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

A Summary of the

State of Delaware Workforce Demographics for Fiscal Year 2011

November 2011

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2011 Executive Branch Workforce Fast Facts

# Employees	11,877
# Retired	279
# New Hires	540
# Promotions	661
# Transfers	702
# Demotions	60

Overview

Delaware state government employs over 17,000 employees in the Executive Branch. Classified (Merit), casual/seasonal, Commission & Board Members, Appointed/Exempt, and Elected Officials).

This report was prepared to summarize the State of Delaware's current workforce as of June 30, 2011.

The average age of state employees is 46 years old; the average annual salary is $39,241.00; and the average length of service is 12 years, 4 months.
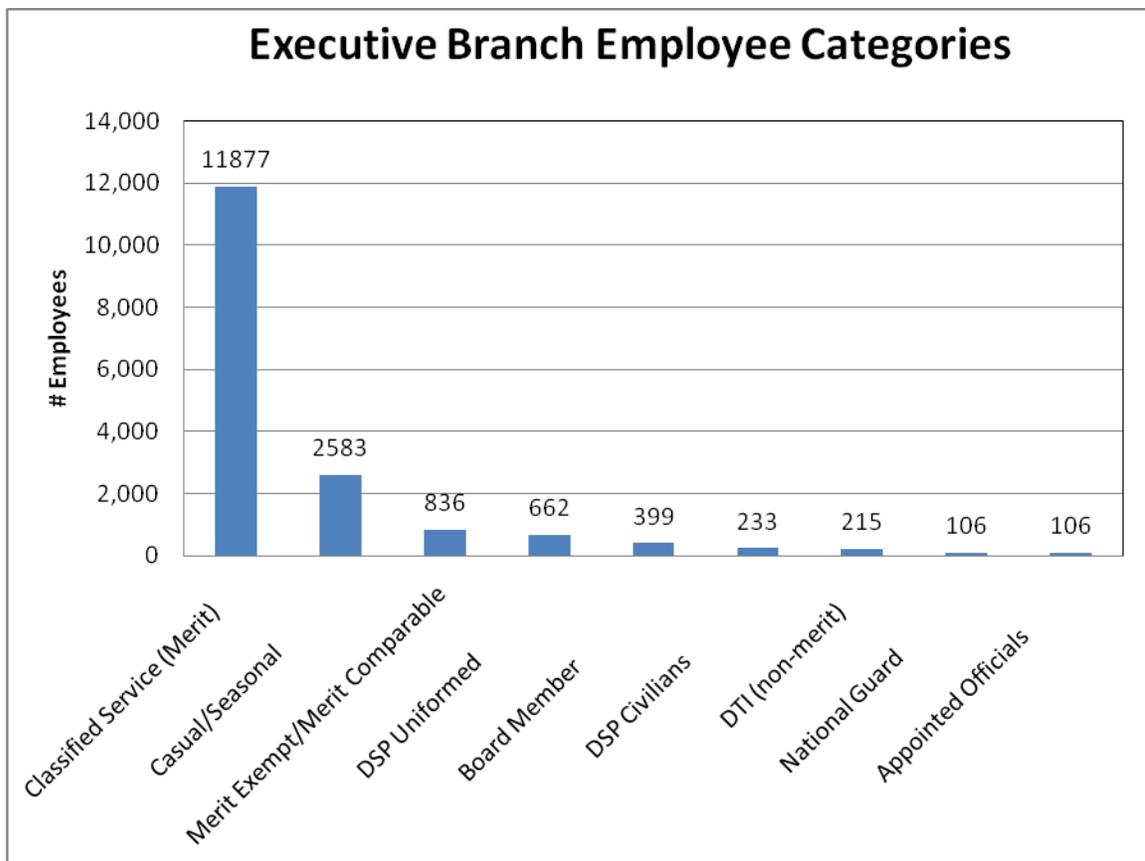
State of Delaware Workforce Demographics

The number of state employees, both Classified (Merit) and Non-classified (non-Merit), by Agency, in 2011:

Agency	Classified		Non-Classified	
	# Employees	%	# Employees	%
Adv. Council for Except Citizens	0	0%	3	100%
Agriculture	112	52%	104	48%
Attorney General	3	1%	422	99%
Auditor	20	87%	3	13%
Board of Parole	3	38%	5	63%
Commissioner of Elections	35	16%	189	84%
Correction	2387	96%	90	4%
Criminal Justice	17	89%	2	11%
Criminal Justice Council	15	58%	11	42%
Economic and Development Office	0	0%	41	100%
Education	1	0%	275	100%
Finance	262	77%	79	23%
Fire Prevention	17	6%	272	94%
Governor	0	0%	24	100%
Health and Social Services	3855	86%	618	14%
Insurance Commissioner	61	88%	8	12%
Labor	414	81%	94	19%
Lt. Governor	0	0%	5	100%
National Guard	0	0%	110	100%
Natural Resources and Environmental Control	703	51%	684	49%
Office of Management and Budget	333	79%	88	21%
Public Defender's Office	0	0%	144	100%
Safety and Homeland Security	1883	60%	1252	40%
Services for Children, Youth and Their Families	1139	87%	175	13%
State	525	54%	447	46%
State Fire Marshall	53	85%	9	15%
State Fire Protection	1	100%	0	0%
State Housing Authority	18	90%	2	10%
Technology and Information	0	0%	218	100%
Treasurer	20	91%	2	9%
Grand Total	**11877**	**69%**	**5376**	**31%**

Age

The average age of a state employee is 46 years old.   The chart below illustrates state employees by the various age groups.

