguous States

Maximum Days of Annual Leave Earned Annually

Delaware	21
Maryland	25
New Jersey	25
Pennsylvania	26

Number of Days of Sick Leave Earned Annually

Delaware	15
Maryland	15
New Jersey	15
Pennsylvania	13

Number of Statutory Holidays Each Year

Delaware	12
Maryland	11
New Jersey	13
Pennsylvania	11

Average Age of State Employees

Delaware	45
Maryland	45
New Jersey	45
Pennsylvania	45

Average Years of Service

Delaware	11
Maryland	12
New Jersey	13
Pennsylvania	12

Average Age of New Hires

Delaware	37
Maryland	37
New Jersey	35
Pennsylvania	38

RESOURCES for FURTHER ANALYSIS

OMB provides several tools that can be helpful to state managers and human resources professionals. These tools provide workforce and statistical information and guidance. HRM encourages human resources professionals to access the following tools on a regular basis so their agencies can manage their workforce more efficiently and effectively.

Human Resource Management Website
(http://www.delawarepersonnel.com)
The State of Delaware Human Resource Management website was developed and is maintained by HRM and OMB Management Services. Internal and external customers can access the site and there is an abundance of information for State agencies, employees, and job seekers. The HRM section provides information on statewide human resource programs, policies and procedures, as well as relevant human resources information.

Workforce Planning Guide
(http://www.delawarepersonnel.com/workforce/index.shtml)
Human Resource Management, Workforce Planning & Performance Management developed the Workforce Planning Guide to help agencies develop their workforce plans. The Guide outlines the importance of strategically anticipating workforce changes through workforce planning and offers basic planning steps and strategies. An effective workforce plan is an essential tool in identifying appropriate workload staffing levels and in justifying budget allocations or staffing reallocations so agencies can meet their strategic objectives.

PHRST
(https://phrstra.spo.state.de.us)
Payroll Human Resources Statewide Technology (PHRST) contains and houses data on state agency headcounts, terminations, and turnover rates. Data can be analyzed by a variety of variables, including individual and agency, job class, demographics, pay data, and turnover reason. Additionally, the system provides workforce termination, age, length of service, union membership, and salary data. Agencies can view data on-screen or produce selected reports to analyze workforce trends.

OBJECTIVE, SCOPE and METHODOLOGY

Objective
The objective of this report is to recognize and provide comprehensive statistical information on the State of Delaware workforce.

Scope
Statistical information for this report was provided for full-time classified employees during fiscal year 2007, July 1, 2006 – June 30, 2007. The Statewide Workforce Report does not include data for employees of institutions of public and higher education.

Methodology
Data about retirement projections, turnover assessments, and other analyses included in this report was gathered using PHRST data for fiscal year 2007. Agencies are able to conduct workforce analysis due, in large part, to PHRST, an integrated database which provides information enabling State agencies and HRM to make proactive human resource decisions based on detailed information. Other information presented in this report was obtained from material gathered and/or published by the OMB Office of Pensions, Delaware Department of Labor, U.S. Department of Labor, Bureau of Labor Statistics, and U.S. Census Bureau. HRM Workforce Planning & Performance Management section compiled the report. Totals may not be 100 percent in selected graphs due to rounding. Additionally, records with missing values were excluded from selected graphs and may not match overall statewide headcounts. Differences, however, are minimal.

HRM welcomes your comments or questions regarding this report. Contact us at (302) 577-8977 or by e-mail to Michelle.Potter@state.de.us.

APPENDICES

Appendix A – 2008 State Employees' Pay Table

PG	Annual Salary 37.5 hours			PG	Annual Salary 40 hours		
	80%	100%	120%		80%	100%	120%
001	$17,520.00	$20,748.00	$24,898.00	001	$17,704.00	$22,130.00	$26,556.00
002	$17,760.00	$22,200.00	$26,640.00	002	$18,944.00	$23,680.00	$28,416.00
003	$19,008.00	$23,760.00	$28,512.00	003	$20,271.00	$25,339.00	$30,407.00
004	$20,334.00	$25,417.00	$30,500.00	004	$21,689.00	$27,111.00	$32,533.00
005	$21,761.00	$27,201.00	$32,641.00	005	$23,210.00	$29,013.00	$34,816.00
006	$23,283.00	$29,104.00	$34,925.00	006	$24,834.00	$31,042.00	$37,250.00
007	$24,910.00	$31,138.00	$37,366.00	007	$26,572.00	$33,215.00	$39,858.00
008	$26,654.00	$33,317.00	$39,980.00	008	$28,433.00	$35,541.00	$42,649.00
009	$28,522.00	$35,653.00	$42,784.00	009	$30,423.00	$38,029.00	$45,635.00
010	$30,518.00	$38,148.00	$45,778.00	010	$32,552.00	$40,690.00	$48,828.00
011	$32,652.00	$40,815.00	$48,978.00	011	$34,828.00	$43,535.00	$52,242.00
012	$34,939.00	$43,674.00	$52,409.00	012	$37,269.00	$46,586.00	$55,903.00
013	$37,386.00	$46,732.00	$56,078.00	013	$39,876.00	$49,845.00	$59,814.00
014	$39,998.00	$49,997.00	$59,996.00	014	$42,670.00	$53,337.00	$64,004.00
015	$42,801.00	$53,501.00	$64,201.00	015	$45,656.00	$57,070.00	$68,484.00
016	$45,801.00	$57,251.00	$68,701.00	016	$48,854.00	$61,067.00	$73,280.00
017	$49,005.00	$61,256.00	$73,507.00	017	$52,270.00	$65,338.00	$78,406.00
018	$52,433.00	$65,541.00	$78,649.00	018	$55,930.00	$69,912.00	$83,894.00
019	$56,104.00	$70,130.00	$84,156.00	019	$59,846.00	$74,807.00	$89,768.00
020	$60,035.00	$75,044.00	$90,053.00	020	$64,038.00	$80,047.00	$96,056.00
021	$64,235.00	$80,294.00	$96,353.00	021	$68,519.00	$85,649.00	$102,779.00
022	$68,732.00	$85,915.00	$103,098.00	022	$73,317.00	$91,646.00	$109,975.00
023	$73,545.00	$91,931.00	$110,317.00	023	$78,446.00	$98,057.00	$117,668.00
024	$78,696.00	$98,370.00	$118,044.00	024	$83,938.00	$104,923.00	$125,908.00
025	$84,202.00	$105,252.00	$126,302.00	025	$89,814.00	$112,267.00	$134,720.00
026	$90,094.00	$112,618.00	$135,142.00	026	$96,101.00	$120,126.00	$144,151.00

Appendix B – Glossary of Terms

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

Classified Service: all positions in the state service, except those which are specifically placed in the unclassified service by Delaware Code, as amended or other sections of the statutes.

Fiscal Year: the time period from July 1 to June 30.

Length of Service: length of employment by the State of Delaware in Classified position(s) minus breaks in service.

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

PHRST: Payroll Human Resource Statewide Technology system implemented in 1997.

Position: 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.

State Employee: any person holding a position in the Classified Service.

OMB/HRM/WFP091508