



State of Delaware  
Office of Management and Budget  
Human Resource Management

A Summary of the  
**State of Delaware**  
**Workforce Demographics for**  
**Fiscal Year 2012**

October 2012

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## 2012 Executive Branch Workforce Fast Facts

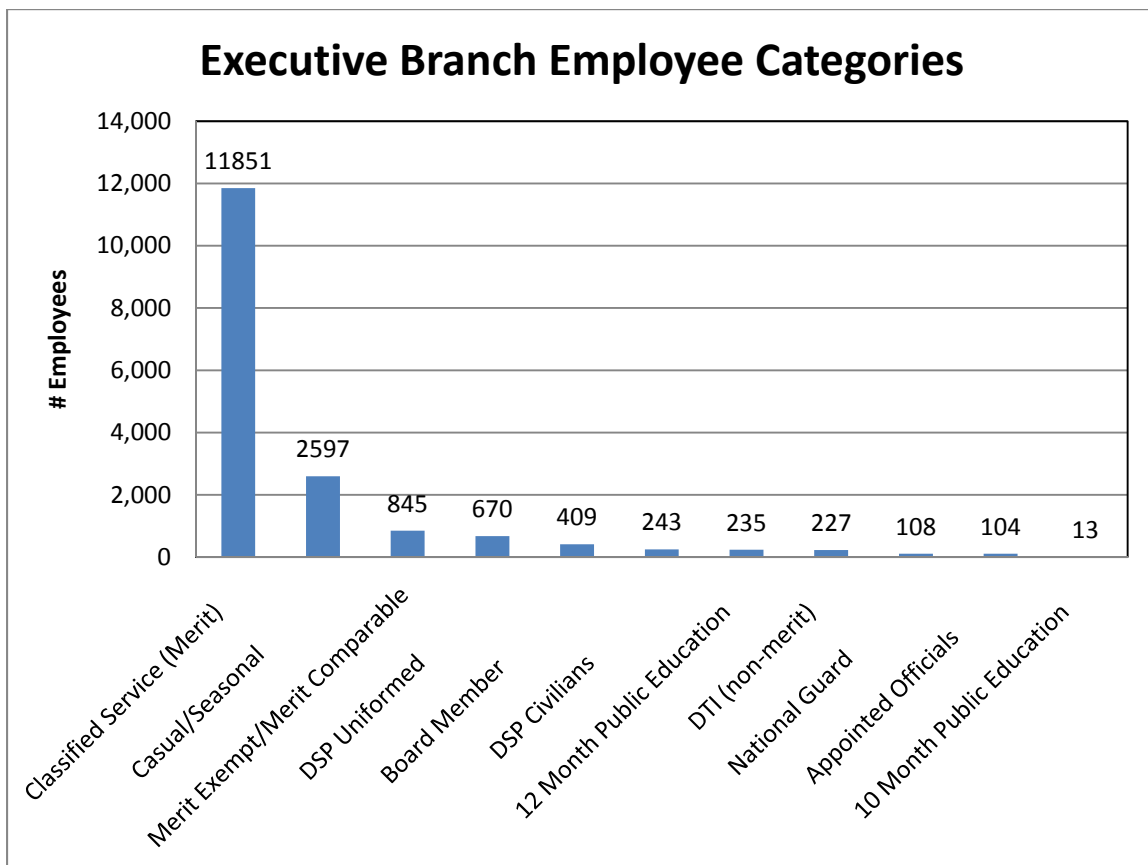
# Employees	17,302
# Retired	399
# New Hires	541
# Promotions	661
# Transfers	738
# Demotions	48

# 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), Department of Education, excluding school districts.

This report was prepared to summarize the State of Delaware's current workforce as of June 30, 2012.

The average age of state employees is 46 years old; the average annual salary is \$39,788 and the average length of service is 12 years, 5 months.



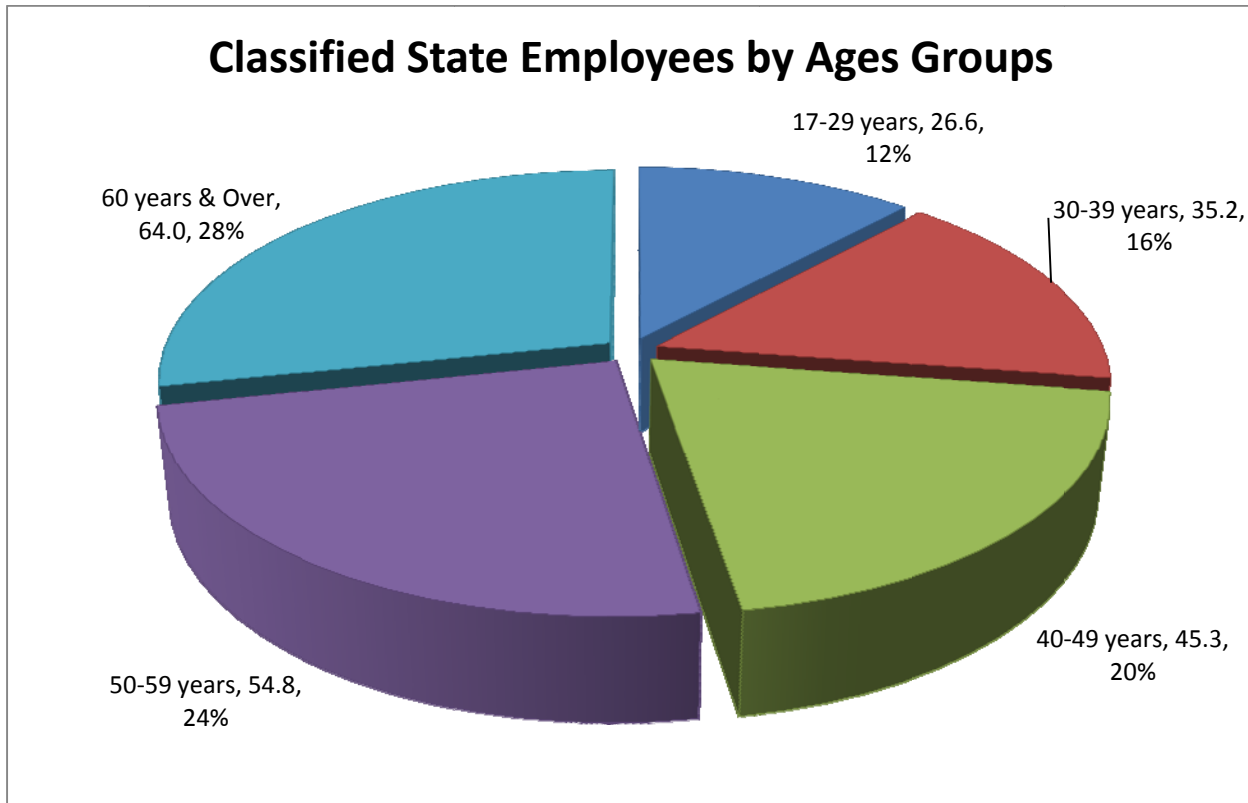
# State of Delaware Workforce Demographics

