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

A Summary of the

State of Delaware Workforce Demographics for Fiscal Year 2014

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2014 Executive Branch Workforce Fast Facts

# Employees	17,410
# Retired	352
# New Hires	730
# Promotions	808
# Transfers	772
# Demotions	67

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, 2014.

The average age of state employees is 46 years old; the average annual salary is $40,172 and the average length of service is 12 years, 4 months.

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Executive Branch Employee Categories

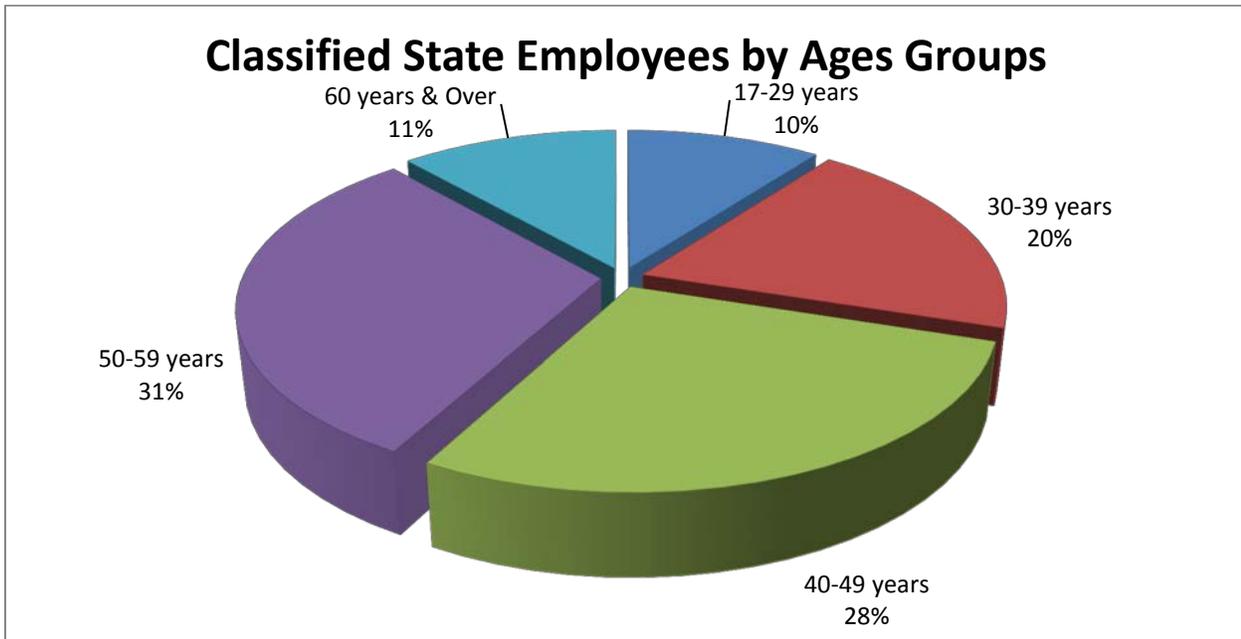| Category	# Employees
Classified Service (Merit)	11906
Casual/Seasonal	2583
Merit Exempt/Merit Comparable	889
DSP Uniformed	703
Board Member	385
12 Month Public Education	241
DSP Civilians	239
DTI (non-merit)	235
National Guard	116
Appointed Officials	92
10 Month Public Education	15
Elected Official	6
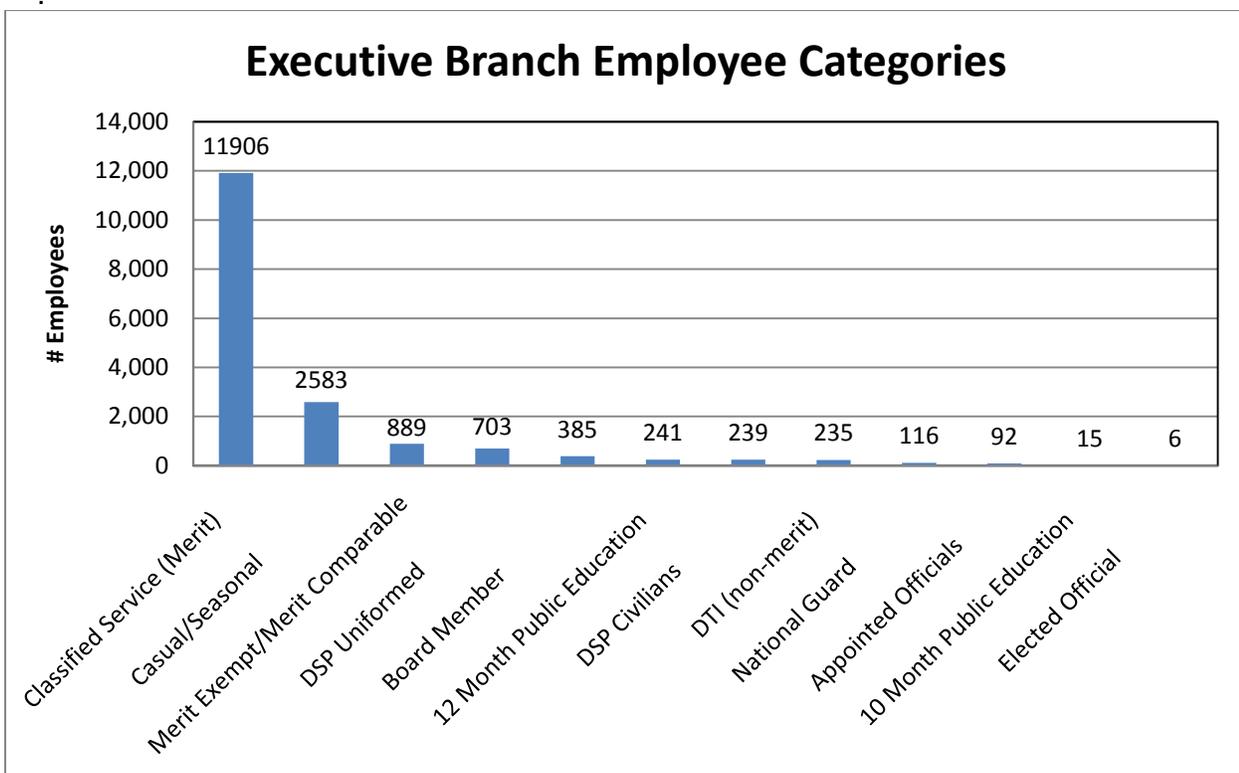
State of Delaware Workforce Demographics