**Classified State Employees by Ages Groups**

- 17-29 years, 26.6, 12%
- 30-39 years, 35.3, 16%
- 40-49 years, 45.3, 20%
- 50-59 years, 54.7, 24%
- 60 years & Over, 63.9, 28%
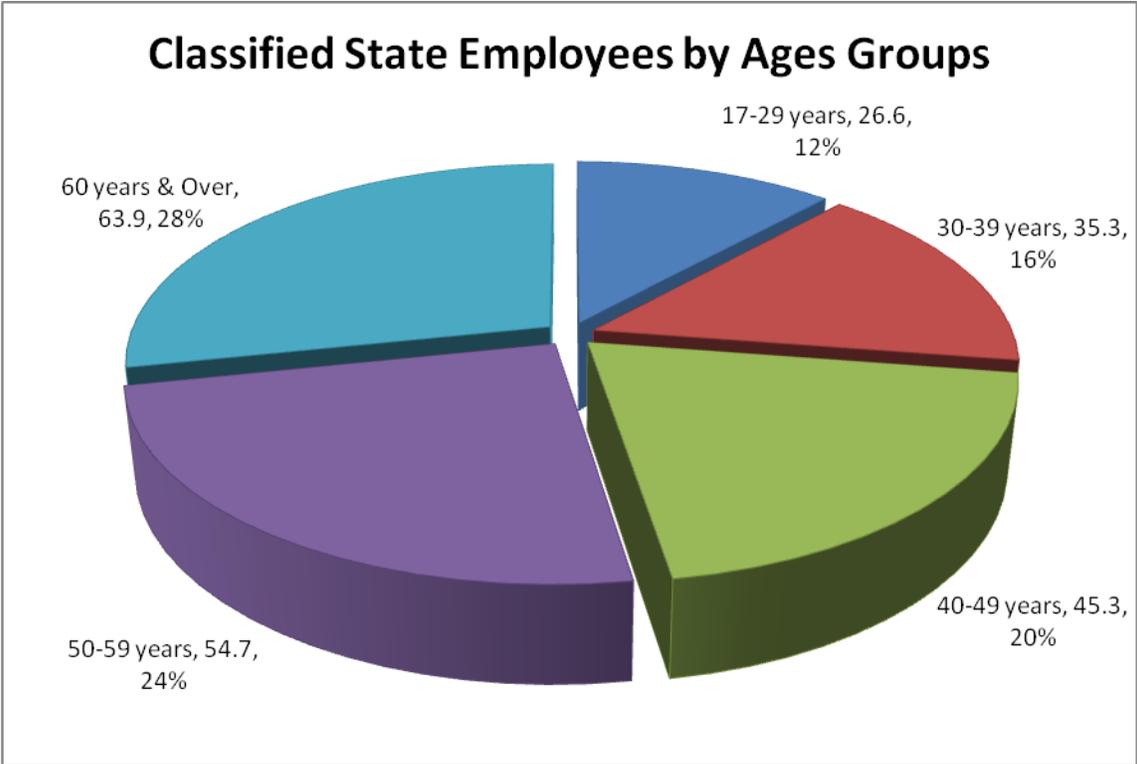
* Results may not total 100 percent due to rounding.

Average Age of State Employees

Agency	Average Age	
	Merit	Non-Merit
Adv. Council for Except Citizens	0	47
Agriculture	49	54
Attorney General	47	45
Auditor	38	40
Board of Parole	52	68
Commissioner of Elections	45	45
Correction	43	53
Criminal Justice	46	56
Criminal Justice Council	40	50
Economic and Development Office	0	47
Education	60	51
Elections, KC	56	55
Elections, NCC	48	51
Elections, SC	53	62
Finance	49	54
Fire Prevention	50	47
Governor	0	38
Health and Social Services	48	48
Insurance Commissioner	49	56
Labor	48	52
National Guard	0	41
Natural Resources and Environmental Control	47	37
Office of Management and Budget	47	49
Public Defender's Office	0	49
Safety and Homeland Security	47	41
Services for Children, Youth and Their Families	44	39
State	47	54
State Fire Marshall	49	53
State Fire Protection	44	0
State Housing Authority	50	39
Technology and Information	0	48
Transportation	46	46
Treasurer	48	36
Grand Total	**46**	**46**

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

Classified Employees by Occupation
(per EEO-4 Categories)

Occupation	# Employees
Service Maintenance	517
Officials and Admini	900
Skilled Craft	958
Technicians	994
Paraprofessionals	1453
Office/Clerical	1811
Protective Service	2567
No EEO-4 Reporting	3117
Professionals	4911
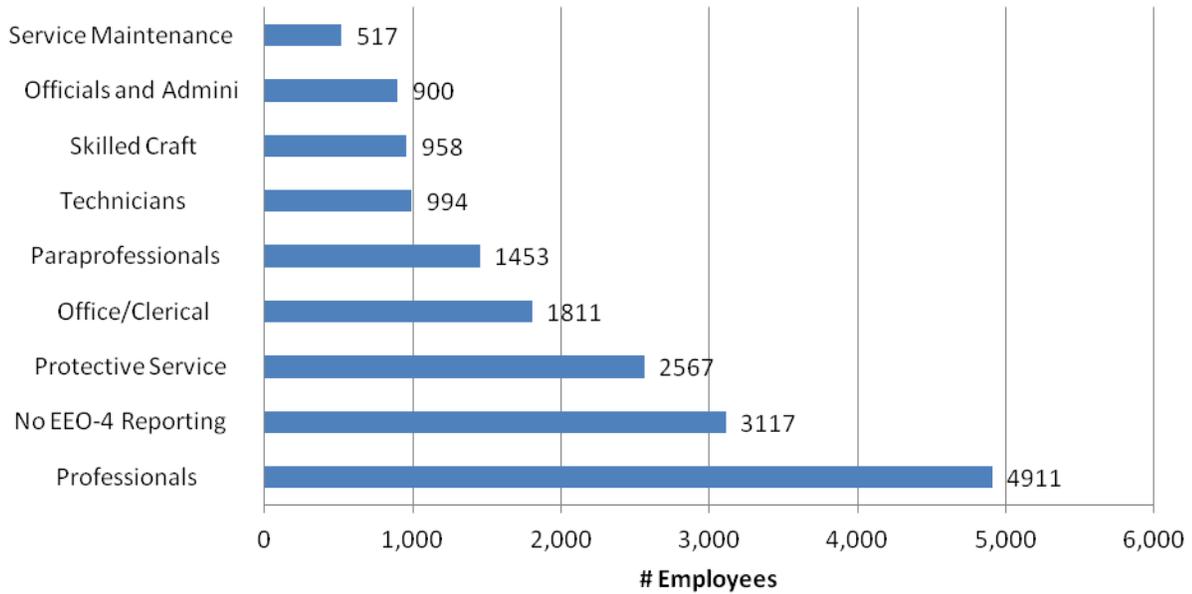
Classified Employees by Gender