The number of state employees, both Classified (Merit) and Non-classified (non-Merit), by Agency, in 2012:

Agency	Classified		Non-Classified	
	# Employees	%	# Employees	%
Adv. Council for Except Citizens	0	0%	3	100%
Agriculture	112	53%	99	47%
Attorney General	3	1%	444	99%
Auditor	14	82%	3	18%
Commissioner of Elections	9	8%	107	92%
Corrections	2401	97%	83	3%
Criminal Justice Council	15	60%	10	40%
DELJIS	11	85%	2	15%
Economic and Development	0	0%	43	100%
Education	0	0%	290	100%
Elections, KC	8	33%	16	67%
Elections, NCC	0	0%	35	100%
Elections, SC	16	24%	50	76%
Finance	248	76%	80	24%
Fire Prevention	1	100%	0	0%
Fire School	17	6%	252	94%
Governor	3	0%	29	100%
Health and Social Services	3814	86%	631	14%
Insurance Commissioner	60	85%	11	15%
Labor	409	84%	80	16%
Lt. Governor	0	0%	4	100%
National Guard	0	0%	114	100%
Natural Resources and Environmental Control	706	51%	671	49%
Office of Management and Budget	330	80%	69	20%
Public Defender's Office	0	0%	148	100%
Safety and Homeland Security	182	15%	1024	85%
Services for Children, Youth, and Their Families	1157	87%	178	13%
State	529	53%	460	47%
State Fire Marshall	50	86%	8	14%
State Housing Authority	17	94%	1	6%
Technology and Information	0	0%	229	100%
Transportation	1720	86%	273	14%
Treasurer	19	86%	3	14%
<b>Average Age</b>	<b>11851</b>	<b>68%</b>	<b>5451</b>	<b>32%</b>

## Age

The average age of state employee is 46 years old. The chart below illustrates state employees by the various age groups. Approximately one-quarter of the workforce is over age 60 with another quarter being 50-59 years, another quarter being 40-49 years and the remaining quarter of the workforce making up the 17-39 year old employees.



*\* Results may not total 100 percent due to rounding.*

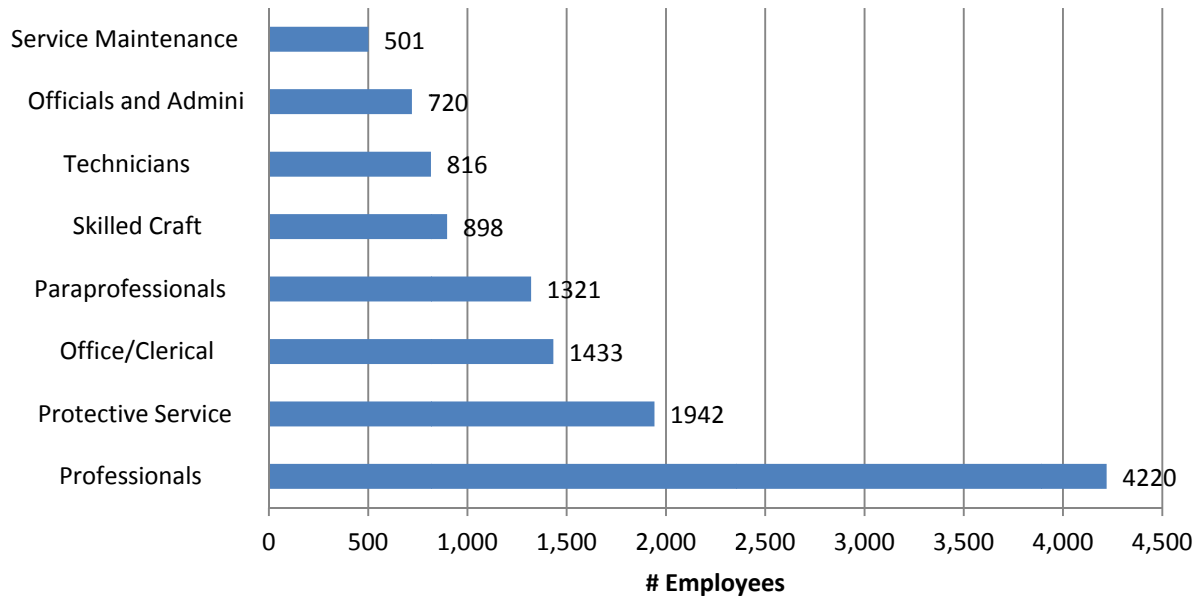
The table below shows the average age by agency of classified (merit) and non-classified (non-merit) employees. Statistics are not provided for agencies with less than five employees in the specific category.

### Average Age (Years) of State Employees

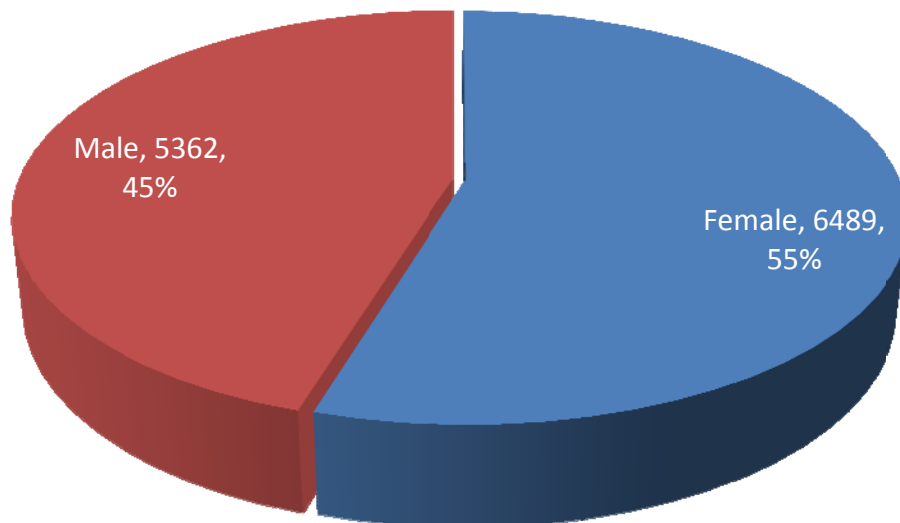
Agency	Age (Years) Merit	Age (Years) Non-Merit
Adv. Council for Except Citizens	*	48
Agriculture	49	56
Attorney General	48	44
Auditor	39	37
Commissioner of Elections	49	45
Corrections	43	55
Criminal Justice Council	41	50
DELJIS	47	57
Economic and Development	*	48
Education	*	51
Elections, KC	55	63
Elections, NCC	*	47
Elections, SC	51	60
Finance	50	54
Fire Prevention	45	*
Fire School	51	48
Governor	48	41
Health and Social Services	48	48
Insurance Commissioner	48	49
Labor	48	52
Lt. Governor	*	34
National Guard	*	42
Natural Resources and Environmental Control	47	36
Office of Management and Budget	47	50
Public Defender's Office	*	49
Safety and Homeland Security	48	41
Services for Children, Youth, and Their Families	44	40
State	47	54
State Fire Marshall	49	55
State Housing Authority	51	35
Technology and Information	*	48
Transportation	46	44
Treasurer	48	32
<b>Average Age</b>	<b>46</b>	<b>45</b>