The number of state employees, both Classified (Merit) and Non-classified (non-Merit), by Agency, in 2014:

Agency	Classified		Non-Classified	
	# Employees	%	# Employees	%
Att. General	0	0%	469	100%
Auditor	13	81%	3	19%
CJC	16	57%	12	43%
DEDO	0	0%	44	100%
DEJIS	9	82%	2	18%
DHSS	3761	86%	604	14%
DNREC	686	51%	664	49%
DOA	113	55%	92	45%
DOC	2417	96%	105	4%
DOE	0	0%	295	100%
DOF	250	76%	80	24%
DOL	420	86%	68	14%
DOS	560	57%	428	43%
DOT	1688	84%	310	16%
DSCYF	1161	86%	188	14%
DSHA	14	93%	1	7%
DSHS	234	18%	1062	82%
DTI	19	7%	240	93%
Elections	34	14%	208	86%
Except. Citizens	0	0%	3	100%
Fire Marshall	51	89%	6	11%
Fire Prevention	2	100%	0	0%
Fire School	17	7%	214	93%
Governor	0	0%	27	100%
Insurance Comm.	75	85%	13	15%
Lt. Governor	0	0%	6	100%
Nat. Guard	0	0%	121	100%
OMB	346	81%	83	19%
Public Defender	0	0%	154	100%
Treasurer	20	91%	2	9%
Average Age	**11906**	**68%**	**5504**	**32%**

Age

The average age of state employee is 46 years old. The chart below illustrates state employees by the various age groups. Over half (59%) of the workforce is between ages 40-59, 20% being 30-39 years, 11% being 60 years and over, and the remaining 10% of the workforce making up the 17-29 year old employees.

Classified State Employees by Ages Groups

60 years & Over 11%
17-29 years 10%
30-39 years 20%
50-59 years 31%
40-49 years 28%

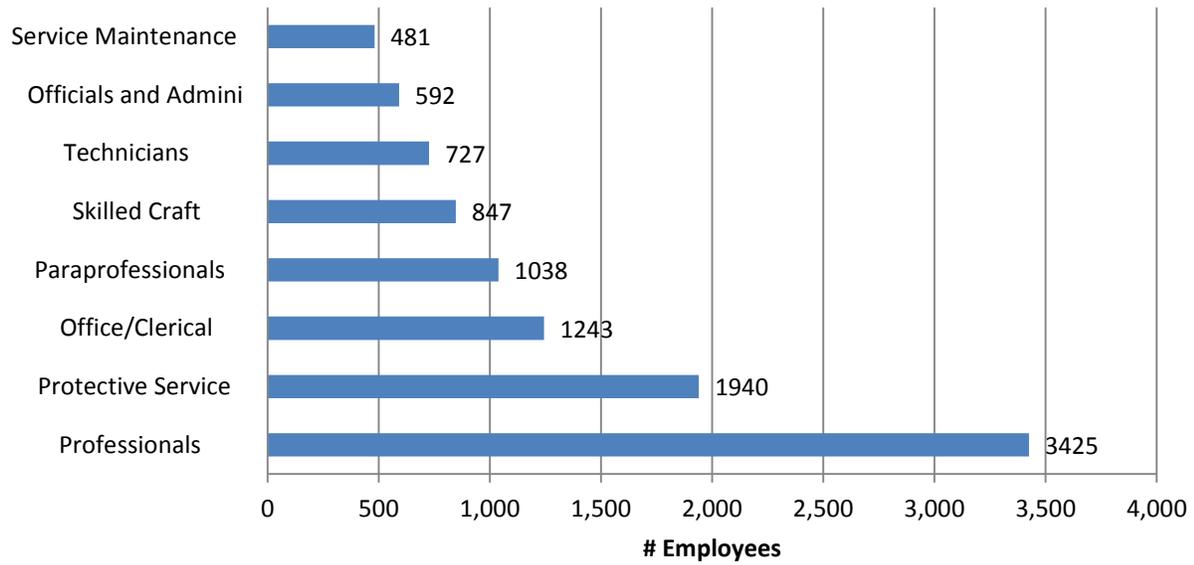** Results may not total 100 percent due to rounding.*

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.
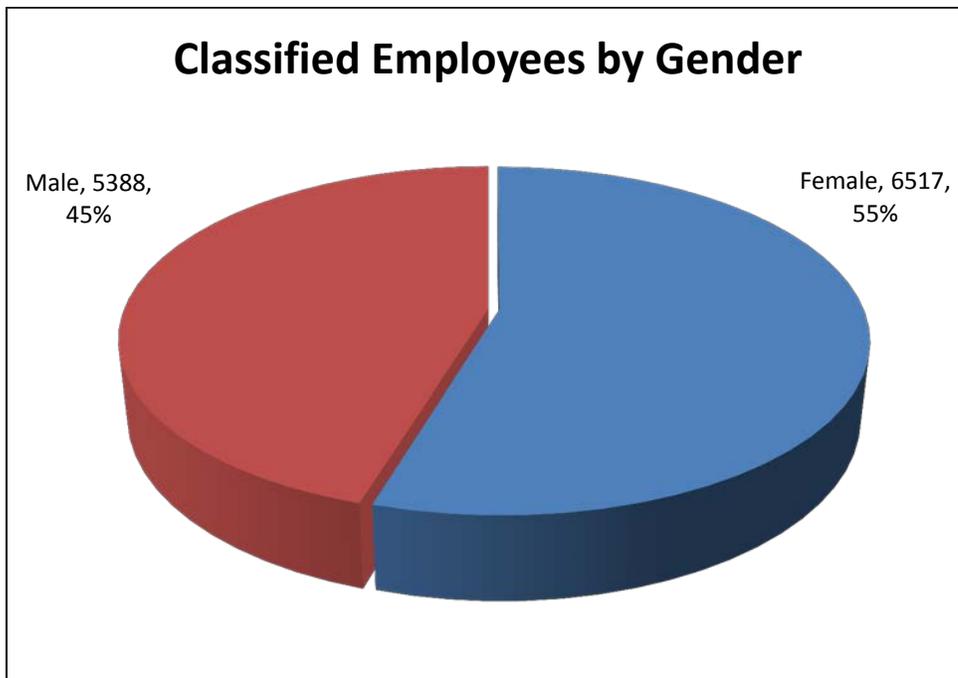
Average Age (Years) of State Employees

