

STATE OF DELAWARE

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

**AFFIRMATIVE ACTION / MANAGING DIVERSITY
PLAN
July 1999 - June 2000**

**THOMAS P. EICHLER, SECRETARY
September 15, 1999**

INTRODUCTION AND OVERVIEW

The Department's merit workforce is comprised of 1055 full time equivalent positions. Of this number, 36% (379 FTEs) are occupied by minorities and 65% (684 FTEs) are occupied by women. The percentage increase for minorities during FY 1999 is 1% above last fiscal year. It should be noted that a significant part of that increase occurred in the Officials and Administrators, and Professional EEO-4 categories. The percentage increase for women was also 1%. For the second year in a row, there were no categories in which minorities were underrepresented with respect to the State of Delaware Labor Market Availability. With respect to women there is no longer an underrepresentation in the Service Maintenance category, however, underrepresentations continue in Paraprofessionals (i.e., Family Service Assistants, Youth Rehabilitation Counselors, Teacher Aides, Recreation Program Leaders, Social Service Specialists, Work Service Program Coordinator and Youth Activity Workers) and Skilled Crafts (i.e., Physical Plant Maintenance Mechanics, Supervisors and Foreman).

As noted above, the Department showed significant progress in the Officials and Administrators and in the Professional EEO-4 categories with respect to minority representation. These categories represent the largest block of decision makers in the Department. Individuals in the Official and Administrators category are ordinarily charged with making decisions at the departmental and divisional levels. Individuals in the Professional category are charged with making decisions at the direct services delivery level impacting children and families.

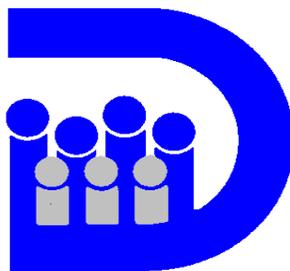
In FY 1999, the Department completed Sexual Harassment Prevention Training which began in Fiscal 1998. Approximately 99% of all managers and supervisors received this training. Also in FY 1999, Sexual Harassment Prevention Training was extended to all employees. The department-wide training was video taped by one Division and is now offered to that Division's personnel through unit in-service training sessions facilitated by the Division's Training Unit and may serve as a prototype throughout the Department.

The Department's Human Resources (HR) Unit was again involved in a number of activities resulting in the continued diversity of the Department. Members of HR were involved in the testing and implementation of the PHRST Project. The Department's Personnel Officers, Human Resources Technicians, Payroll staff and Affirmative Action Administrator received PHRST training in FY 1999. Having staff trained to use the PHRST system will facilitate the Department's capacity to generate reports important to senior managers on a variety of personnel topics. One such report is the Quarterly Diversity Profile Report that is sent to Division Directors. The Quarterly Profiles highlight overall diversity growth, "within" category changes, and point out areas where a division has underrepresentations. Quarterly Diversity Profile Reports will continue in FY 2000. HR staff continued to participate in job fairs and college career days throughout the region in FY 1999. Members of the HR unit and the Affirmative Action Administrator also continued their participation on relevant state-wide committees related to diversity and affirmative action.

As the Department continues to grow, the Department reaffirms its commitment to a diverse, well managed workforce. The Department believes the quality of services provided to our customers is significantly tied to the quality of our diverse workforce. Due to the nature of the Department's mission, the challenge to the workforce is great. Turnover in some of the Department's operating divisions presents significant challenges with respect to recruiting, hiring and retaining a diverse workforce. Toward the goal of retaining key staff, the Division of Family Services has commenced an extensive retention initiative informed by staff surveys and focus groups. In terms of engaging staff, the Department has embarked upon a Quality Journey including "tent" meetings by each Division involving large numbers of staff designed to inform them of the principles of quality. Other activities on the Quality Journey include the retaining of top quality consultants and lunch time Quality Journey workshops held in locations accessible to staff throughout the Department.

The Department believes the current report and projected plan demonstrates convincingly that it is able to meet these challenges.

In FY 2000, it is the intent of the Department to continue those activities that lead to the success experienced in FY 1999. It is also the intent of the Department to look to new areas of activity to further manage diversity by developing additional training opportunities for supervisors and managers with respect to the development of competencies in using EEOC and Affirmative Action Law to better manage the workforce. Other activities that enhance the Department's ability to maintain and manage a diverse workforce will be explored as opportunities arise.