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

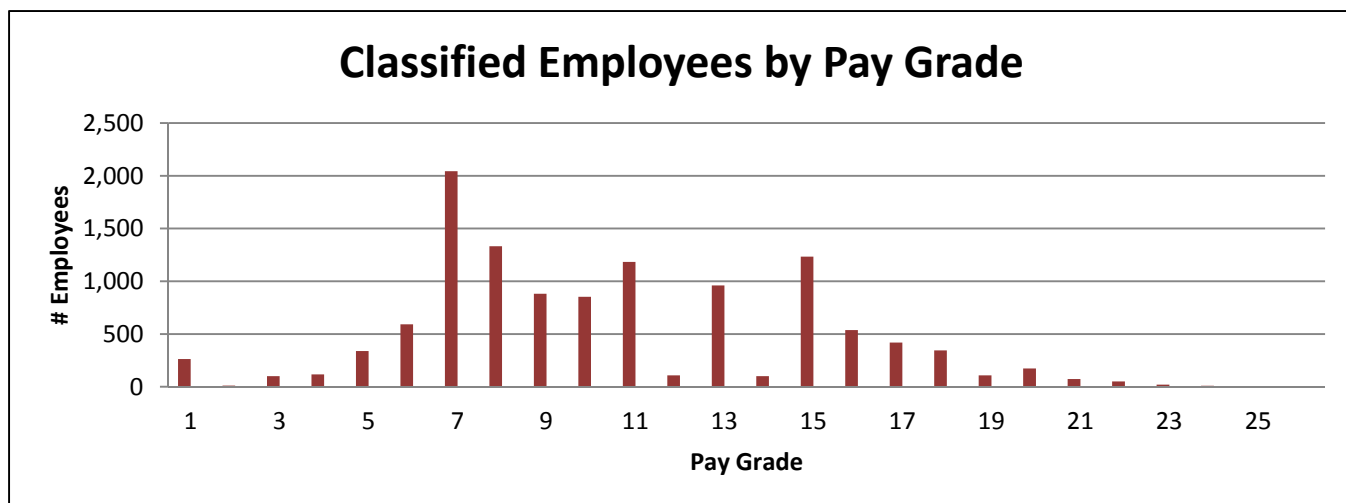
## Classified Employees by Occupation (per EEO-4 Categories)



## Classified Employees by Gender



## Compensation

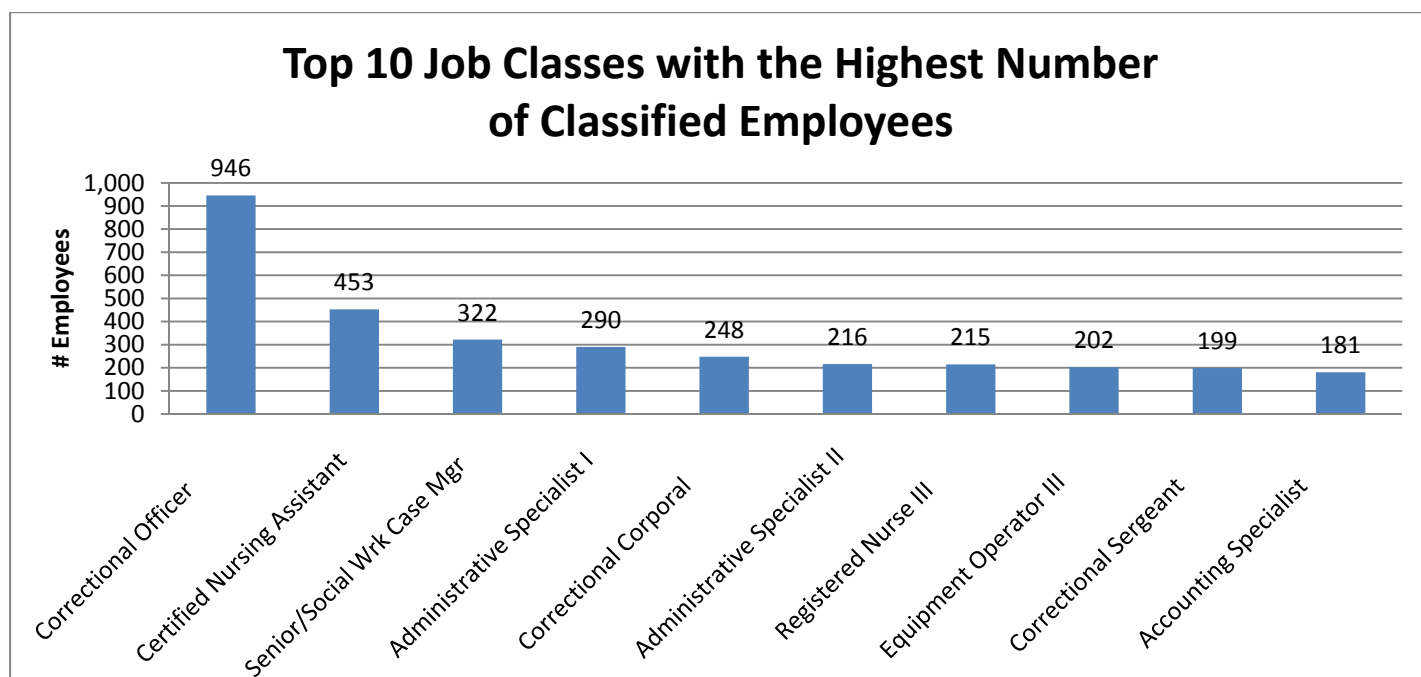


The average base salary for state employees in 2012 was \$39,788, a 1.4% increase over 2011. The average fringe benefit cost per state employee was \$21,485, which is a 0.78% decrease from 2011. [Fringe benefit cost is used because of the competitive advantage compared to the benefits provided by many 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 2012 Pay Tables]