Male, 5350, 45%

Female, 6502, 55%

Compensation

Classified Employees by Pay Grade
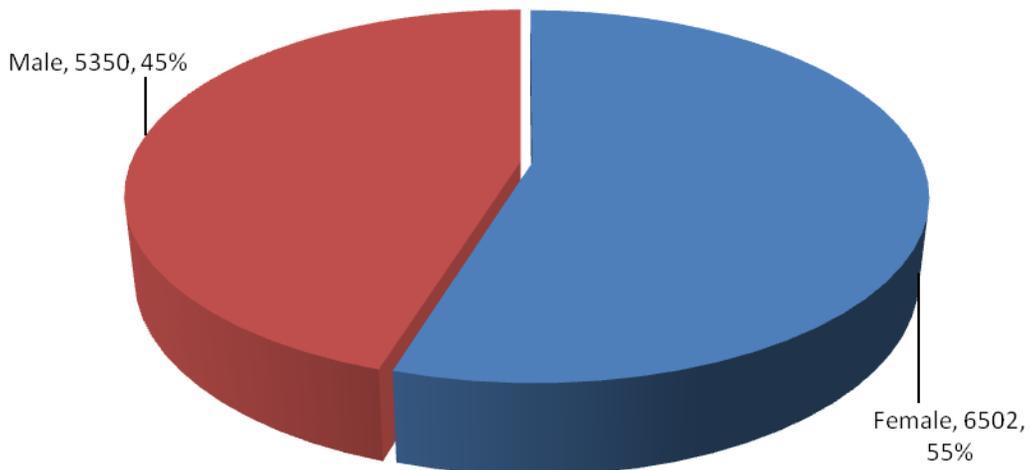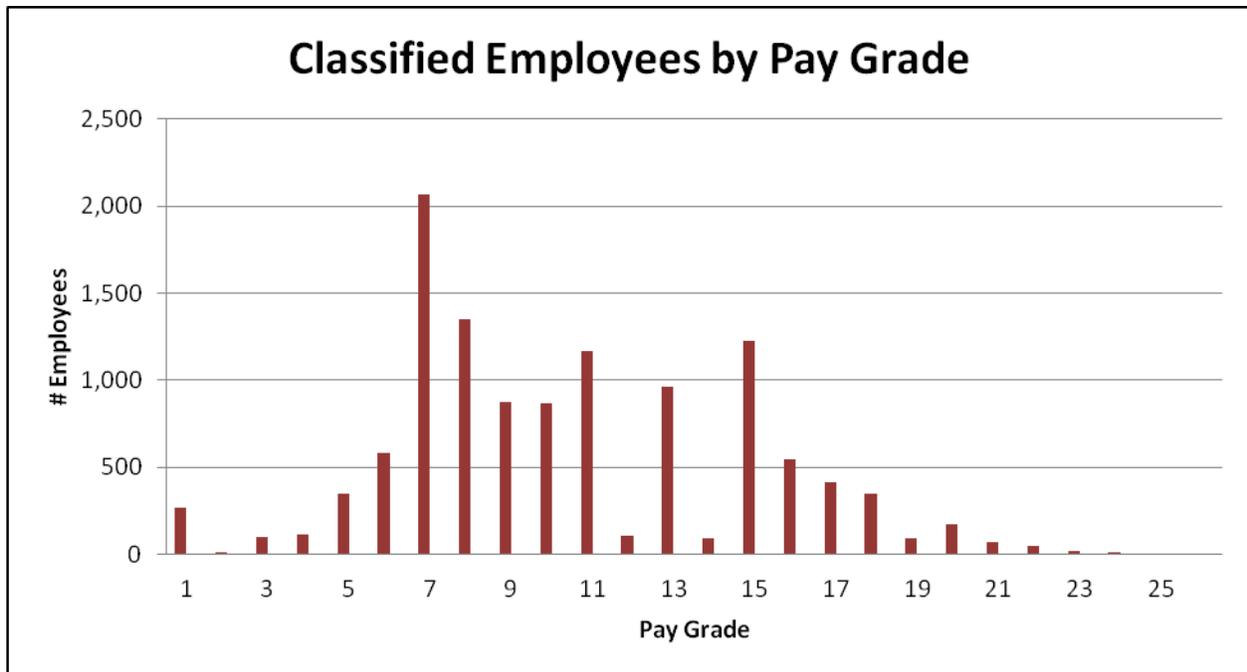
The average base salary for state employees in 2011 was $39,241, a 2.3% increase over 2010. The average fringe benefit cost per state employee was $21,653, which is a 4% increase from 2010. [Fringe benefit cost is used because of the competitive advantage compared to the benefits provided by many other 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 2011 Pay Tables]

As illustrated in the graph above, the largest number of employees, 2067, is classified as pay grade 7, and includes such positions as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Youth Rehabilitation Counselor I, and Motor Vehicle Special II.

The second largest numbers of employees, 1347, are in pay grade 8 positions and include occupations such as Administrative Specialist II, Equipment Operator III, Accounting Specialist, Conservation Technician III, Social Services Specialist II, and Senior Motor Vehicle Specialist.