STATE OF DELAWARE
DEPARTMENT OF SERVICES FOR CHILDREN YOUTH
AND THEIR FAMILIES



DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

NUMBER OF EMPLOYEES

As of June 30, 1999

Division of Management Services	135
Division of Family Services	407
Division of Child Mental Health Services	204
Division of Youth Rehabilitative Services	309

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 Governor's 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 Diversity Affirmative Action implementation spelled out in previous plans - *commitment, authority and responsibility, administrative support, monitoring* - guide the implementation of the Department's Fiscal Year 2000 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 previous 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. After assessing the current and previous year's diversity statistics and determining the Division's opportunities for improving the diversity of it's workforce, 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 carry out 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:

1. Providing human resources data for preparing Diversity/Affirmative Action statistical reports.
2. In collaboration with the Diversity/Affirmative Action Administrator, examining personnel policies and practices for inconsistencies with the goal of achieving and managing a diverse workforce.
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 Planning and Review documents for compliance with the Department's Diversity/Affirmative Action Policy.
8. 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 include:

1. Providing oversight to Departmental compliance with Executive Order Number Twenty-eight.
2. Drafting, maintaining and distributing the Department's Diversity/Affirmative Action Plan.
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 workforce 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 Department's "S Drive," Shared Files, Policy Folder, as document S:\Policy\DivPln99.doc. The Affirmative Action/Diversity Report and Plan can also be viewed on the Department's Internet at the following address: <http://www.state.de.us/kids/careers.htm>.
- 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 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 Payroll/Human Resource Statewide Technology (PHRST) system was implemented in FY 1999. This system has enhanced the Department's ability to retrieve diversity and affirmative action statistical data, i.e. race and gender, and to apprise Division's on an ongoing basis of these statistics. This has and will assist in determining opportunities for improving the diversity of each Division's workforce.
2. Continue targeted recruitment which commenced in FY 1999 to minority higher education institutions.
3. Develop training on Affirmative Action and Equal Employment Opportunity law to increase the knowledge and competence of managers and supervisory to work more effectively with the Department's workforce. Training would include, but not be limited to, the Americans with Disabilities Act, discrimination laws and the Family Medical Leave Act.
4. Continue to explore the development of Diversity training with the help of the groups such as the Office of State Personnel's Minority Resources Group and the Delaware Workforce Diversity Group. Such training should derive from and expand on our current Diversity/Affirmative Action Policy training to include such topics as managing diversity in the workplace and cultural sensitivity in the workplace and other relevant topics.
5. With respect to women in the EEO-4 underrepresented categories, continue to explore ways of increasing their utilization as was successfully done in FY 1999. Due to the small number of employees in some underrepresented categories, we will continue to monitor these positions to determine when vacancies occur, how the Department can best recruit qualified women to fill these vacancies.
6. Continue to generate quarterly diversity profiles on the Department's workforce for analysis and guidance purposes.
7. Continue to 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.
9. The Department will continue to encourage eligible staff to participate in the Minority Resources Group sponsored by SPO.
10. In FY 1999, the Department explored the YWCA Study Circles Program. In FY 2000, the Department will implement at least one Study Circles group.

WORKFORCE ANALYSIS

Analysis of the Department's workforce shows:

- A total of 1055 Full Time Merit Equivalents.
- Minority men and women comprise 36% of the complement.
- For the second year in a row, there were no minority underrepresented categories in Fiscal Year 1999.
- Minority representation in EEO-4 Categories 10 (Officials and Administrators) and 30 (Professionals) continue to exceed the State Labor Market Job Availability by +24.78 and + 12.13 respectively with the combined categories employing 54% of all minorities working in Merit or Merit comparable positions in the Department. These categories of employees are traditionally at the highest level of decision making in the Department.
- Significantly, the Department hired minorities into three of its most senior positions, Directors of the Divisions Youth Rehabilitative Services and Division of Family Services and Deputy Director of the Division of Youth Rehabilitative Services.
- In FY 1999 in all EEO-4 Categories with the exception of Skilled Crafts, where the percentage remained +14.57%, the Department's minority representation increased over the FY 1999 State Labor Market Availability.
- While minority representation continues to grow, men and women of Asian, Hispanic and Native American backgrounds have not yet come into the workforce in significant numbers.
- Women continue to occupy the highest percentage of the Department's workforce, 65%, a 1% increase over Fiscal Year 1998. It is significant that of the two senior minority officials mentioned above as hired in FY 1999, both, the Director and Deputy Director of the Division of Youth Rehabilitative Services, are women.
- Women exceed the Department of Labor availability percentages in all EEO-4 categories with the exception of Paraprofessionals and Skilled Craft. We have thereby eliminated one underrepresented EEO-4 Category during FY 1999, i.e. Service Maintenance.