Average of Age of Employees	Average Age	
Agency	Merit	Non-Merit
Att. General	*	44
Auditor	38	36
CJC	44	46
Courts	*	44
DEDO	*	49
DEJIS	51	59
DHSS	48	48
DNREC	47	36
DOA	48	56
DOC	43	51
DOE	*	50
DOF	50	55
DOL	49	54
DOS	46	53
DOT	46	44
DSCYF	44	40
DSHA	54	37
DSHS	47	41
DTI	50	48
Elections	52	51
Except. Citizens	*	52
Fire Marshall	48	57
Fire Prevention	49	*
Fire School	49	49
Governor	*	42
Insurance Comm.	47	47
Lt. Governor	*	35
Nat. Guard	*	41
OMB	46	51
Public Defender	*	47
Treasurer	48	38
Average Age	**46**	**45**

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

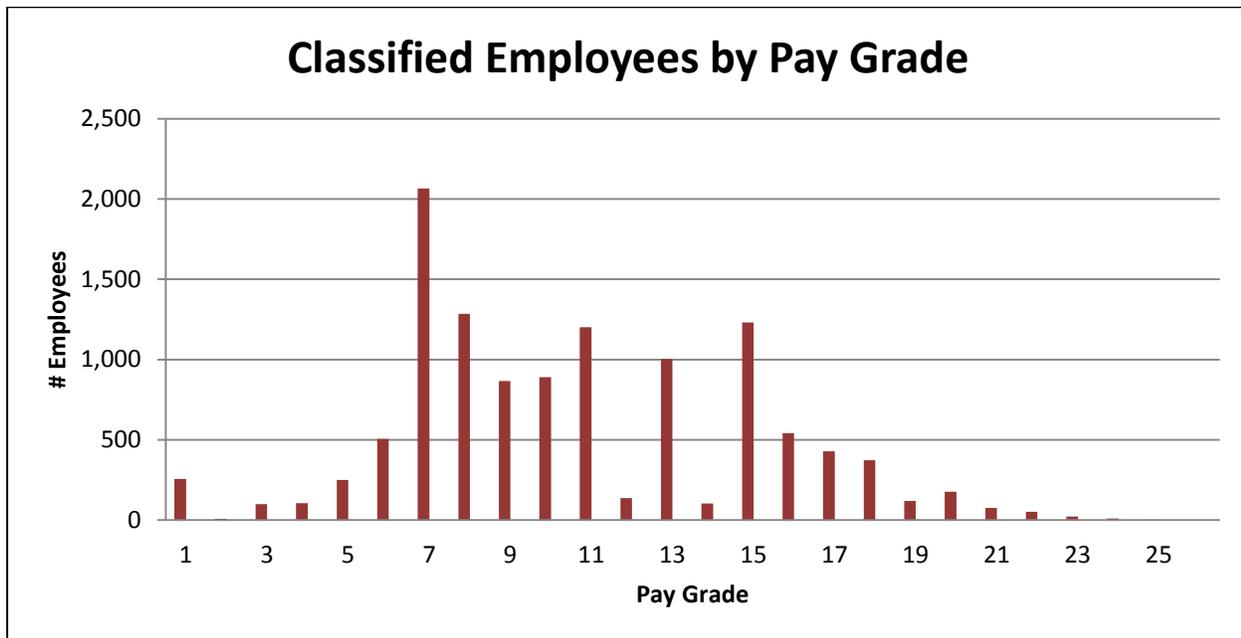## Classified Employees by Occupation
(per EEO-4 Categories)

Occupation	# Employees
Service Maintenance	481
Officials and Admini	592
Technicians	727
Skilled Craft	847
Paraprofessionals	1038
Office/Clerical	1243
Protective Service	1940
Professionals	3425

 # Employees

Classified Employees by Gender

Male, 5388, 45%

Female, 6517, 55%

*Gender results were not reported for all employees.

Compensation

Classified Employees by Pay Grade

A bar chart titled "Classified Employees by Pay Grade." The vertical axis is labeled "# Employees" ranging from 0 to 2,500. The horizontal axis is labeled "Pay Grade" with values 1 through 25. The tallest bar is at pay grade 7, approximately 2,066 employees.
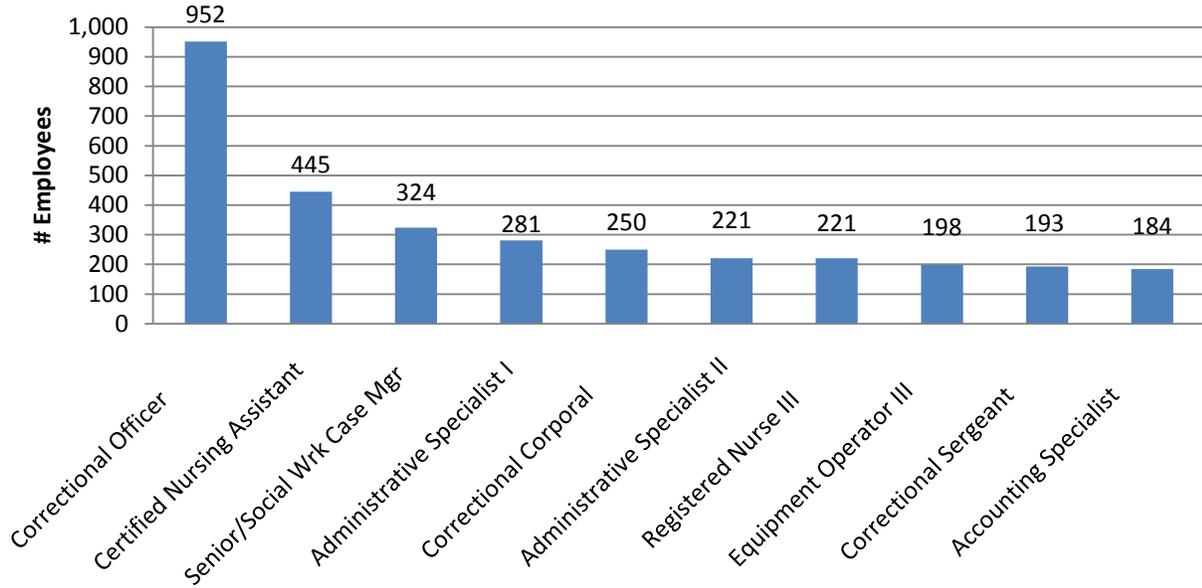
The average base salary for state employees in 2014 was $40,172, a 0.24% increase over 2013. The average fringe benefit cost per state employee was $24,384, which is a 7.44% increase from 2013. [Fringe benefit cost is used because of the competitive advantage compared to the benefits provided by many 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 2014 Pay Tables]