Job Classes with the Highest Number of Classified Employees
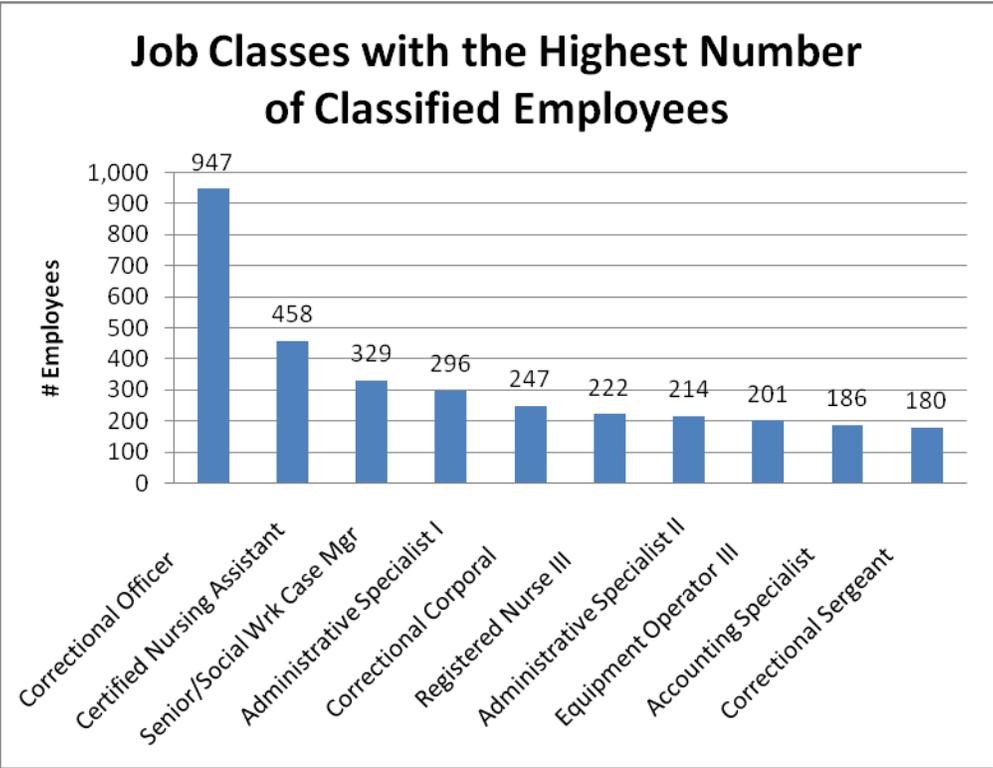
The graph above shows the top ten job classifications having the greatest number of state employees.

Years of Service

Classified Employees Years of Service
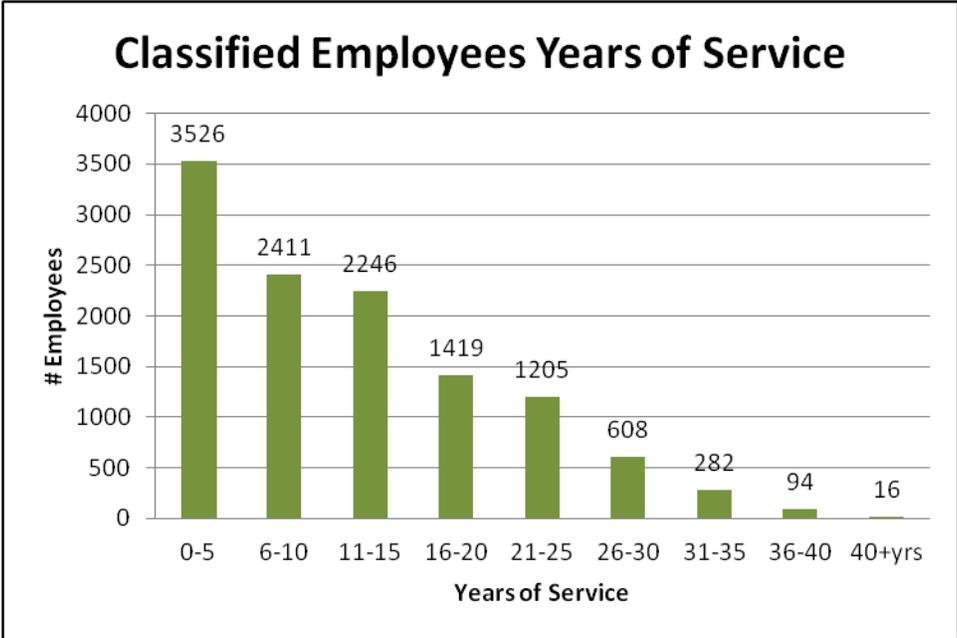
Average years of Services for State Employees in 2011

Agency	Average Years	
	Classified	Non-Classified
Adv. Council for Except Citizens	0	8
Agriculture	17	7
Attorney General	6	11
Auditor	9	15
Board of Parole	12	18
Commissioner of Elections	13	3
Correction	12	16
Criminal Justice	16	20
Criminal Justice Council	8	16
Economic and Development Office	0	10
Education	1	14
Elections, KC	17	10
Elections, NCC	13	7
Elections, SC	16	11
Finance	15	15
Fire Prevention	14	6
Governor	0	9
Health and Social Services	13	11
Insurance Commissioner	13	14
Labor	11	10
Lieutenant Governor	0	8
National Guard	0	9
Natural Resources and Environmental Control	15	4
Office of Management and Budget	14	10
Public Defender's Office	0	13
Safety and Homeland Security	10	14
Services for Children, Youth and Their Families	11	7
State	11	6
State Fire Marshall	13	9
State Fire Protection	15	0
State Housing Authority	18	3
Statistical Analysis Center	15	0
Technology and Information	0	12
Transportation	12	8
Treasurer	15	3

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 6/30/11, there are 904 (8%) employees eligible to retire immediately with full benefits. The following projections are for future retirements:

- 2,557 are eligible to retire within 5 years (full) - (22%)
- 5,128 are eligible to retire within 5 years (any type) - (43%)
- 2,571 are eligible to retire within 5 years (reduced) – (22%)