PLAN OF ACTION

- With respect to the filling of vacancies within those categories where we are underrepresented, the Department will continue to 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.
- The Department will continue to participation in forums such as the Governors Council for Persons with Disabilities, the State-wide Coalition on the American's with Disabilities Act and similar organizations.
- Training will 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 and the Internet, job announcements, hiring information and other human resources information will be used in the process of recruiting and maintaining a diverse workforce.
- Recognizing the difficulty in recruiting men and women of Asian, Hispanic and Native American backgrounds due to their small numbers in the overall population of Delaware, through the strategies described above, we will continue to avail ourselves of as many opportunities as possible to attract these individuals to our applicant pool.

HIRES

In FY 1999, 47% of the merit hires within the Department were filled by minorities and 69% were filled by women. Of vacancies filled by transfers, 37% were filled by minority group members, 72% were filled by women. Of vacancies filled through promotions, 42% were filled by minority group members, 64% were filled by women.

As mentioned earlier, in FY 1999, the Department hired an African American female and an African American Male as directors of the Divisions of Youth Rehabilitative Services and Family Services respectively. This brings the number of minority division directors to 3 of 4 and deputy directors 2 of 4. This clearly answers the question of whether or not minorities and females are in decision making positions within the Department.

Analysis of the applicant flow for merit system positions in Fiscal Year 1999 where the Affirmative Action/Diversity declaration was completed shows:

- 49% of applications processed were received from minorities in Fiscal Year 1999 verses 55% in Fiscal Year 1998, which is fairly constant.
- Minorities submitted 43% of the applications received for Official/Administrator positions.
- 44% of the applications for positions within the Professional category were received from minorities in Fiscal Year 1999 versus 46% in Fiscal Year 1998. The high percentage of applications submitted by minorities for official/administrator and professional positions manifested itself in an increase of minority hires within these categories.
- 75% of applications were received from women compared to 72% in FY 1998.

TRAINING

The Departmental Training Professionals Team continue to advance their charter mandate to:

- Increase the level of awareness and knowledge about training initiatives and activities that are occurring both inside and outside the department.
 - Plan for and encourage the combining and sharing of resources among the four divisions in a way that models service integration.
 - Clarify common training goals across the four divisions, and encourage collaboration to achieve common goals.
 - Interact with other individuals and units within the department that are dealing with issues that involve training and performance.
 - Plan and implement professional development activities for departmental staff that are involved with training.
-
- Family Focus Training and Consultation continues to be 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 continues to promote respect for differences in ideas, culture, gender, work styles and coping mechanisms in serving our clients and the interaction with our coworkers. A major focus in Fiscal Year 1999 was to provide special training to supervisors.
 - Quality Journey - the Department embarked upon its quality journey in Fiscal Year 1999. Some of the FY 1999 quality related activities included “tent” meetings with large numbers of Department staff designed to engage those individuals in our efforts to become a world class quality organization and a lunch time training series offered to staff throughout the Department. One of the goals of the Department’s Quality Journey is respect. The ability to provide services that are safe and effective requires not only respect for the customers but respect among the Department’s workforce complement. Efforts to develop a world class quality program will continue in FY 2000 and build upon Department-wide training efforts begun in FY 1999.
 - Training on the Department’s revised Confidentiality Policy was carried out in FY 1999 resulting in further helping staff to grasp concepts of respect. Approximately, 99% of the Department’s staff received this training.
 - New Employee Orientation was revamped in FY 1999. This resulted in a shortened training program while continuing to emphasize cultural diversity, respect for differences and team work throughout the Department. This training will continue in FY 2000.
 - Divisional training staffs offered an array of training for members of their divisions designed to increase productivity. For the Divisions of Youth Rehabilitative Services and Child Mental Health Services, a large amount of training geared toward accreditation by outside agencies was conducted. Cultural diversity and affirmative action courses were required for these accreditation processes.
 - Between the end of Fiscal Year 1998 and during Fiscal Year 1999, approximately 99% of all managers and supervisors in the Department received Sexual Harassment Prevention Training.