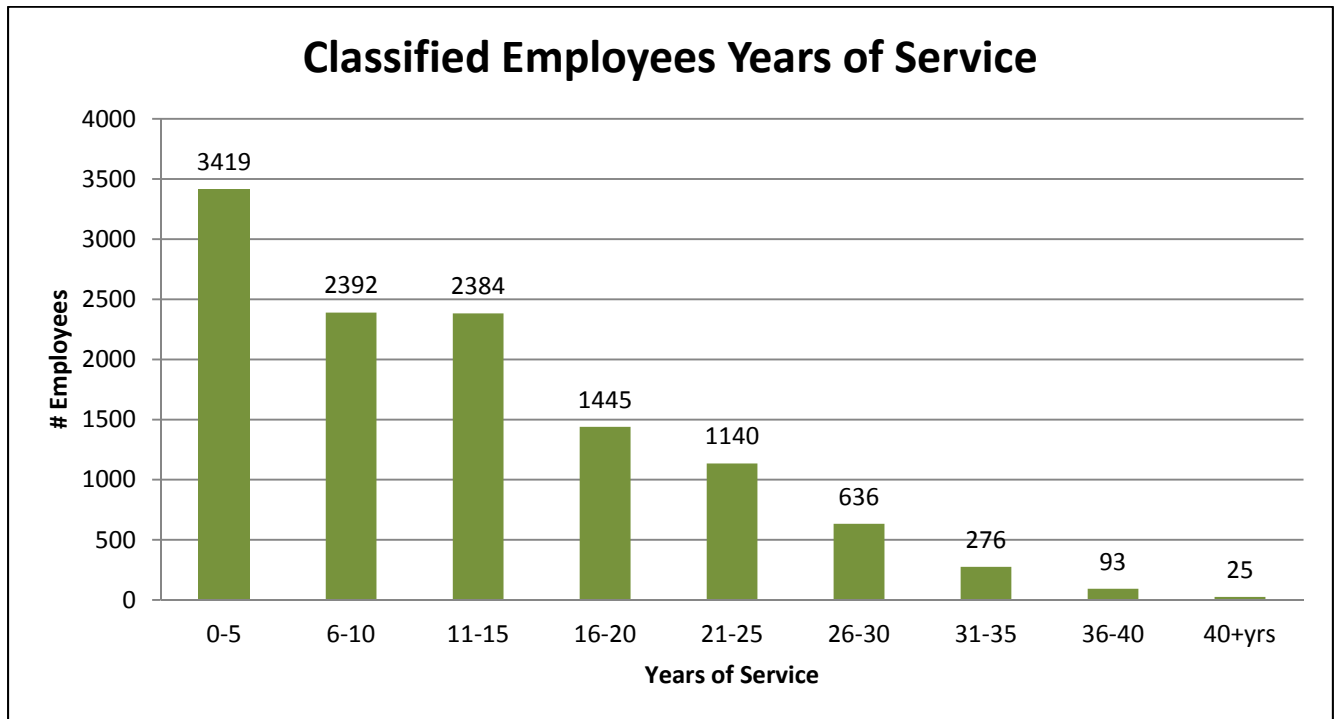
As illustrated in the graph above, the largest number of employees, 2044, is classified as pay grade 7, and includes such positions as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Motor Vehicle Specialist II, and Motor Vehicle Technician.

The second largest numbers of employees, 1332, are in pay grade 8 positions and include occupations such as Correctional Corporal, Administrative Specialist II, Equipment Operator III, Accounting Specialist, Social Service Specialist II, and Engineering Technician II.





## Years of Service



## 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 6/30/12, there are 1737 (10%) employees eligible to retire immediately with full benefits. The following projections are for future retirements:

- \* 2262 are eligible to retire within 5 years (full) - (23%)
- \* 5231 are eligible to retire within 5 years (any type) - (30%)

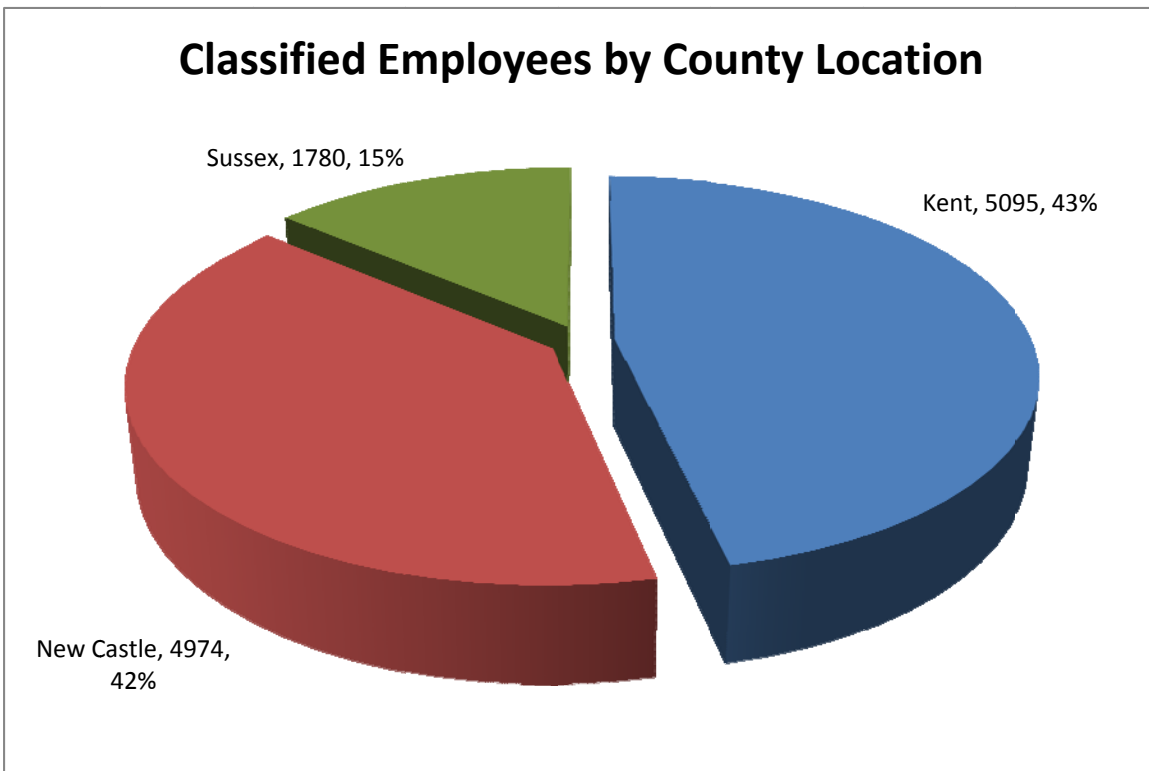
The average years of service prior to retirement is 23 years, 1 month

## Average years of Services for State Employees in 2012

Classified and Non-classified Employees	Average Years	
	Classified	Non-Classified
Agency		
Adv. Council for Except Citizens	0	9
Agriculture	16	8
Attorney General	14	11
Auditor	9	2
Commissioner of Elections	14	3
Corrections	12	17
Criminal Justice Council	9	19
DELJIS	17	21
Economic and Development	0	9
Education	0	14
Elections, KC	14	10
Elections, NCC	0	7
Elections, SC	16	11
Finance	15	13
Fire Prevention	16	0
Fire School	15	6
Governor	21	8
Health and Social Services	13	10
Insurance Commissioner	12	13
Labor	11	13
Lt. 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	14
Safety and Homeland Security	11	13
Services for Children, Youth, and Their Families	11	7
State	11	6
State Fire Marshall	13	10
State Housing Authority	20	3
Technology and Information	0	13
Transportation	12	6
Treasurer	14	3

