

STATE OF DELA WARE

***The Department of Services for
Children, Youth and Their Families***

**AFFIRMATIVE ACTION / MANAGING DIVERSITY PLAN
July 1997 - June 1998**

**THOMAS P. EICHLER, SECRETARY -
September 15, 1997**

INTRODUCTION AND OVERVIEW

The Department's workforce is comprised of 32% minority and 65% female. Without the rounding of percentages, it appears as only a slight increase over last year's report; however, it actually represents a real increase. State Personnel changed the mechanism in which the statistical data was gathered from last year by not including casual \ seasonal employees in this year's data. This is significant, in that within the Division of Youth Rehabilitative Services last year women represented 45% of the casual / seasonal employees and minorities represented 56%.

With respect to minorities, the Department exceeds the Labor Market Availability in all EEOC categories with the exception of Service Maintenance. However, the one vacancy that occurred during FY 97 in the Service Maintenance category was filled by a minority. With respect to females, the Department exceeds the Labor Market Availability in all but two EEOC categories, Para-professionals and Skilled Craft. There has, however, been a 3.63% increase in the number of females in the Officials/Administrator category and a .10% increase in the Professional category.

The Department continues to provide increased awareness of cultural diversity to managers seeking to hire new staff for all classes, as well as those underutilized. We continue to believe that this correlates significantly to the percentage increases experienced by the Department with respect to women and minorities.

The Department is committed to fostering open communication, mutual respect and avenues for addressing problems as a working environment way of life. We are continuing to seek ways to engage a diverse workforce. The Department's Management Leadership Team established Quality Enhancement as a major priority. We have assembled approximately 50 departmental staff from all levels within the organization, for a logistical session on how we might systematically move forward in our Quality Initiative. The Department had received approval of a funding request to institute a Quality Improvement Initiative which will be utilized to train Departmental staff in Total Quality Management, Continuous Quality Improvement, Facilitation, Problem Solving and Team Building skills.

It is the Department's belief that we are on our way to achieving a diverse workforce. Managing diversity is the continuing challenge, using state of the art management techniques and skills designed to identify and grow the talents of each individual, team and entity. Managing diversity creates a dynamic learning organization where people are different from each other contribute to the organization's success in achieving its mission.

**DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR
FAMILIES**

NUMBER OF EMPLOYEES

AS OF JULY 29,1997

Division of Management Services	149
Division of Family Services	361
Division of Child Mental Health Services	189
Division of Youth Rehabilitative Services	251

**DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR
FAMILIES**

DIVERSITY/AFFIRMATIVE ACTION

POLICY STATEMENT

The Delaware Department of Services for Children, Youth and Their Families is committed to delivering services and providing equal employment opportunities without regard to race, color, religion, sex, age, national origin, sexual preference, physical or mental disability and political affiliation. Further, the Department is committed to the concept of a diverse workforce and to the management of that workforce in the best way possible. In accordance with existing civil rights laws, no one shall be penalized in any way for making an affirmative action complaint or inquiry, valid or not.

The above statement is the full expression of the Department's philosophy which recognizes the value and worth of every individual and the potential contribution which can be made to both this organization and the clients we serve. Every individual who applies for employment or services will be provided consideration and services on a nondiscriminatory basis. This applies to all services whether provided directly by Department staff or through contractual services.

Through implementation of our Diversity/Affirmative Action Plan, the Department will ensure that all activities related to employment are free from discriminatory practices, sexual harassment and in full compliance with the Governors Executive Order Number Twenty-four as augmented by Executive Order Number Twenty-eight (attached).

As Secretary of the Department of Services for Children, Youth and Their Families, I commit myself and the Department to contributing and participating in the realization of our Diversity/Affirmative Action goals:

1. To recruit, retain and utilize a talented, diverse workforce that at a minimum reflects the diversity of the population of the State of Delaware and ideally reflects the diversity of the children, youth and families served by the Department.
2. To deliver services free of discrimination.

Secretary

Date

Human Resource Manager

Date

RESPONSIBILITIES FOR IMPLEMENTATION

The Cabinet Secretary continues to require that the four major components of implementation spelled out in the FY 1997 Diversity/Affirmative Action Plan - *commitment, authority and responsibility, administrative support, monitoring* - guide the implementation of the Department's FY 1998 Diversity/Affirmative Action Plan.

CABINET SECRETARY

The ultimate responsibility for the implementation of the Department's Diversity/Affirmative Action Plan and Policy rest with the Department's Cabinet Secretary as outlined in the FY 1997 Diversity/Affirmative Action Plan and Policy and reiterated in the current Plan and Policy. Each Division Director affirms commitment to the Plan and Policy through their Performance Agreements and by communicating their commitment to others throughout the Department.