- The Department's Tuition Assistance Policy continues to encourage staff to attend area colleges and universities and to serve as part of the Department's retention strategy. During Fiscal Year 1999, 42 individuals received reimbursements, 16 were minorities, 36 were women of all races. The total of 42 reimbursements represents the largest number of reimbursements by the Department since the inception of the program. Minority reimbursements increased by one individual over the previous Fiscal Year. Reimbursements to women increased by 12 individuals over reimbursements in FY 1998. This program will continue to play a significant role in the Department's retention strategy.
- The Department reviewed the Tuition Assistance Policy to determine what, if any, revisions were needed to continue to encourage staff to avail themselves of educational opportunities that will enhance their skills and knowledge. After presenting a proposal to the Management Leadership Team, the Department's training team was encouraged to come back in FY 2000 with revised recommendations for tuition reimbursement. A new set of recommendations will be offered in FY 2000.
- Divisional training units continue to offer a large variety of training opportunities for members of their divisions which are usually open to members of other divisions on a space available basis. Each division continues to offer courses in cultural diversity and affirmative action which are required by organizations accrediting these divisions.
- In the Division of Management Services, training and consultation was provided to 26 staff members located at the Barley Mill Plaza site and to 15 members of the MIS Unit. The training was entitled, "Exploring Differences in the workplace."
- The Division of Family Services offered an extensive array of training to staff as part of the Division's staff retention strategies. Divisional New Employee training was revised and continues to be evaluated. Training was provided for the Division by staff from DFS' Training Unit, trainers from other Divisions and by outside experts.
- The Division of Child Mental Health Services (CMH) continued to expand its array of training offered to staff. Staff from CMH served as trainers for other Divisions. The division's training efforts were integral to accreditation by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).
- The Division of Youth Rehabilitative Services continues its aggressive training program. In FY 1999, the Division added a part time trainer to work with staff in Community Based Services Unit.
- Each operating division maintains a data base of staff training.
- The Affirmative Action Administrator received training in Affirmative Action and Equal Employment Opportunity Law in a three day workshop held in Birmingham, Alabama giving the Department greater understanding of such laws and their impact on workforce management.
- The Affirmative Action Administrator with the assistance of the HR Unit will develop in FY 2000, training for managers and supervisors on AA & EEO Law.

Department of Services for Children, Youth and Their Families

Applicant Flow - Real Numbers

From 06/30/98 to 06/30/99

EEO-4 Category	White M	White F	Black M	Black F	Hispanic M	Hispanic F	Asian Pac M	Asian Pac F	Am Indian M	Am Indian F	Total
10 Off/Admn	77	246	96	164	5	9	0	4	0	0	601
30 Prof	114	457	89	307	2	22	5	17	2	6	1021
40 Techn	8	13	4	7	2	0	0	2	0	1	37
50 Protec Serv	14	75	35	105	0	5	0	1	1	0	236
60 ParaProf	23	65	50	109	2	4	0	2	0	0	255
70 Office/Cleri	0	13	2	5	0	3	0	0	0	0	23
80 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0
90 Serv Maint	2	1	6	4	0	0	1	0	0	0	14
TOTAL	238	870	282	701	11	43	6	26	3	7	2187

PROMOTIONS

- In FY 1999, the Department promoted an African American Female to the position of Deputy Director of the Division of Youth Rehabilitative Services.
- 156 individuals received promotions in FY 1999. 42% were minority group members. 64% were females.

DISCIPLINE AND SEPARATION

There were 97 merit separations in the Department in FY 1999. Minority group members accounted for 33% percent of these separations. At the same time, as indicated in the Hires Section, 47% of hires into the Department were minority group members. The higher rate of minority new hires compared to the relatively lower rate of minority separations suggests that the Department's retention and recruitment strategies continue to positively impact the expansion of the Department's minority workforce complement. These strategies favorably impact the ability of the Department to remain one of the most diverse in State Government. The female merit separation percentage for FY 1999 was 72% compared with 89% in FY 1998. The retention of minorities and women in the Department at the rates experienced in FY 1999 further supports the Department's retention and recruitment strategies.

Of the staff who retired in FY 1999, 3 were minorities, 11 were women.