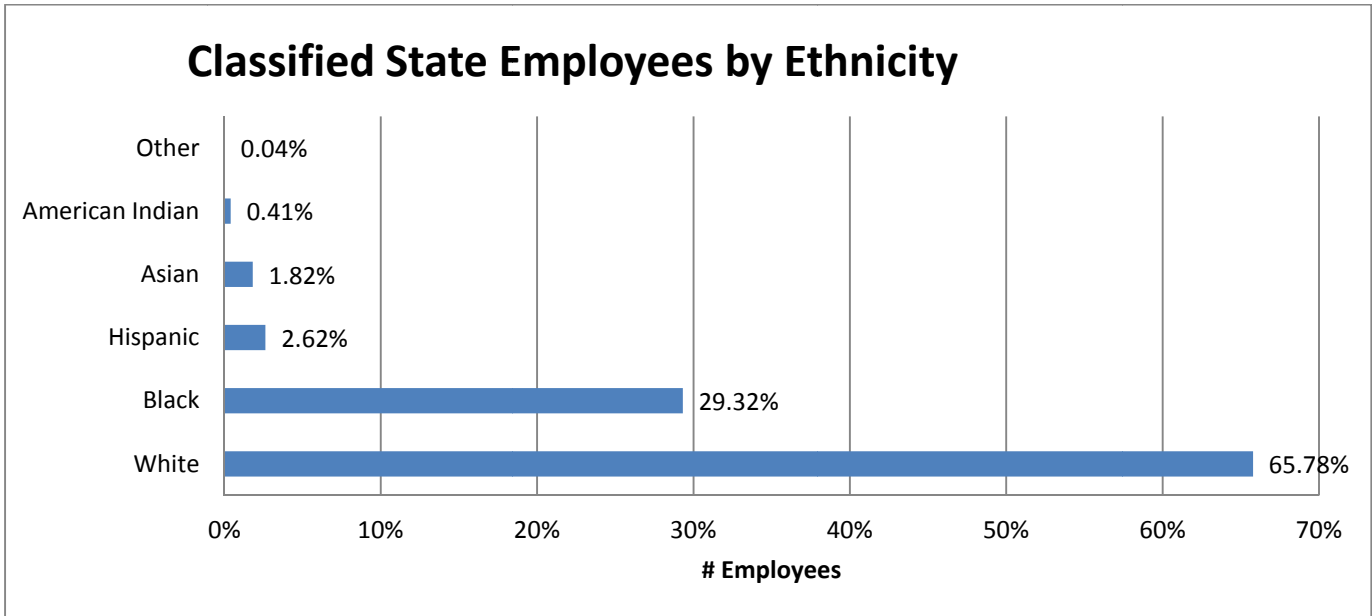
## ***Geographic Location***

The State of Delaware, the second smallest state, is only 100 miles long and 30 miles wide and consists of 2,489 square miles. Citizens can drive from one end of the state to the other in any direction within 2 hours and 15 minutes. The State of Delaware has government offices in all three counties of the state: New Castle County, Kent County, and Sussex County. Although services are provided in all three counties, 85% state government offices are located in Kent and New Castle Counties.

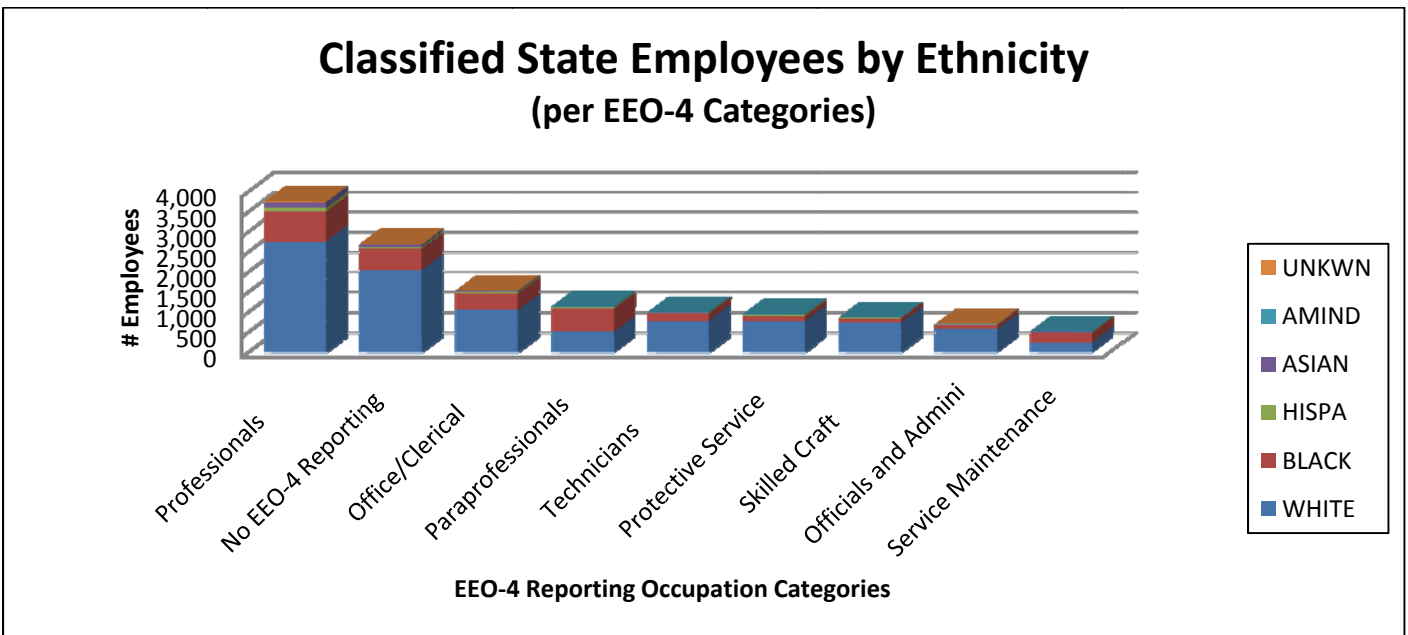


## Ethnicity

Workforce data shows the following for classified employees: 66% White, 29% Black, 2.6% Hispanic, 1.8% 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 Employees in Executive Branch Agencies