DIVISION DIRECTORS

The Cabinet Secretary delegates responsibility to Division Directors and other members of the Department's Management Team for carrying out Diversity and Affirmative Action policy in the Department. By May 31 of each year, after assessing the current and previous year's diversity statistics and determining the Division's opportunities for improving the diversity of its work force, each Division will submit its Diversity/Affirmative Action Plan for the following fiscal year. These plans will become part of the Department Plan. Tasks necessary to develop and carryout the Department and the Division plans will be delegated to appropriate staff. Plans should place emphasis on gathering and examining data on the diversity of units; determine objectives for diversifying the personnel of the Division and units/programs within the Division based upon anticipated hiring opportunities; and, training/staff development efforts.

HUMAN RESOURCE MANAGER

Human resource management responsibility for the Plan and Policy includes:

- I. 1. Providing human resources data for preparing Diversity/Affirmative Action statistical reports.
2. Examining personnel policies and practices for inconsistencies with the goal of achieving and managing a diverse work force in collaboration with the Diversity/Affirmative Action Administrator.
3. Advocating change in conjunction with other agencies and organizations when such change is deemed necessary.
4. Certifying candidate lists for diversity.
5. Monitoring employment and selection practices within the Department.

6. Coordinating with State Personnel to ensure that applicant pools and candidate pools reflect minimum standards of diversity.
7. In conjunction with the Diversity/Affirmative Action Administrator, monitor Performance Planing and Review documents for compliance with the Department's Diversity/Affirmative Acton Policy.
8. Serve on the Department's Council of Diversity Coordinators.
9. Provide monthly statistical data on staff additions, deletions, promotions, position availability and other data items necessary to assess the progress in achieving objectives of the plan.

DIVERSITY / AFFIRMATIVE ACTION ADMINISTRATOR

Administrative responsibility for the Plan and Policy is delegated to the Department's Diversity/Affirmative Action Administrator whose responsibilities includes:

1. Drafting, maintaining and distributing the Department's Diversity/Affirmative Action Plan.
2. Chairing an interdivisional monitoring team on Diversity/Affirmative Action (Council of Diversity Coordinators).
3. Developing training and staff development programs that promote compliance with applicable EEO/AA and State of Delaware laws and procedures.
4. Serving as official liaison with relevant State organizations as designated by the Department Secretary including, but not limited to, the State Human Rights Commission, the Office of the Coordinator of the Americans with Disabilities Act and the Office of State Personnel Affirmative Action Office.
5. Providing consultation assistance and advice to the Department and Divisions on work force diversity issues and availability.
6. Ensuring that all Affirmative Action procedures set forth in this plan and due process requirements set forth in the plan are followed.
7. Promoting the concept that the management of diversity is not a human resource program but a fundamental component of organizational competence.
8. Reviewing the status of investigations and actions taken by the Affirmative Action Office with respect to enforcement of Department Diversity/Affirmative Action policies including, but not limited to, Equal Employment Opportunity, Americans with Disabilities Act, and the Handicapped Education Act.
9. Promoting diversity/affirmative action initiatives and providing technical assistance on such issues as developing recruitment pools, interviewing skills and procedures.
10. Participating in EEO/AA complaint proceedings.

POLICY DISSEMINATION

The Department's Policy and Plan can be accessed by staff in several ways:

- New employees are advised of the Department's non-discriminatory employment at the time of sign-up.

- Training is provided and copies are distributed to all new employees at New Employee Orientation Training.
- The complete document is accessible electronically on the Banyan Network.
- Copies are distributed to the Department's Management Leadership Team and to IPU managers.
- Performance agreements throughout the organization reflect the commitment to affirmative action and cultivating a diverse workforce.
- Copies are distributed to all staff attending the Department's mandatory Diversity/Affirmative Action training.
- Copies are also available by request from the Diversity/Affirmative Action Office. Nondiscriminatory citations are reflected on all recruitment instruments; i.e., job announcements, advertisements, brochures.

AFFIRMATIVE ACTION STRATEGIES

Below are strategies designed to achieve the goals of the Department's Plan.

1. The Department has been chosen as the pilot agency for the Integrated Management Systems (IMS) Human Resource/Payroll project. This will enhance our ability to retrieve local statistical data, i.e. race and gender, and to apprise Division's on an ongoing basis of diversity statistics and to assist in determining opportunities for improving the diversity of each Division's workforce.
2. Reevaluate and/or redefine the role and mission of the Council of Diversity Coordinators and look at ways of including employees from every level of the organization to encourage their participation and contribution.
3. Offer a minimum of four Diversity/Affirmative Action training sessions on the Department's Policy which includes such topics as diversity in the workplace, cultural sensitivity, preventing sexual harassment in the workplace and other relevant topics.
4. Develop workshops for managers and supervisors on workplace diversity issues related to persons with disabilities and the Americans with Disability Act.
5. With respect to women in the paraprofessional categories, study ways of increasing their utilization. Due to the small number of employees in other under represented categories, these positions will be monitored to determine if vacancies occur and how the Department can best recruit qualified women and non-whites to fill the vacancies as was demonstrated in FY 97 with our Service Maintenance EEO-4 category.
6. Continue to generate profiles on the Department's workforce for analysis and guidance purposes.
7. Promote the Department's Diversity/Affirmative Policy and philosophy through the mandatory New Employee Orientation Training.
8. Continue to participate in State-wide and Department-wide recruitment activities.