Geographic Location

Classified Employees by County Location

Sussex, 2503, 15%

Kent, 7820, 45%

New Castle, 6928, 40%
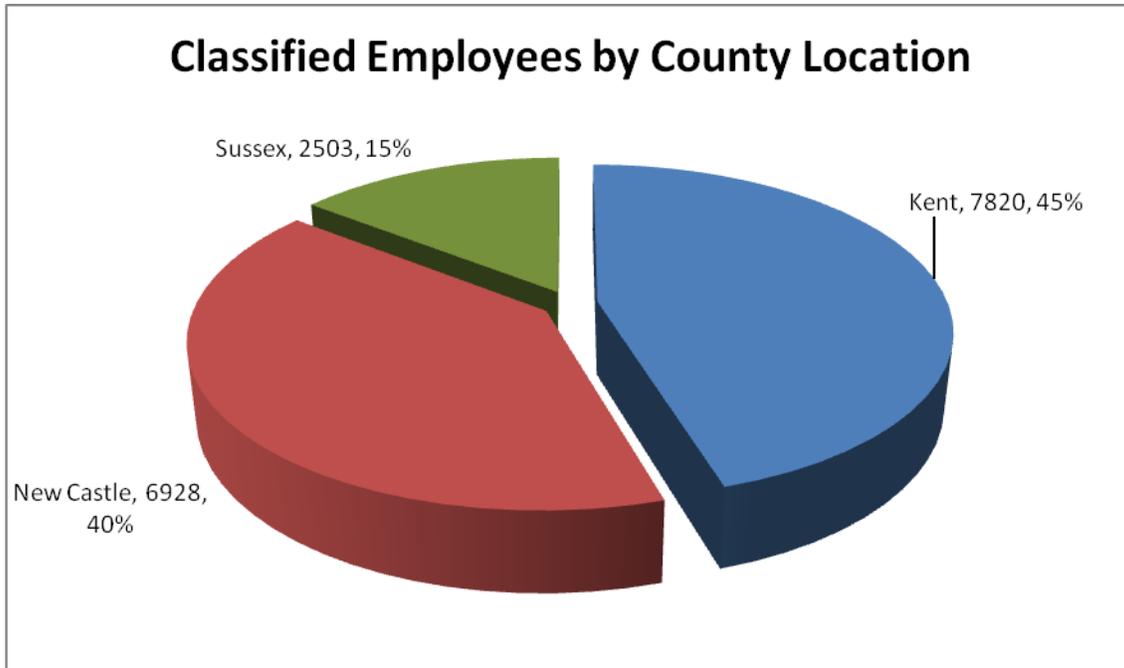
Ethnicity

Workforce data shows the following for classified employees: 66% White, 29% Black, 3% Hispanic, 2% Asian and less than 1% each American Indian and "Other". 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 Ethnicity

Ethnicity	Percentage
Other	0.05%
American Indian	0.39%
Asian	1.80%
Hispanic	2.60%
Black	29.25%
White	65.91%
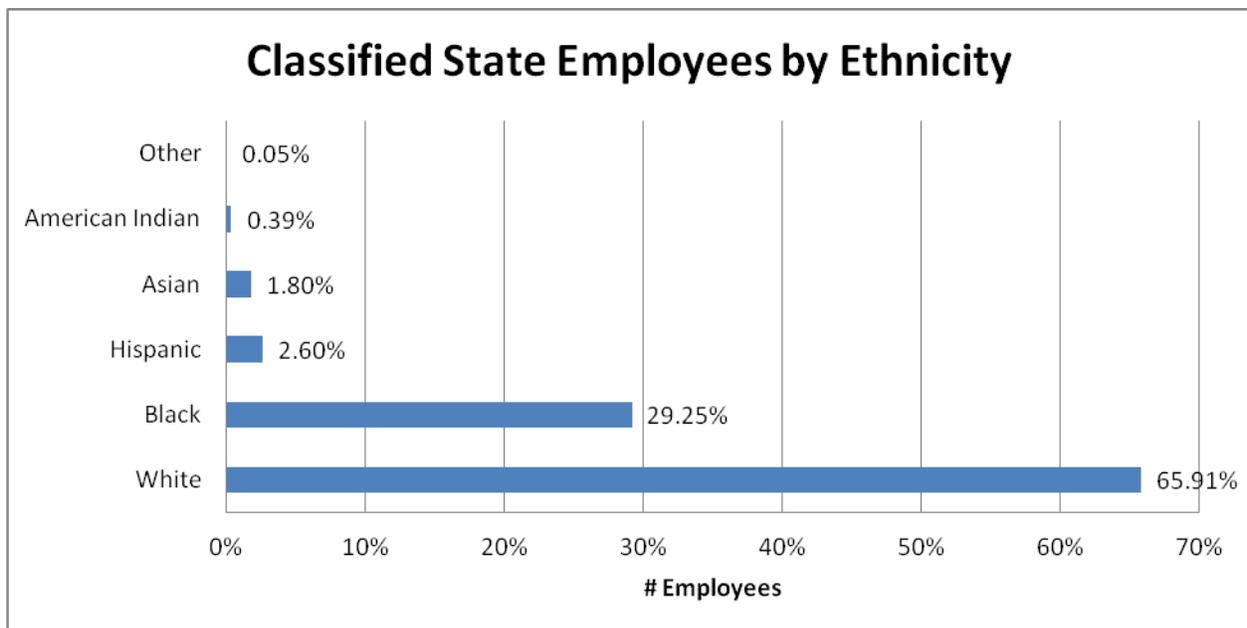
 # Employees