As illustrated in the graph above, the largest number of employees, 2066, 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.
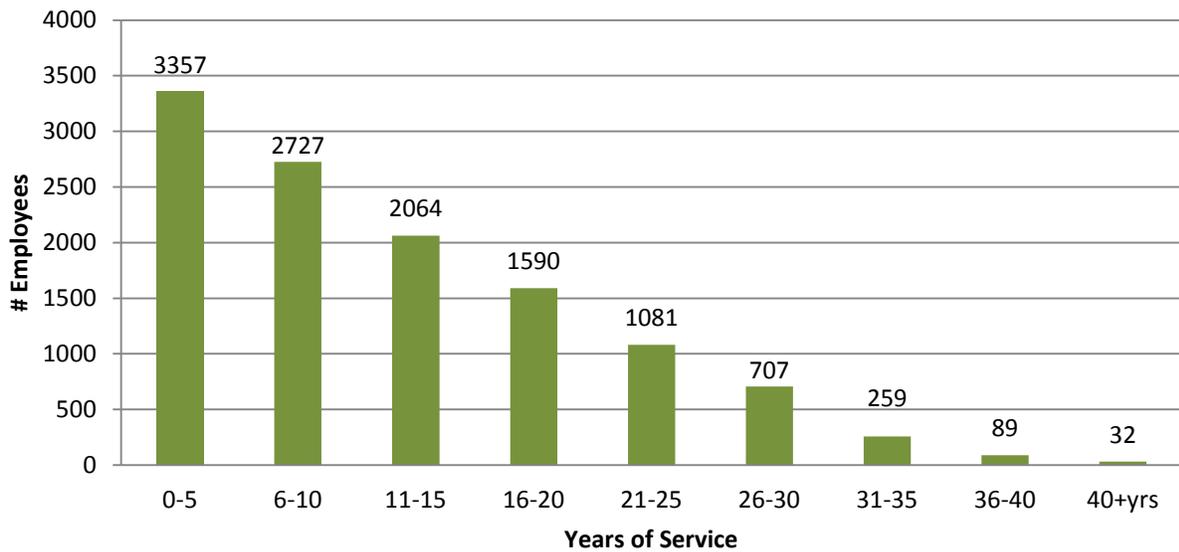
The second largest numbers of employees, 1284, are in pay grade 8 positions and include occupations such as Correctional Corporal, Administrative Specialist II, Equipment Operator III, Accounting Specialist, Social Service Specialist II, and Engineering Technician II.

Job Classes with the Highest Number of Classified Employees

Job Class	# Employees
Correctional Officer	952
Certified Nursing Assistant	445
Senior/Social Wrk Case Mgr	324
Administrative Specialist I	281
Correctional Corporal	250
Administrative Specialist II	221
Registered Nurse III	221
Equipment Operator III	198
Correctional Sergeant	193
Accounting Specialist	184

Years of Service

Classified Employees Years of Service

Years of Service	# Employees
0-5	3357
6-10	2727
11-15	2064
16-20	1590
21-25	1081
26-30	707
31-35	259
36-40	89
40+yrs	32

Average Years of Services for State Employees in 2014

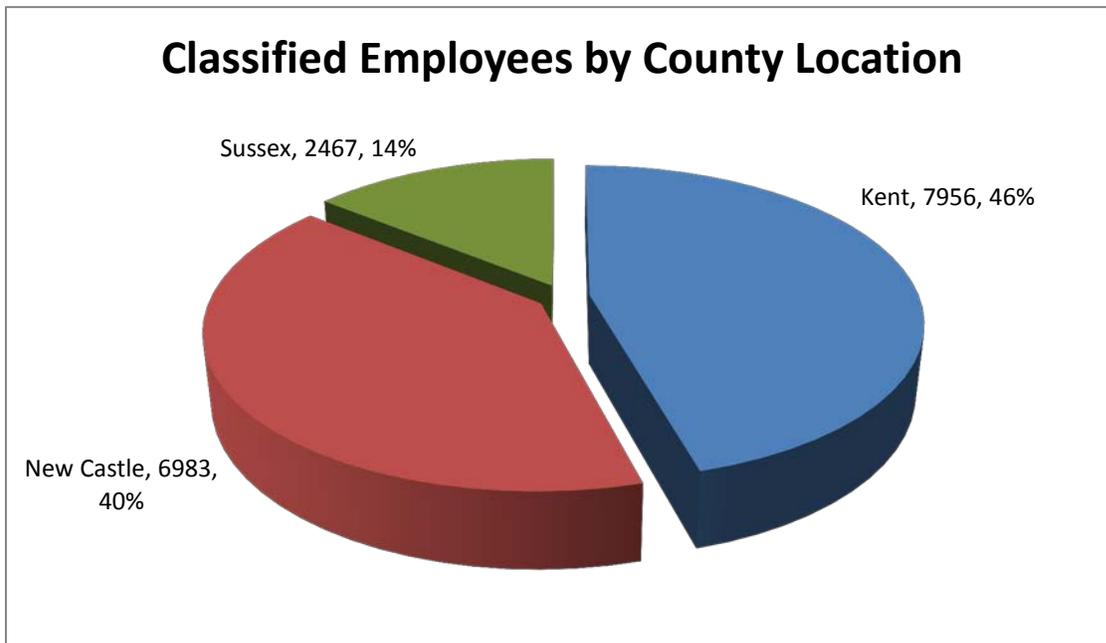| Classified and Non-classified Employees	Average Years	
Agency	Classified	Non-Classified
Att. General	0	10
Auditor	7	10
CJC	11	18
Courts	0	15
DEDO	0	10
DEJIS	18	23
DHSS	13	10
DNREC	15	4
DOA	16	8
DOC	12	13
DOE	0	14
DOF	15	14
DOL	11	13
DOS	10	7
DOT	12	5
DSCYF	12	7
DSHA	21	5
DSHS	11	14
DTI	18	13
Elections	15	7
Except. Citizens	0	10
Fire Marshall	14	13
Fire Prevention	9	0
Fire School	14	7
Governor	0	8
Insurance Comm.	11	11
Lt. Governor	0	7
Nat. Guard	0	9
OMB	13	10
Public Defender	0	13
Treasurer	15	3

Retirement Eligibility

State of Delaware employees, hired before January 1, 2012, 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. There are several formulas that are used by the State to calculate retirement eligibility, depending on the date of hire and the agency. There are also early retirement options for retirement eligible State employees. Nonetheless, as the State's workforce continues to age and the number of State employees eligible to retire is nearing 50% in most agencies, the alarm bells are beginning to ring throughout the State Government.