Agency	Amer. Indian		Asian		Black		Hispanic		Other		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Agriculture	0	0.0%	1	0.0%	6	0.1%	1	0.0%	0	0.0%	104	0.9%
Attorney General	0	0.0%	1	0.0%	2	0.0%	0	0.0%	0	0.0%	0	0.0%
Auditor	0	0.0%	2	0.0%	2	0.0%	0	0.0%	0	0.0%	10	0.1%
Commissioner of Elections	0	0.0%	1	0.0%	2	0.0%	0	0.0%	0	0.0%	6	0.1%
Corrections	11	0.1%	22	0.2%	759	6.4%	58	0.5%	0	0.0%	1551	13.1%
Criminal Justice Council	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	12	0.1%
DELJIS	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	10	0.1%
Elections, KC	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	7	0.1%
Elections, SC	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	15	0.1%
Finance	1	0.0%	10	0.1%	77	0.6%	3	0.0%	1	0.0%	156	1.3%
Fire Prevention	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
Fire School	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	17	0.1%
Health and Social Services	21	0.2%	102	0.9%	1485	12.5%	134	1.1%	2	0.0%	2070	17.5%
Insurance Commissioner	1	0.0%	0	0.0%	9	0.1%	1	0.0%	0	0.0%	49	0.4%
Labor	0	0.0%	4	0.0%	127	1.1%	14	0.1%	0	0.0%	264	2.2%
Natural Resources and Environmental Control	0	0.0%	17	0.1%	58	0.5%	4	0.0%	0	0.0%	627	5.3%
Office of Management and Budget	1	0.0%	4	0.0%	53	0.4%	7	0.1%	0	0.0%	275	2.3%
Safety and Homeland Security	2	0.0%	3	0.0%	34	0.3%	9	0.1%	0	0.0%	134	1.1%
Services for Children, Youth, and Their Families	1	0.0%	14	0.1%	502	4.2%	30	0.3%	0	0.0%	609	5.1%
State	4	0.0%	8	0.1%	131	1.1%	15	0.1%	1	0.0%	364	3.1%
State Fire Marshall	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	49	0.4%
State Housing Authority	0	0.0%	0	0.0%	2	0.0%	1	0.0%	0	0.0%	14	0.1%
Transportation	6	0.1%	27	0.2%	217	1.8%	33	0.3%	0	0.0%	1437	12.1%
Treasurer	0	0.0%	0	0.0%	3	0.0%	0	0.0%	1	0.0%	15	0.1%
<b>Total</b>	<b>48</b>	<b>0.4%</b>	<b>216</b>	<b>1.8%</b>	<b>3475</b>	<b>29.3%</b>	<b>311</b>	<b>2.6%</b>	<b>5</b>	<b>0.0%</b>	<b>7796</b>	<b>65.8%</b>

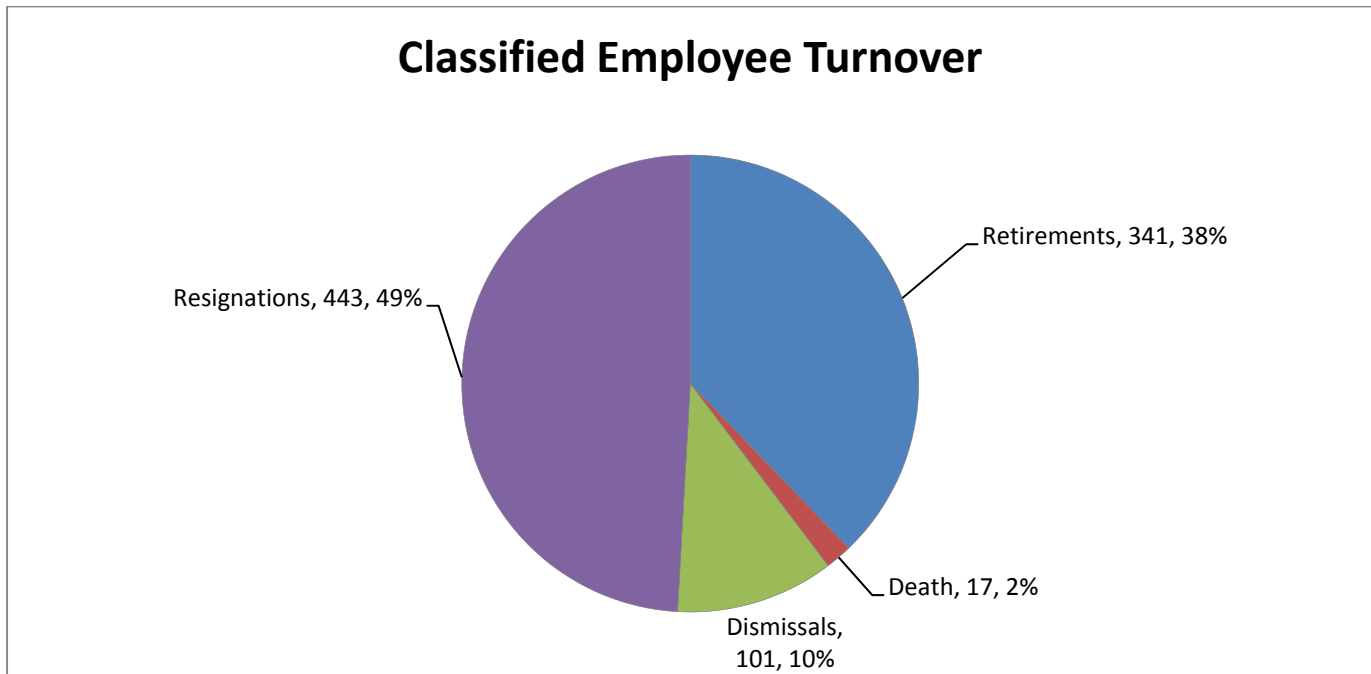
## Non-Classified Employees in Executive Branch Agencies