WORKFORCE ANALYSIS

Analysis of the Department's workforce shows that of the 950 employees:

- an overall increase of both minority staff and female staff over the previous year despite the change in SPO's reporting mechanism (Last years statistics included casual \ seasonal, merit and non-merit positions; this year's statistics include only merit and merit equivalent positions). This increase was accomplished even in the wake of a high concentration of minority employees occupying casual \ seasonal positions having been removed from the data base.
- women of all races and ethnic backgrounds represent 65% of the complement which is an increase of .53% over last year's report
- approximately 32% of the workforce is a member of a minority group which is an increase of .31 % over last years report
- women exceed the Department of Labors availability percentages in all EEO-4 categories with the exception of paraprofessional and skilled craft
- minorities exceed the Department of Labors availability percentages in all EEO-4 categories with the exception of service maintenance

PLAN OF ACTION

- With respect to the filling of vacancies within those categories where we are under represented, the Department will expand recruitment at the time of rare vacancies, utilize the Office of State Personnel's diversified list of interviewers if in-house capability is not available, and interview all candidates on certification list.
- The Department will continue to participate in job fairs, to recruit widely throughout the State and the Mid-Atlantic Region.
- Continue participation in forums such as the Governors Council for Persons with Disabilities, the State-wide Coalition on the American's with Disabilities Act and other similar organizations.
- Training YAI continue on an ongoing basis and all other activities associated with achieving and maintaining a diverse workforce will continue.
- Hiring and promotional practices have been, and will continue to be in accordance with the provisions of Executive Order 28.
- Through the Department's Management Information System, job announcements, hiring information and other human resources information exists to enhance the Department's employee friendly policies.

NEW HIRES

Over 33% of the vacancies within the Department were filled by minorities and over 68% were filled by women. As a highlight, within the Officials/Administrators EEO-4 category over 58% of the vacancies were filled by minorities and over 76% were filled by women.

Analysis of the applicant flow for merit system positions in FY 97 where the Affirmative Action/Diversity declaration was completed shows:

- 46% of the employment applications processed were received from minority groups
- over 67% of the employment applications processed were received from women

- the predominance of employment applications (43%) were for classifications within the Professional EEO-4 category. Of those applications processed within the Professional EEO-4 category, over 39% were from minority groups which represents a 23% increase from last year and over 67% were from females which represents a 41% increase from last year
- Within the Officials/Administrators EEO-4 category over 42% of the applications received were from minorities and over 29% were from females

TRAINING

The Department has hired a new Training Administrator with an extensive background in Total Quality Management and Team Building and will be utilized to assist the Department's Leadership Team in promoting these concepts.

Family Focus Training is available to all Departmental staff. It is a collaborative systems-based model for helping families, agencies, and communities work together for positive change. Among other things, Family Focus promotes the respect for all differences - ideas, culture, gender, work styles and coping mechanisms in serving our clients and the interaction with our co-workers.

The Department continues to provide numerous training programs and opportunities to its staff. In class training, on site consultations, educational tuition reimbursements opportunities are also included in the Department's array of training opportunities. As part of the @Department's commitment to diversity in the workplace, nine (9) sessions on the Department's Affirmative Action/Diversity Plan were offered to staff during the Spring of 1997. Staff who had not received such training, whether through training in previous years or New Employee Orientation sessions, were required to attend one of these sessions. Divisional training units offered cultural diversity training to their staff specific to client services and divisional needs.

The Department continues to work to put into place a computer training data base system.

PROMOTIONS

For the first half of FY 97, 84% of promotions have been awarded to females and 18% to minorities predominantly in the Professional EEO-4 category. It is our belief that as the number of minority new hires increase, the number of promotional opportunities filled by minorities will correspondingly increase. Statistical data for the second half of FY 97 is not available.

In FY 97 the Department acquired approval from State Personnel to institute a career ladder within the Family Service Assistant class series (Para-professional EEO-4 category). Since its establishment 16 employees were promoted within the series. Of those promoted 50% were minorities and 75% were females.

DISCIPLINE AND SEPARATION

Of the staff who have left the Department in FY 97, 24% were minorities. This represents a 5% decrease from the separation of minorities last year. During the same period, we hired over 33% minorities. Women represented 56% of staff who separated which represents a 14% decrease in the separation of women from last year. The number of women hired during the same period was 68%. This is an indication that we continue to fill our positions with the same composition or better.