In the past several years due to the economy, many State employees postponed retirement.   This enabled State managers to extend timelines for development of succession plans and focus on other pressing issues. With the economy picking up, State employees are reevaluating their options including retirement and jobs with the private sector. Additional questions must be asked as part of the succession planning process in order to ascertain where in the employment life cycle State of Delaware employees are right now. These questions include: Are employees beginning a new career path? Are employees at the end of promotional opportunities in their chosen field with the State? Are employees getting ready to retire, promote, or leave for other reasons? And, are employees now in the onboarding process as newly hired or promoted employees.

Many State of Delaware agencies are facing the overwhelming possibility of losing a large number of valuable employees with critical institutional knowledge and skills through retirement or other forms of attrition. And, while State budgets remain tight, succession planning takes on a new focus with managing succession planning in a budget-constrained environment. Once gaps are identified and competencies assessed, there are several strategies and tools to prepare individuals for future roles and responsibilities. There are several succession planning strategies available to State of Delaware agencies including training courses, coaching and mentoring, performance evaluations, and knowledge transfer tools. With potential losses of critical institutional knowledge and skills, State of Delaware agencies are beginning the succession planning journey.
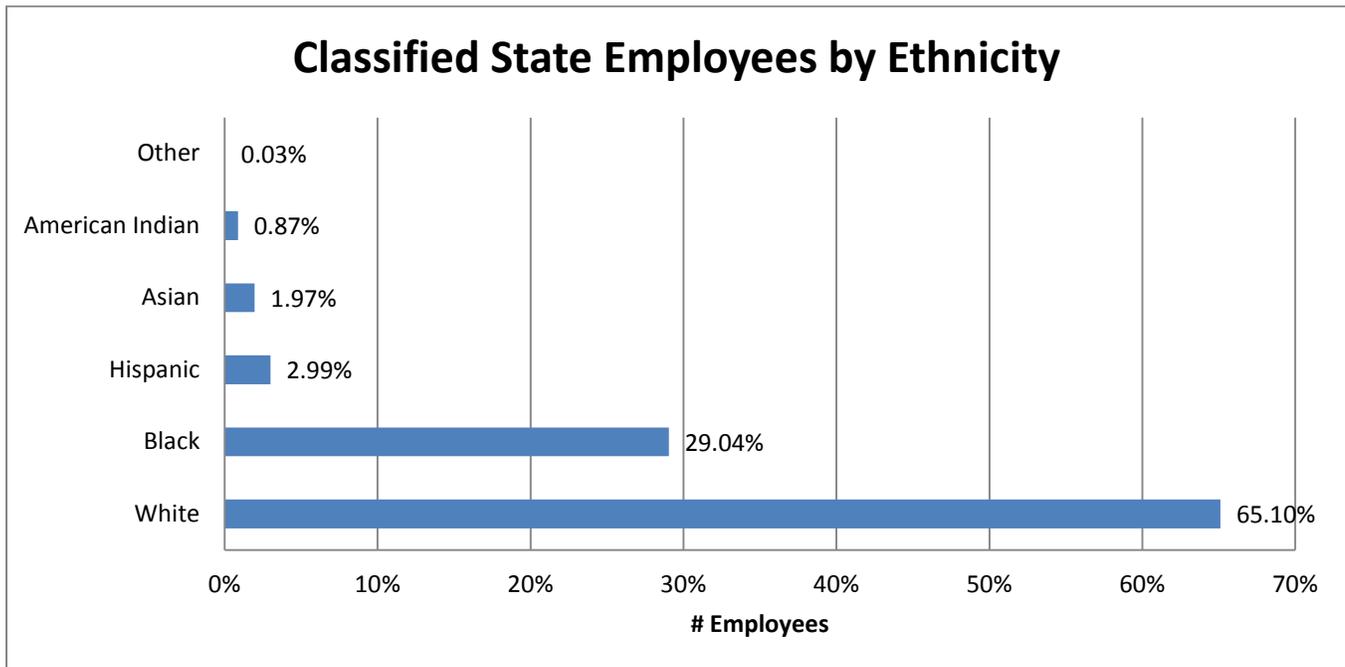
Geographic Location

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, 86% state government offices are located in Kent and New Castle Counties.

Classified Employees by County Location

Sussex, 2467, 14%
Kent, 7956, 46%
New Castle, 6983, 40%

Ethnicity

Workforce data shows the following for classified employees: 65% White, 29% Black, 2.9% Hispanic, 1.9% Asian and less than 1% each American Indian and "Other". Within the State's diverse workforce some problems remain with underrepresentation in specific occupations. This challenge will require agencies to consider other recruitment strategies beyond the traditional ones; such as job advertisements placed on the notice boards of community centers and contacting industry and trade associations that provide job posting for specific trades.

Classified State Employees by Ethnicity

Ethnicity	Percent
Other	0.03%
American Indian	0.87%
Asian	1.97%
Hispanic	2.99%
Black	29.04%
White	65.10%