Classified Employees in Executive Branch Agencies

Agency	Amer. Indian		Asian		Black		Hispanic		Other		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Agriculture	0	0.0%	0	0.0%	6	0.1%	1	0.0%	0	0.0%	106	0.9%
Attorney General	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	1	0.0%
Auditor	0	0.0%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	18	0.2%
Board of Parole	0	0.0%	0	0.0%	1	0.0%	1	0.0%	0	0.0%	1	0.0%
Commissioner of Elections	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	8	0.1%
Correction	13	0.1%	20	0.2%	784	6.6%	60	0.5%	0	0.0%	1572	13.2%
Criminal Justice Council	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	12	0.1%
Elections, KC	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	5	0.0%
Elections, NCC	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	11	0.1%
Elections, SC	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	0.0%
Finance	1	0.0%	7	0.1%	76	0.6%	4	0.0%	0	0.0%	170	1.4%
Fire Prevention	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	18	0.2%
Health and Social Services	22	0.2%	96	0.8%	1504	12.6%	125	1.0%	2	0.0%	2117	17.8%
Insurance Commissioner	1	0.0%	1	0.0%	10	0.1%	1	0.0%	0	0.0%	46	0.4%
Justice Information System	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	10	0.1%
Labor	0	0.0%	4	0.0%	128	1.1%	15	0.1%	0	0.0%	271	2.3%
Natural Resources and Environmental Control	0	0.0%	19	0.2%	56	0.5%	5	0.0%	0	0.0%	620	5.2%
Office of Management and Budget	3	0.0%	9	0.1%	51	0.4%	8	0.1%	0	0.0%	274	2.3%
Safety and Homeland Security	2	0.0%	3	0.0%	32	0.3%	9	0.1%	0	0.0%	123	1.0%
Services for Children, Youth and Their Families	2	0.0%	12	0.1%	497	4.2%	25	0.2%	0	0.0%	597	5.0%
State	2	0.0%	3	0.0%	131	1.1%	12	0.1%	0	0.0%	370	3.1%
State Fire Marshall	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	51	0.4%
State Housing Authority	0	0.0%	0	0.0%	2	0.0%	1	0.0%	0	0.0%	17	0.1%
Transportation	5	0.0%	27	0.2%	209	1.8%	28	0.2%	0	0.0%	1424	11.9%
Treasurer	0	0.0%	1	0.0%	3	0.0%	0	0.0%	0	0.0%	15	0.1%
Total	**51**	**0.4%**	**204**	**1.7%**	**3503**	**29.4%**	**296**	**2.5%**	**2**	**0.0%**	**7862**	**66.0%**

*Excludes Delaware Uniformed State Police (4506)

Non-Classified Employees in Executive Branch Agencies

| Agency	Amer. Indian #	Amer. Indian %	Asian #	Asian %	Black #	Black %	Hispanic #	Hispanic %	Other #	Other %	White #	White %
Adv. Council for Except Citizens	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	2	0.0%
Agriculture	1	0.0%	1	0.0%	0	0.0%	3	0.1%	1	0.0%	90	1.7%
Attorney General	1	0.0%	1	0.0%	53	1.0%	9	0.2%	0	0.0%	350	6.7%
Auditor	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	3	0.1%
Board of Parole	0	0.0%	0	0.0%	3	0.1%	0	0.0%	0	0.0%	3	0.1%
Commissioner of Elections	0	0.0%	3	0.1%	5	0.1%	0	0.0%	0	0.0%	73	1.4%
Correction	0	0.0%	0	0.0%	16	0.3%	0	0.0%	0	0.0%	71	1.4%
Criminal Justice Council	0	0.0%	0	0.0%	3	0.1%	0	0.0%	0	0.0%	8	0.2%
Economic and Development Office	0	0.0%	3	0.1%	3	0.1%	1	0.0%	0	0.0%	35	0.7%
Education	0	0.0%	4	0.1%	36	0.7%	5	0.1%	0	0.0%	211	4.0%
Elections, KC	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	17	0.3%
Elections, NCC	0	0.0%	2	0.0%	11	0.2%	0	0.0%	0	0.0%	39	0.7%
Elections, SC	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	25	0.5%
Finance	1	0.0%	0	0.0%	36	0.7%	2	0.0%	0	0.0%	37	0.7%
Fire Prevention	1	0.0%	0	0.0%	5	0.1%	0	0.0%	1	0.0%	264	5.0%
Governor	0	0.0%	0	0.0%	4	0.1%	0	0.0%	0	0.0%	19	0.4%
Health and Social Services	4	0.1%	22	0.4%	253	4.8%	17	0.3%	0	0.0%	364	6.9%
Insurance Commissioner	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	7	0.1%
Justice Information System	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%
Labor	0	0.0%	1	0.0%	16	0.3%	2	0.0%	0	0.0%	56	1.1%
Lt. Governor	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	3	0.1%
National Guard	0	0.0%	1	0.0%	3	0.1%	1	0.0%	0	0.0%	89	1.7%
Natural Resources and Environmental Control	2	0.0%	4	0.1%	27	0.5%	11	0.2%	2	0.0%	610	11.6%
Office of Management and Budget	0	0.0%	2	0.0%	13	0.2%	1	0.0%	1	0.0%	77	1.5%
Public Defender's Office	0	0.0%	1	0.0%	14	0.3%	1	0.0%	0	0.0%	126	2.4%
Safety and Homeland Security	8	0.2%	11	0.2%	98	1.9%	17	0.3%	0	0.0%	846	16.1%
Services for Children, Youth and Their Families	0	0.0%	1	0.0%	78	1.5%	8	0.2%	1	0.0%	71	1.4%
State	4	0.1%	9	0.2%	61	1.2%	7	0.1%	1	0.0%	341	6.5%
State Fire Marshall	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	0.2%
State Housing Authority	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
Technology and Information	0	0.0%	26	0.5%	33	0.6%	3	0.1%	0	0.0%	159	3.0%
Transportation	0	0.0%	4	0.1%	44	0.8%	6	0.1%	0	0.0%	194	3.7%
Treasurer	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	2	0.0%
Total	**22**	**0.4%**	**97**	**1.8%**	**822**	**15.7%**	**94**	**1.8%**	**7**	**0.1%**	**4204**	**80.1%**

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 2011 was 6.8 percent. This represents a 1.9 percent decrease from the 8.7 percent turnover rate in fiscal year 2010. The total number of state employee separations was 812. This included voluntary resignations, involuntary separations, retirements, and deaths.