Agency	Amer. Indian		Asian		Black		Hispanic		Other		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%	0	0.0%	2	0.0%	3	0.1%	1	0.0%	92	1.7%
Attorney General	1	0.0%	2	0.0%	60	1.1%	12	0.2%	1	0.0%	368	6.7%
Auditor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.1%
Commissioner of Elections	0	0.0%	5	0.1%	8	0.1%	0	0.0%	0	0.0%	94	1.7%
Corrections	0	0.0%	1	0.0%	21	0.4%	1	0.0%	0	0.0%	60	1.1%
Criminal Justice Council	0	0.0%	0	0.0%	4	0.1%	0	0.0%	0	0.0%	6	0.1%
DELJIS	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%
Economic and Development	0	0.0%	2	0.0%	3	0.1%	1	0.0%	0	0.0%	37	0.7%
Education	0	0.0%	5	0.1%	41	0.8%	6	0.1%	0	0.0%	238	4.4%
Elections, KC	0	0.0%	2	0.0%	4	0.1%	0	0.0%	0	0.0%	10	0.2%
Elections, NCC	0	0.0%	0	0.0%	7	0.1%	0	0.0%	0	0.0%	28	0.5%
Elections, SC	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	49	0.9%
Finance	0	0.0%	0	0.0%	34	0.6%	2	0.0%	2	0.0%	41	0.8%
Fire School	2	0.0%	0	0.0%	5	0.1%	0	0.0%	0	0.0%	245	4.5%
Governor	0	0.0%	0	0.0%	2	0.0%	0	0.0%	1	0.0%	21	0.4%
Health and Social Services	3	0.1%	20	0.4%	234	4.3%	16	0.3%	1	0.0%	356	6.5%
Insurance Commissioner	0	0.0%	0	0.0%	2	0.0%	0	0.0%	1	0.0%	8	0.1%
Labor	0	0.0%	0	0.0%	23	0.4%	2	0.0%	0	0.0%	54	1.0%
Lt. Governor	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	2	0.0%
National Guard	0	0.0%	0	0.0%	7	0.1%	1	0.0%	0	0.0%	106	1.9%
Natural Resources and Environmental Control	1	0.0%	11	0.2%	45	0.8%	12	0.2%	2	0.0%	600	11.0%
Office of Management and Budget	0	0.0%	3	0.1%	13	0.2%	3	0.1%	1	0.0%	64	1.2%
Public Defender's Office	0	0.0%	1	0.0%	18	0.3%	1	0.0%	0	0.0%	128	2.3%
Safety and Homeland Security	8	0.1%	9	0.2%	102	1.9%	20	0.4%	0	0.0%	883	16.2%
Services for Children, Youth, and Their Families	0	0.0%	1	0.0%	89	1.6%	7	0.1%	0	0.0%	80	1.5%
State	1	0.0%	10	0.2%	78	1.4%	2	0.0%	3	0.1%	364	6.7%
State Fire Marshall	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	8	0.1%
State Housing Authority	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Technology and Information	1	0.0%	21	0.4%	35	0.6%	4	0.1%	0	0.0%	168	3.1%
Transportation	0	0.0%	3	0.1%	62	1.1%	6	0.1%	0	0.0%	202	3.7%
Treasurer	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.1%
<b>Total</b>	<b>18</b>	<b>0.3%</b>	<b>97</b>	<b>1.8%</b>	<b>903</b>	<b>16.6%</b>	<b>99</b>	<b>1.8%</b>	<b>13</b>	<b>0.2%</b>	<b>4322</b>	<b>79.3%</b>

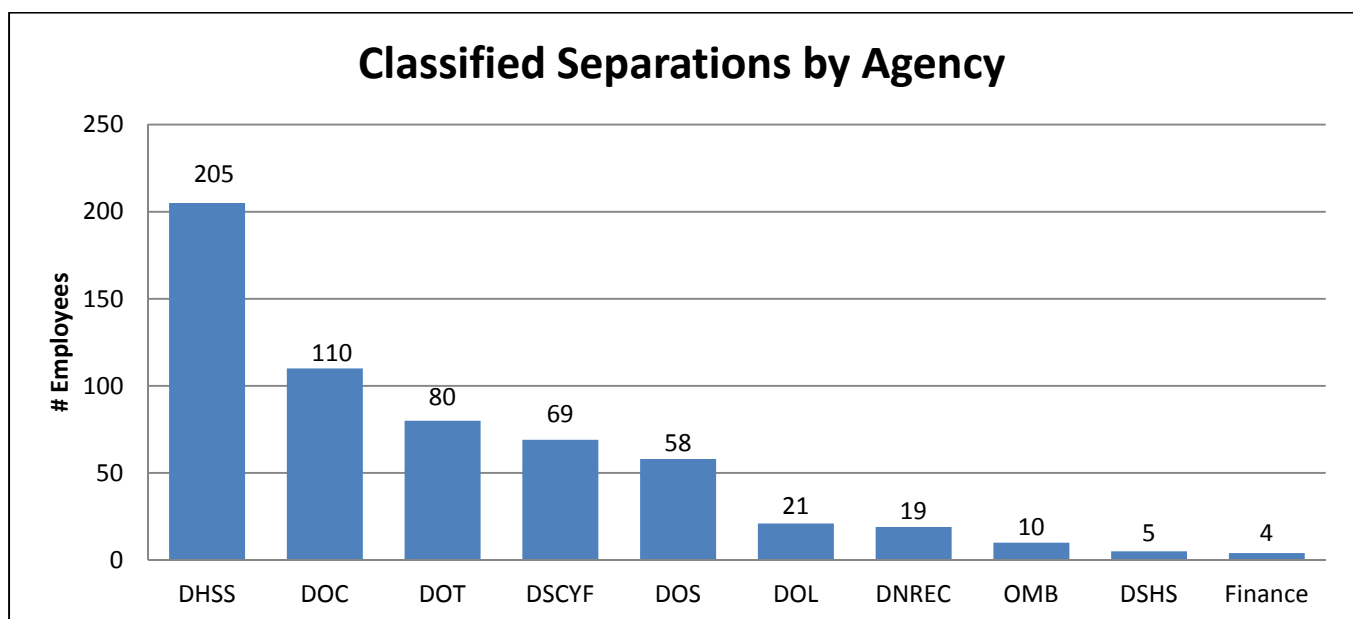
## Turnover

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 2012 was 7.6 percent. This represents a 0.3 percent decrease from the 7.9 percent turnover rate in fiscal year 2011. The total number of state employee separations was 902 including voluntary resignations, dismissals, retirements, and deaths.