Employees

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 by Ethnicity
(per EEO-4 Categories)
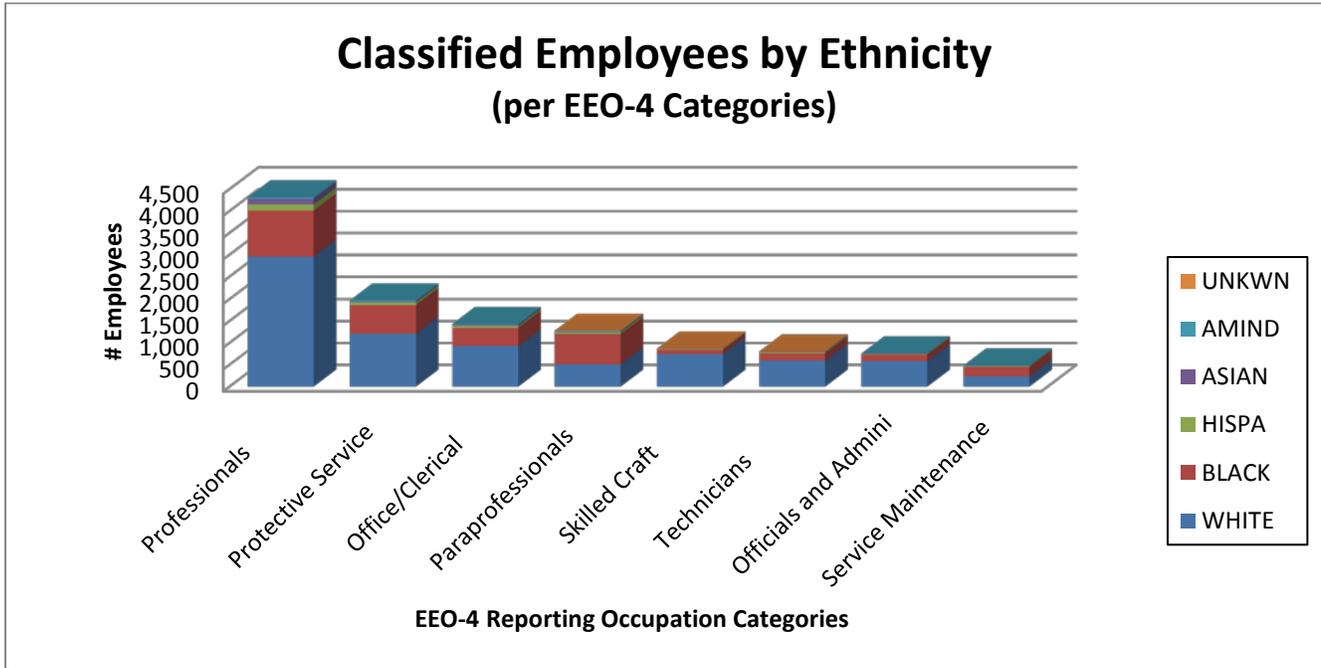
Classified Employees in Executive Branch Agencies

In 2014 Employee Self Service enabled employees to self-identify. As a result there was an increase in the minority counts. The data is as of June 30, 2014.

Ethnicity	Amer. Indian		Asian		Black		Hispanic		Other		White	
Agency	#	%	#	%	#	%	#	%	#	%	#	%
Auditor	0	0.0%	1	0.0%	1	0.0%	0	0.0%	0	0.0%	11	0.1%
CJC	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	13	0.1%
DEJIS	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	8	0.1%
DHSS	28	0.2%	104	0.9%	1476	12.4%	151	1.3%	0	0.0%	2002	16.8%
DNREC	5	0.0%	19	0.2%	54	0.5%	6	0.1%	0	0.0%	602	5.1%
DOA	0	0.0%	1	0.0%	7	0.1%	2	0.0%	0	0.0%	103	0.9%
DOC	27	0.2%	27	0.2%	744	6.2%	69	0.6%	0	0.0%	1550	13.0%
DOF	3	0.0%	8	0.1%	73	0.6%	3	0.0%	0	0.0%	163	1.4%
DOL	2	0.0%	5	0.0%	130	1.1%	15	0.1%	0	0.0%	268	2.3%
DOS	6	0.1%	6	0.1%	145	1.2%	16	0.1%	0	0.0%	387	3.3%
DOT	10	0.1%	29	0.2%	214	1.8%	42	0.4%	3	0.0%	1390	11.7%
DSCYF	11	0.1%	15	0.1%	493	4.1%	31	0.3%	1	0.0%	610	5.1%
DSHA	0	0.0%	0	0.0%	2	0.0%	1	0.0%	0	0.0%	11	0.1%
DSHS	3	0.0%	8	0.1%	35	0.3%	11	0.1%	0	0.0%	177	1.5%
DTI	0	0.0%	3	0.0%	1	0.0%	1	0.0%	0	0.0%	14	0.1%
Elections	0	0.0%	2	0.0%	4	0.0%	0	0.0%	0	0.0%	28	0.2%
Fire Marshall	1	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	49	0.4%
Fire Prevention	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%
Fire School	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	17	0.1%
Insurance Comm.	2	0.0%	2	0.0%	12	0.1%	1	0.0%	0	0.0%	58	0.5%
OMB	6	0.1%	4	0.0%	59	0.5%	6	0.1%	0	0.0%	271	2.3%
Treasurer	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	17	0.1%
Total	**104**	**0.9%**	**234**	**2.0%**	**3457**	**29.0%**	**356**	**3.0%**	**4**	**0.0%**	**7751**	**65.1%**