Classified Employee Turnover

- Retirements, 279, 34%
- Resignations, 439, 54%
- Death, 15, 2%
- Dismissals, 79, 10%
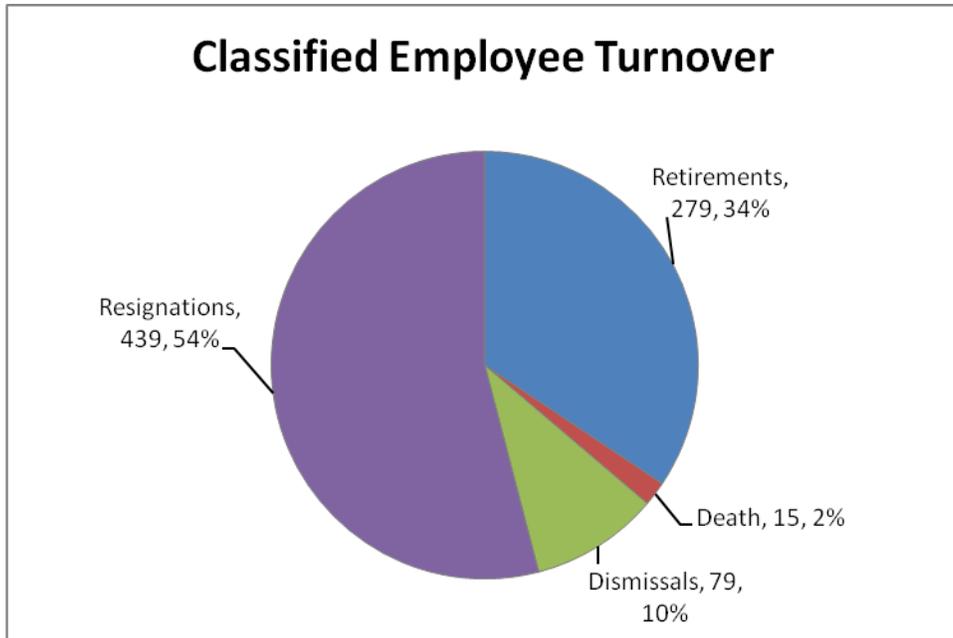
The graph below shows the departments, from highest to lowest, experiencing the most employee separations along with the percentages representing the classified workforce.

Classified Separations by Agency

Agency	# Employees
DHSS	215
DOC	81
DOS	42
DOL	24
DNREC	14
DSHS	10
OMB	10
Auditor	1
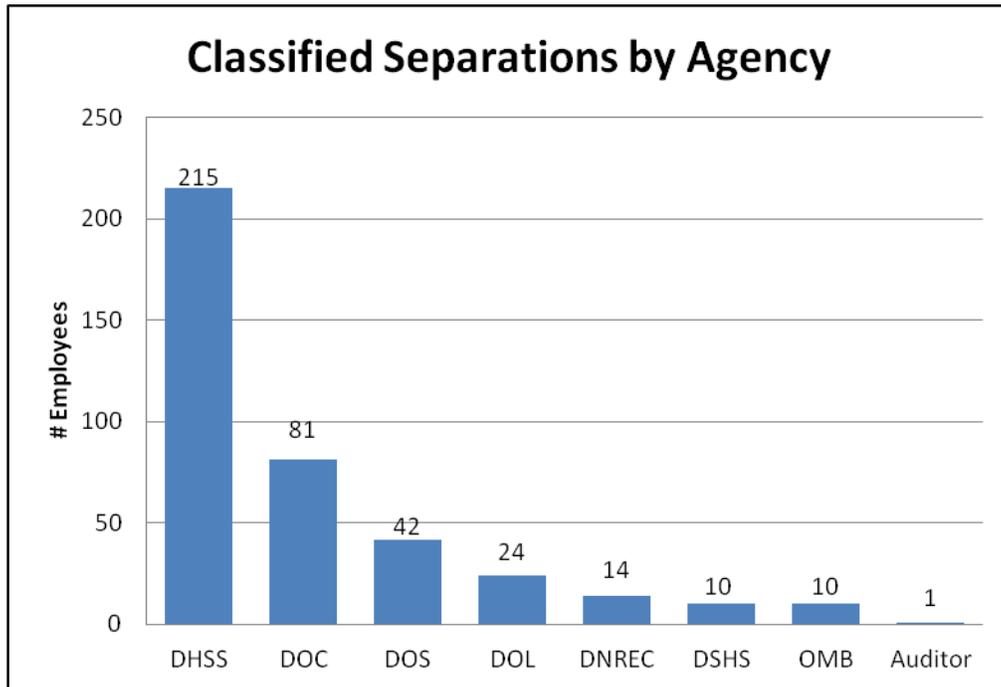
There were 812 total separations among state employees in fiscal year 2011; 399 separations or 49% were employees having five or less years of service. This number is significant in that almost half, or 43%, were employees with one year or less; which results in high recruitment and training costs and difficulty for state agencies to carry out their missions.