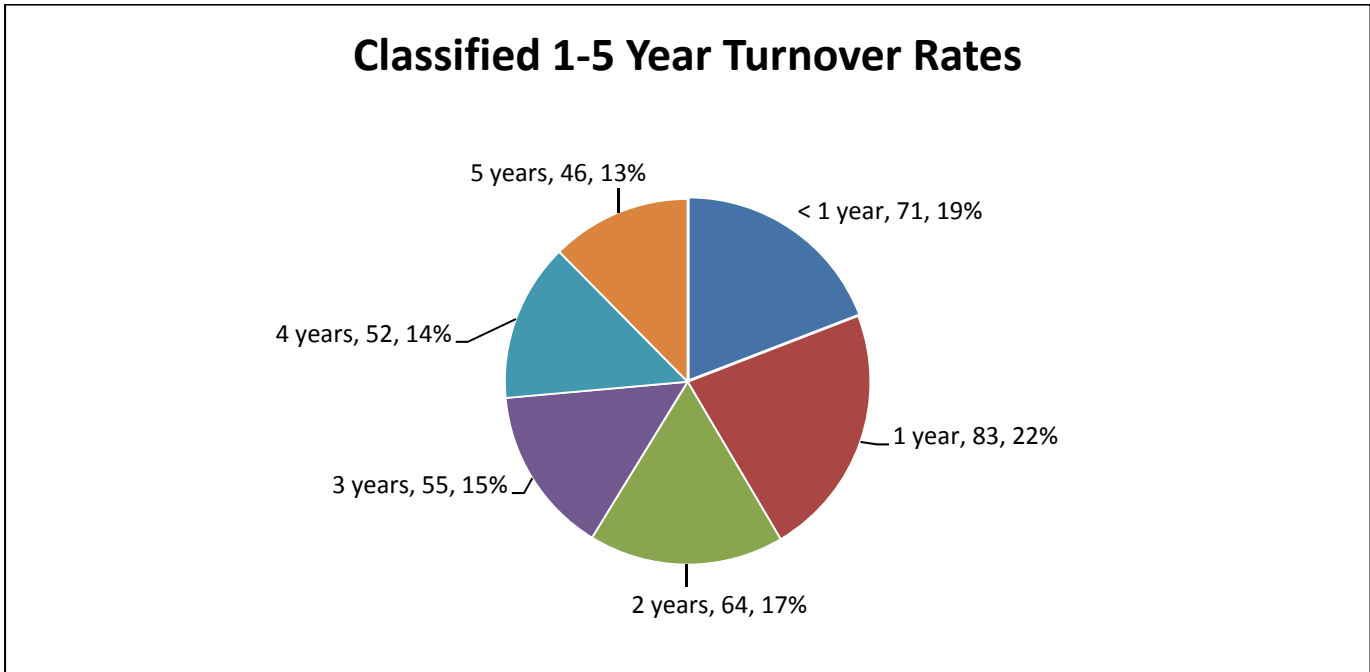


The graph below shows the departments, from highest to lowest, experiencing the most employee separations representing the classified workforce.



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.

Turnover rates can vary significantly within specific agencies, job classes, or geographic locations. The table below lists years of service for each category of separation of service.



There were 586 total separations among state employees in fiscal year 2012; 371 separations or 41% were employees having five or less years of service. This number is significant in that less than half 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.

<b>Turnover Category by Years of Service Statistics</b>	
<p><b>Resignations</b> Avg. = 5 years, 7 Months</p> <p><b>Retirements</b> Avg. = 23 Years, 1 Month</p>	<p><b>Dismissals</b> Avg. = 6 years, 9 Months</p> <p><b>Deaths</b> Avg. = 12 years, 1 Month</p>

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

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In Delaware government:

**The number of state employee retirements decreased in 2012 and most State employees that were retirement-eligible chose not to retire.**

The number of state employee retirements was down in 2012 (a decrease of 722 from 2011). Data indicated that 4,406 State employees were eligible to retire in fiscal year 2012. Taking into account the number of actual retirements, 341, this means that 4,065 (92%) state employees who were eligible chose not to retire.

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

Average salaries for state employees have increased by 1.4% over the past year. The average annual salary for state employees was \$39,241 at the end of fiscal year 2011, compared with an average \$50,150\* 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.

\* Civilian labor force data for fiscal year 2012 was not available at the time of publishing this report.

**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.

### **Employee Leave**

Employees can earn a maximum of 21 annual days and 15 sick days annually. In addition, state employees are given 12 statutory holidays each calendar year and two floating holidays.

## RESOURCES for FURTHER ANALYSIS

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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

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### **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 2012, July 1, 2011 – June 30, 2012. 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 2012. 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](mailto:michelle.potter@state.de.us).

# APPENDICES

## Appendix A – 2012 State Employees’ Pay Table

### Annual Salary\* - 37.5 hours

PG	80%	100%	120%
001	\$17,870.00	\$21,163.00	\$25,396.00
002	\$18,115.00	\$22,644.00	\$27,173.00
003	\$19,388.00	\$24,235.00	\$29,082.00
004	\$20,740.00	\$25,925.00	\$31,110.00
005	\$22,196.00	\$27,745.00	\$33,294.00
006	\$23,749.00	\$29,686.00	\$35,623.00
007	\$25,409.00	\$31,761.00	\$38,113.00
008	\$27,186.00	\$33,983.00	\$40,780.00
009	\$29,093.00	\$36,366.00	\$43,639.00
010	\$31,129.00	\$38,911.00	\$46,693.00
011	\$33,305.00	\$41,631.00	\$49,957.00
012	\$35,638.00	\$44,547.00	\$53,456.00
013	\$38,134.00	\$47,667.00	\$57,200.00
014	\$40,798.00	\$50,997.00	\$61,196.00
015	\$43,657.00	\$54,571.00	\$65,485.00
016	\$46,717.00	\$58,396.00	\$70,075.00
017	\$49,985.00	\$62,481.00	\$74,977.00
018	\$53,482.00	\$66,852.00	\$80,222.00
019	\$57,226.00	\$71,533.00	\$85,840.00
020	\$61,236.00	\$76,545.00	\$91,854.00
021	\$65,520.00	\$81,900.00	\$98,280.00
022	\$70,106.00	\$87,633.00	\$105,160.00
023	\$75,016.00	\$93,770.00	\$112,524.00
024	\$80,270.00	\$100,337.00	\$120,404.00
025	\$85,886.00	\$107,357.00	\$128,828.00
026	\$91,896.00	\$114,870.00	\$137,844.00

### Annual Salary\* - 40 hours

	80%	100%	120%
001	\$18,058.00	\$22,573.00	\$27,088.00
002	\$19,323.00	\$24,154.00	\$28,985.00
003	\$20,677.00	\$25,846.00	\$31,015.00
004	\$22,122.00	\$27,653.00	\$33,184.00
005	\$23,674.00	\$29,593.00	\$35,512.00
006	\$25,330.00	\$31,663.00	\$37,996.00
007	\$27,103.00	\$33,879.00	\$40,655.00
008	\$29,002.00	\$36,252.00	\$43,502.00
009	\$31,032.00	\$38,790.00	\$46,548.00
010	\$33,203.00	\$41,504.00	\$49,805.00
011	\$35,525.00	\$44,406.00	\$53,287.00
012	\$38,014.00	\$47,518.00	\$57,022.00
013	\$40,674.00	\$50,842.00	\$61,010.00
014	\$43,523.00	\$54,404.00	\$65,285.00
015	\$46,569.00	\$58,211.00	\$69,853.00
016	\$49,830.00	\$62,288.00	\$74,746.00
017	\$53,316.00	\$66,645.00	\$79,974.00
018	\$57,048.00	\$71,310.00	\$85,572.00
019	\$61,042.00	\$76,303.00	\$91,564.00
020	\$65,318.00	\$81,648.00	\$97,978.00
021	\$69,890.00	\$87,362.00	\$104,834.00
022	\$74,783.00	\$93,479.00	\$112,175.00
023	\$80,014.00	\$100,018.00	\$120,022.00
024	\$85,617.00	\$107,021.00	\$128,425.00
025	\$91,610.00	\$114,512.00	\$137,414.00
026	\$98,023.00	\$122,529.00	\$147,035.00

\* Annual salary in whole dollars as of 6/30/2012

Minimum State salary = \$17,870

\* Annual salary in whole dollars as of 6/30/2012

## 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.