Non-Classified Employees in Executive Branch Agencies

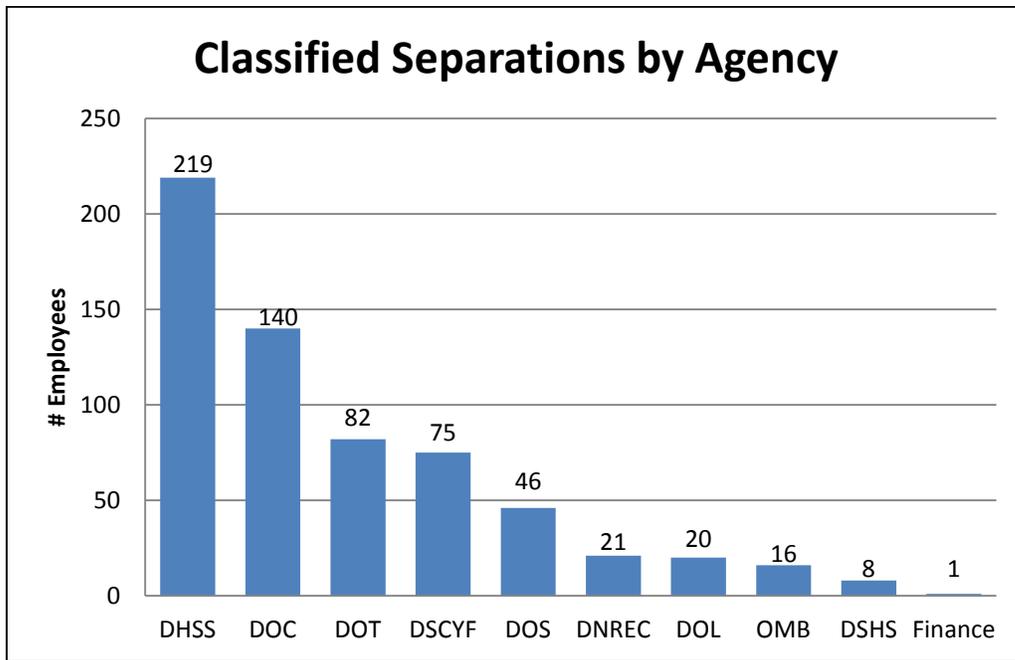| Ethnicity	Amer. Indian		Asian		Black		Hispanic		Other		White	
Agency	#	%	#	%	#	%	#	%	#	%	#	%
Att. General	7	0.1%	8	0.1%	59	1.1%	13	0.2%	0	0.0%	382	6.9%
Auditor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.1%
CJC	0	0.0%	0	0.0%	4	0.1%	0	0.0%	0	0.0%	8	0.1%
Courts	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
DEDO	0	0.0%	2	0.0%	3	0.1%	1	0.0%	0	0.0%	38	0.7%
DEJIS	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%
DHSS	7	0.1%	19	0.3%	226	4.1%	22	0.4%	1	0.0%	330	6.0%
DNREC	2	0.0%	10	0.2%	37	0.7%	14	0.3%	6	0.1%	595	10.8%
DOA	0	0.0%	0	0.0%	4	0.1%	1	0.0%	0	0.0%	87	1.6%
DOC	0	0.0%	1	0.0%	24	0.4%	5	0.1%	1	0.0%	74	1.3%
DOE	1	0.0%	6	0.1%	49	0.9%	7	0.1%	1	0.0%	231	4.2%
DOF	1	0.0%	2	0.0%	34	0.6%	3	0.1%	0	0.0%	41	0.7%
DOL	1	0.0%	1	0.0%	14	0.3%	1	0.0%	0	0.0%	52	0.9%
DOS	1	0.0%	14	0.3%	87	1.6%	0	0.0%	1	0.0%	325	5.9%
DOT	2	0.0%	5	0.1%	91	1.7%	14	0.3%	2	0.0%	197	3.6%
DSCYF	1	0.0%	2	0.0%	100	1.8%	9	0.2%	0	0.0%	77	1.4%
DSHA	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
DSHS	11	0.2%	12	0.2%	107	1.9%	25	0.5%	1	0.0%	908	16.5%
DTI	3	0.1%	23	0.4%	41	0.7%	4	0.1%	0	0.0%	169	3.1%
Elections	1	0.0%	12	0.2%	20	0.4%	0	0.0%	1	0.0%	174	3.2%
Except. Citizens	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	2	0.0%
Fire Marshall	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	0.1%
Fire School	1	0.0%	0	0.0%	7	0.1%	1	0.0%	0	0.0%	205	3.7%
Governor	0	0.0%	1	0.0%	4	0.1%	0	0.0%	0	0.0%	22	0.4%
Insurance Comm.	0	0.0%	0	0.0%	5	0.1%	0	0.0%	0	0.0%	8	0.1%
Lt. Governor	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	5	0.1%
Nat. Guard	0	0.0%	4	0.1%	12	0.2%	4	0.1%	0	0.0%	101	1.8%
OMB	0	0.0%	2	0.0%	9	0.2%	1	0.0%	0	0.0%	63	1.1%
Public Defender	0	0.0%	1	0.0%	23	0.4%	1	0.0%	0	0.0%	129	2.3%
Treasurer	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	1	0.0%
Total	**39**	**0.7%**	**126**	**2.3%**	**963**	**17.5%**	**126**	**2.3%**	**14**	**0.3%**	**4236**	**77.0%**

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 2014 was 4.0 percent. This represents a 1.5 percent decrease from the 5.5 percent turnover rate in fiscal year 2013. The total number of state employee separations was 966 including voluntary resignations, dismissals, retirements, and deaths.

An Exit Survey was completed for the period of July 1, 2013 to June 30, 2014 with176 responses. The top four primary reasons for separation was: 55% other (health, age, lack of opportunity or promotion, starting own business), 28% job with another State Agency, 25% pay, and 21% job with Private Employer.

Classified Employee Turnover

Retirements, 352, 36%

Resignations, 499, 52%

Death, 12, 1%

Dismissals, 103, 11%
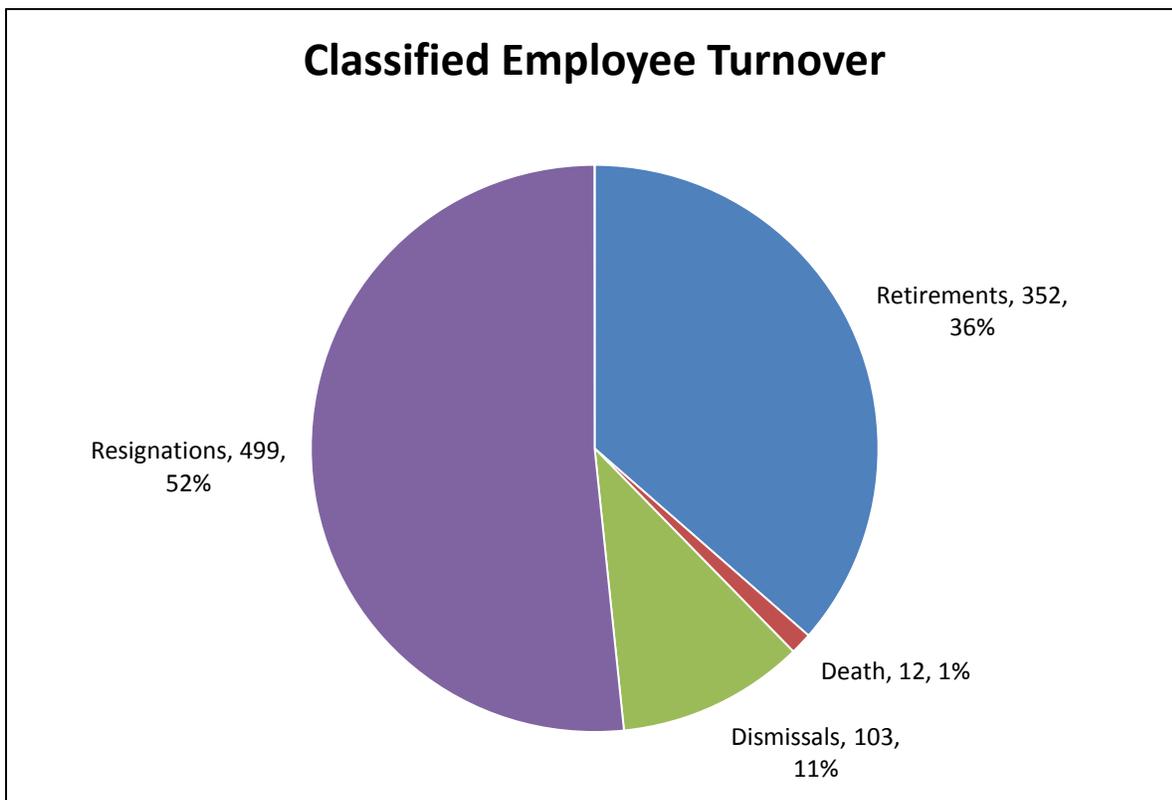
The graph below shows the departments, from highest to lowest, experiencing the most employee separations representing the classified workforce. There is a direct correlation between the agency's size and its number of separations.