Dates, job titles and reasons for discipline are maintained within the Department's Human Resource Unit.

The Department has employed various strategies aimed at retaining employees.

- * The establishment of career ladders for some of our key position classifications (Family Service Specialist Series established in FY 89 and updated in FY 96, Youth Rehabilitation Counselors established in FY 95 and the Family, Service Assistant established in FY 97). These career ladders allow for professional growth within a function, allowing employees to compete against performance based criteria controlling their own progression.
- * The development of a policy that provides educational opportunities and learning experience for all full time employees.
- * The Division of Family Services in conjunction with Delaware State University and the University of Pennsylvania provides funding to enable a limited number of staff within the Family Service Specialist series to pursue an MSW degree.

COMPLAINT PROCESS

INTRODUCTION

The purpose of this Internal Complaint Procedure is to afford every opportunity for resolving Affirmative Action complaints within the Department. To this end, these procedures insure that:

1. Everyone's rights are respected and protected.
2. Complaints are dealt with in a timely fashion.
3. All appropriate staff members are involved in the process.

These procedures were developed as another step in the Department's ongoing efforts to effectively deal with and eliminate Affirmative Action concerns within this agency. These procedures provide a format for handling all complaints through a uniform system. They also give Department employees an improved in-house system for resolving complaints without outside assistance.

If an Affirmative Action complaint is filed outside the Department at any time before, during or after this procedure, the Department's Human Resources Manager shall manage the Department's response(s) to said complainant.

- **STEP I THE INQUIRY** - When the complainant first contacts the Affirmative Action Representative. The Inquiry Step is an informal stage in which information is exchanged and grounds for potential complaints are explored.
- **STEP II FORMAL COMPLAINT** - A formal complaint is signed. The Department's Human Resource Manager is notified, who in turn notifies the Division(s) involved that a formal complaint has been filed. Efforts to resolve the complaint in an amicable manner are pursued through the Affirmative Action Office.
- **STEP III COMPLAINT RESEARCH AND INVESTIGATION** - Additional meetings between the complainant, the respondent, Affirmative Action Representative and others needed to obtain facts and resolve the situation are held. The Affirmative Action Representative shall consult with the Department's Human Resource Manager who in turn will keep the Division apprised of the case's progress during this step. At the discretion of the complainant, Step IV may be substituted for Step III.

STEP IV PANEL REVIEW - If the complaint cannot be resolved at any of the above steps, a panel is convened to make a final decision on the complaint. The panel will be comprised of the Affirmative Action Representative who will serve as chair, the Personnel Officer representing the Division of the respondent and a representative of the Division in which the respondent works appointed by the Division Director.

APPLICANT FLOW - REAL NUMBERS

7-1-96 to 6-30-97

EEO Cat.	White M	White F	Black M	Black F	Hispanic M	Hispanic F	Asian Pac M	Asian Pac F	Am Indian M	Am Indian F	Totals
10 Off\Adm	78	165	55	111	1	9	0	3	1	1	424
30 Prof	199	437	128	248	4	15	6	7	1	1	1046
40 Techns	38	17	12	20	0	0	0	0	0	0	87
50 Prot Serv	47	79	66	141	3	2	2	1	0	0	341
60 Para prof	57	170	81	170	0	15	0	2	0	1	496
70 Clerical	0	18	0	0	0	1	0	0	0	0	19
80 Skill Crafts	2	0	1	0	0	0	0	0	0	0	3
90 Serv Main	2	3	6	5	1	0	0	0	0	0	17
	423	889	349	695	9	42	8	13	2	3	2433

Department of Services for Children, Youth and Their Families - New Hires & Transfer Ins										
EEO	Females					Males				
	A	B	H	I	W	A	B	H	W	
10 Off/Admn	2	9			6	1	2		4	
30 Professional	1	14		2	58	1	3	2	17	
40 Technician					1				2	
50 Protect Serv		1			4		6		4	
60 Para Prof		4			2		11	1	2	
70 Office/Cler		2			20				2	
80 Skilled Craft										
90 Serv Main					1		1			
Totals	3	30		2	92	2	23	3	31	186

Department of Services for Children, Youth and Their Families - Separations & Transfer Outs										
EEO	Females					Males				
	A	B	H	I	W	A	B	H	W	
10 Off/Admn					2	1			4	
30 Professional	1	5			29		2	1	20	
40 Technician		2			3		2		7	
50 Protect Serv		2			2	1	1		5	
60 Para Prof		3			6	1	1	1	2	
70 Office/Cler		2			7		1			
80 Skilled Craft										
90 Serv Main					2		1			
Totals	1	14			51	3	8	2	38	117