Classified 1-5 Year Turnover Rates

- 5 years, 58, 15%
- < 1 year, 113, 28%
- 4 years, 47, 12%
- 3 years, 63, 16%
- 1 year, 60, 15%
- 2 years, 58, 14%
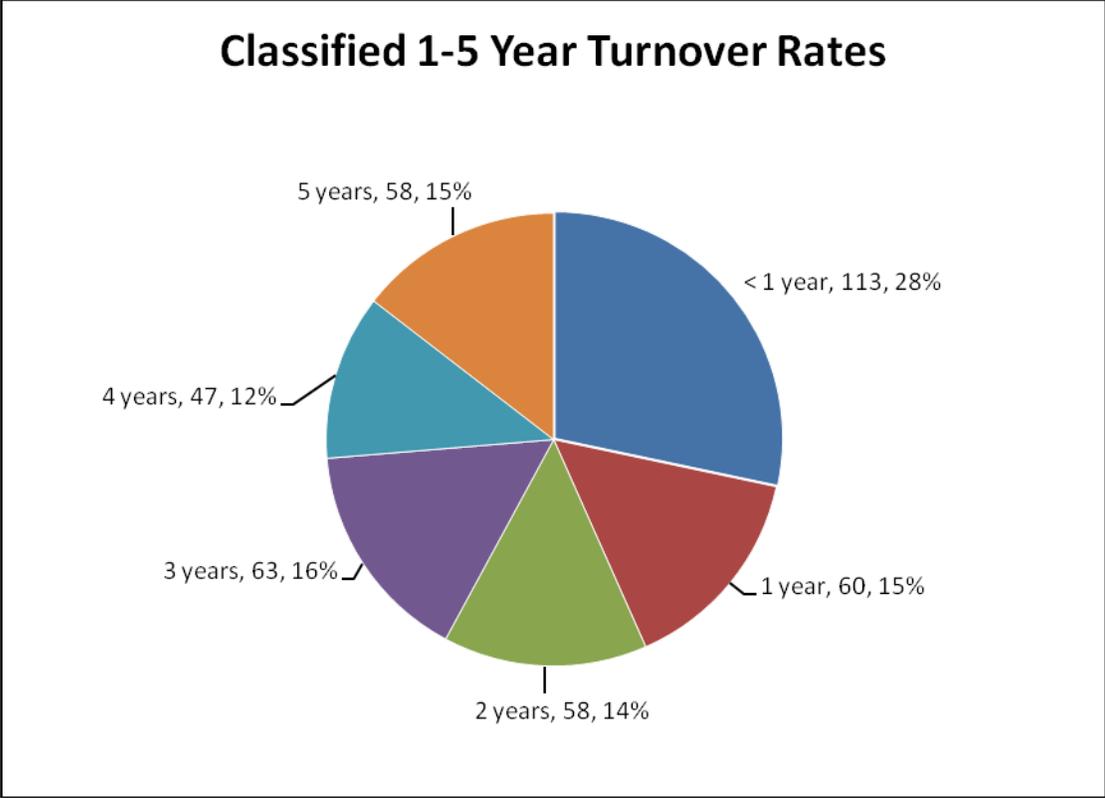
Turnover Category by Years of Service Statistics	
Resignations	**Dismissals**
Avg. = 4 years, 7 Months	Avg. = 4 years
Retirements	**Deaths**
Avg. = 23 Years, 5 Months	Avg. = 8 years, 6 Months

Turnover rates can vary significantly within specific agencies, job classes, or geographic locations.

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 decreased in 2011 and most State employees that were retirement-eligible chose <u>not</u> to retire.

The number of state employee retirements was down in 2011 (a decrease of 120 from 2010). Data indicated that 5,128 State employees were eligible to retire in fiscal year 2011. Taking into account the number of actual retirements, 279, this means that 4,849 (95%) state employees who were eligible chose not to retire.

Average salaries for state employees have decreased and remain below the average salaries of the civilian labor force in Delaware.

*Average salaries for state employees have decreased by 6.6% over the past year. The average annual salary for state employees was $38,366 in fiscal year 2010, compared with an average annual salary of $47,898 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.

*As of FY 2010

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	12
Pennsylvania	11

Average Age of State Employees

Delaware	46
Maryland	46
New Jersey	46
Pennsylvania	46

Average Years of Service

Delaware	12
Maryland	12
New Jersey	13
Pennsylvania	12

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/orgdev/workforce.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://portalpd.erp.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 2011, July 1, 2010 – June 30, 2011. 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 2011. 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 – 2011 State Employees' Pay Table

Annual Salary 37.5 hours

Pay Grade	80%	100%	120%
1	$17,520	$20,748	$24,898
2	$17,760	$22,200	$26,640
3	$19,008	$23,760	$28,512
4	$20,334	$25,417	$30,500
5	$21,761	$27,201	$32,641
6	$23,283	$29,104	$34,925
7	$24,910	$31,138	$37,366
8	$26,654	$33,317	$39,980
9	$28,522	$35,653	$42,784
10	$30,518	$38,148	$45,778
11	$32,652	$40,815	$48,978
12	$34,939	$43,674	$52,409
13	$37,386	$46,732	$56,078
14	$39,998	$49,997	$59,996
15	$42,801	$53,501	$64,201
16	$45,801	$57,251	$68,701
17	$49,005	$61,256	$73,507
18	$52,433	$65,541	$78,649
19	$56,104	$70,130	$84,156
20	$60,035	$75,044	$90,053
21	$64,235	$80,294	$96,353
22	$68,732	$85,915	$103,098
23	$73,545	$91,931	$110,317
24	$78,696	$98,370	$118,044
25	$84,202	$105,252	$126,302
26	$90,094	$112,618	$135,142

Annual Salary 40 hours

Pay Grade	80%	100%	120%
1	$17,704	$22,130	$26,556
2	$18,944	$23,680	$28,416
3	$20,271	$25,339	$30,407
4	$21,689	$27,111	$32,533
5	$23,210	$29,013	$34,816
6	$24,834	$31,042	$37,250
7	$26,572	$33,215	$39,858
8	$28,433	$35,541	$42,649
9	$30,423	$38,029	$45,635
10	$32,552	$40,690	$48,828
11	$34,828	$43,535	$52,242
12	$37,269	$46,586	$55,903
13	$39,876	$49,845	$59,814
14	$42,670	$53,337	$64,004
15	$45,656	$57,070	$68,484
16	$48,854	$61,067	$73,280
17	$52,270	$65,338	$78,406
18	$55,930	$69,912	$83,894
19	$59,846	$74,807	$89,768
20	$64,038	$80,047	$96,056
21	$68,519	$85,649	$102,779
22	$73,317	$91,646	$109,975
23	$78,446	$98,057	$117,668
24	$83,938	$104,923	$125,908
25	$89,814	$112,267	$134,720
26	$96,101	$120,126	$144,151

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.