Classified Separations by Agency

Agency	# Employees
DHSS	219
DOC	140
DOT	82
DSCYF	75
DOS	46
DNREC	21
DOL	20
OMB	16
DSHS	8
Finance	1

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.

Classified 1-5 Year Turnover Rates

5 years, 57, 13%

< 1 year, 126, 29%

4 years, 35, 8%

3 years, 61, 14%

1 year, 92, 21%

2 years, 68, 15%
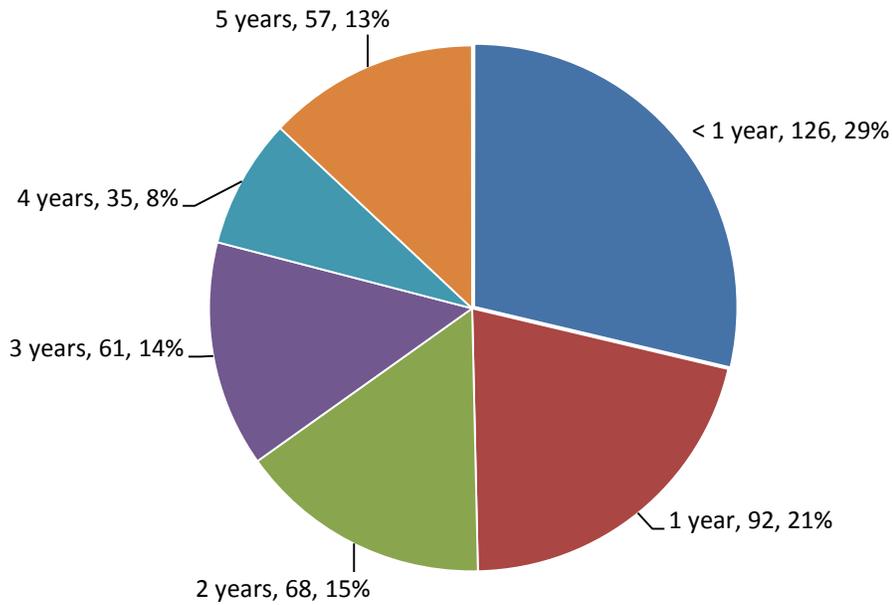
There were 966 total separations among state employees in fiscal year 2014; 439 separations or 45% were employees having five or less years of service. This number is significant in that half were employees with one year or less; which results in high recruitment and training costs and difficulty for state agencies to carry out their missions.

Turnover Category by Years of Service Statistics

Resignations	Dismissals
Avg. = 5 years, 3 Months	Avg. = 5 years, 3 Months
Retirements	**Deaths**
Avg. = 23 Years, 9 Months	Avg. = 14 years, 4 Months

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 2014; however, most State employees that were retirement-eligible chose <u>not</u> to retire.

The number of state employee retirements was slightly down in 2014 (a decrease of 23 from 2013). Data indicated that 12,785 State employees were eligible to retire in fiscal year 2014. Taking into account the number of actual retirements, 352, this means that 12,433 (97%) 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 0.24% over the past year. The average annual salary for state employees was $40,172 at the end of fiscal year 2013, compared with an average $51,871* 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 2014 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

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 2014, July 1, 2013 – June 30, 2014. 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 2014. 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 – 2014 State Employees' Pay Table

Annual Salary* - 37.5 hours

PG	80%	100%	120%
1	$18,049	$21,375	$25,650
2	$18,296	$22,870	$27,444
3	$19,582	$24,477	$29,372
4	$20,947	$26,184	$31,421
5	$22,418	$28,022	$33,626
6	$23,986	$29,983	$35,980
7	$25,663	$32,079	$38,495
8	$27,458	$34,323	$41,188
9	$29,384	$36,730	$44,076
10	$31,440	$39,300	$47,160
11	$33,638	$42,047	$50,456
12	$35,994	$44,992	$53,990
13	$38,515	$48,144	$57,773
14	$41,206	$51,507	$61,808
15	$44,094	$55,117	$66,140
16	$47,184	$58,980	$70,776
17	$50,485	$63,106	$75,727
18	$54,017	$67,521	$81,025
19	$57,798	$72,248	$86,698
20	$61,848	$77,310	$92,772
21	$66,175	$82,719	$99,263
22	$70,807	$88,509	$106,211
23	$75,766	$94,708	$113,650
24	$81,072	$101,340	$121,608
25	$86,745	$108,431	$130,117
26	$92,815	$116,019	$139,223

* Annual salary in whole dollars as of 7/1/2013

Annual Salary* - 40 hours

PG	80%	100%	120%
1	$18,239	$22,799	$27,359
2	$19,517	$24,396	$29,275
3	$20,883	$26,104	$31,325
4	$22,344	$27,930	$33,516
5	$23,911	$29,889	$35,867
6	$25,584	$31,980	$38,376
7	$27,374	$34,218	$41,062
8	$29,292	$36,615	$43,938
9	$31,342	$39,178	$47,014
10	$33,535	$41,919	$50,303
11	$35,880	$44,850	$53,820
12	$38,394	$47,993	$57,592
13	$41,080	$51,350	$61,620
14	$43,958	$54,948	$65,938
15	$47,034	$58,793	$70,552
16	$50,329	$62,911	$75,493
17	$53,849	$67,311	$80,773
18	$57,618	$72,023	$86,428
19	$61,653	$77,066	$92,479
20	$65,971	$82,464	$98,957
21	$70,589	$88,236	$105,883
22	$75,531	$94,414	$113,297
23	$80,814	$101,018	$121,222
24	$86,473	$108,091	$129,709
25	$92,526	$115,657	$138,788
26	$99,003	$123,754	$148,505

* Annual salary in whole dollars as of 7/1/2013

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.