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

The Department continues to employ various strategies targeted at retaining employees. The Division of Family Services, as mentioned in several sections above, has undertaken a significant retention and recruitment initiative. Elements of this initiative include:

- the survey of surrounding private and public social services agencies,
- the convening of a Compensation Task Force,
- the survey of current staff (those with less than two years of service and those with two or more years of services), supervisors and former staff along with focus groups in each category, and
- a Brown Bag lunch series held by the Director of the Division of Family Services to exchange ideas and discuss issues with staff in all divisional sites.

Other factors influencing the Department's retention strategies, some of which are being carried over from FY 1999 include:

- Exit interviews conducted to ascertain why individuals are leaving the Department.
- The use of the State Personnel Office Interview and Selection Guide to help to in selecting individuals most likely to succeed.
- The use of meaningful and timely performance reviews.
- The use of the revised New Employee Orientation Program.
- The development of training for managers and supervisors in strategies based on a practical understanding of Affirmative Action and Diversity laws.
- The formal adoption of the Department's key dimensions for success:
 - Safety
 - Respect
 - Appropriate service decisions
 - Organizational alignment
 - Positive client outcomes

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 11 **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.

FORM AA #1

DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

AFFIRMATIVE ACTION COMPLAINANT FORM

Date of Inquiry: _____

1. Employee: _____ **Job Title:** _____

2. Age: _____ **DOB:** _____ **Color:** _____ **Race:** _____

Disability: _____ **Sex:** _____ **Religion:** _____

3. Division: _____

4. Location: _____

5 National Origin: _____ **Sexual Harassment:** _____

Retaliation/Reprisal: _____

6. Description of

Complaint: _____

6. Has a grievance or an appeal been filed on the same matter?

Yes: _____ **No:** _____ **If "yes," what is the status?** _____

7. Action taken on this complaint:

Complainant

Date

Affirmative Action Representative

Date

ATTACHMENTS

STATE OF DELAWARE



**EXECUTIVE DEPARTMENT
DOVER**

EXECUTIVE ORDER

NUMBER TWENTY-EIGHT

TO: HEADS OF ALL STATE DEPARTMENTS AND AGENCIES

RE: CREATION OF THE GOVERNOR'S COUNCIL ON EQUAL EMPLOYMENT OPPORTUNITY

WHEREAS, Delaware law prohibits discrimination in employment based on gender, race, color, religion, national origin, marital status, disability, or Vietnam Era veterans status; and

WHEREAS, the State of Delaware is committed to providing equal employment opportunities to all Delawareans; and

WHEREAS, the State of Delaware is committed to maintaining a high quality workforce that draws upon the talents of our diverse citizenry to operate our government effectively for the benefit of the State's citizens; and

WHEREAS, each Department and Agency within the Executive Branch (collectively "Executive Branch Agencies") has developed its own methods and strategies for recruiting, hiring, and promoting women and minorities; and

WHEREAS, the coordinated efforts of the State Personnel Office, Executive Branch Agencies and the State Human Relations Commission have resulted in progress in improving the diversity of the State's workforce; and

WHEREAS, the State of Delaware continues to engage in efforts to recruit and promote qualified women and minorities in the workforce; and

WHEREAS, despite these efforts, much remains to be accomplished in striving for a workforce that reflects the diversity of the State's population and labor market; and

WHEREAS, any attempt to improve the diversity of the State's workforce must acknowledge that the composition of the State's workforce is affected by issues outside of government's control, including the percentage of qualified women and minorities in the labor pool and private sector competition for qualified women and minorities; and

WHEREAS, if the State, of Delaware is to make real progress in improving the diversity of its workforce, it must establish and implement a practical and efficient equal employment opportunity program that proliferates sound recruitment and promotion practices throughout state government and holds Executive Branch Agencies accountable for their failure to use such practices.

NOW, THEREFORE, I, THOMAS R. CARPER, by virtue of the authority vested in me as Governor of the State of Delaware, do hereby order and declare the following:

A. POLICY

1. The State of Delaware's commitment to equal employment opportunity is hereby affirmed and all heads of Executive Branch Agencies are directed to pursue diligently the recruitment and promotion of qualified women and minorities and to be vigilant in complying with the laws prohibiting discrimination in employment.

2. It is further declared to be the policy of this State that the work atmosphere in state agencies should be one that fosters mutual respect and understanding among persons of different races, sexes and faiths.

3. To further strengthen this commitment and policy, there is hereby established a Governor's Council on Equal Employment Opportunity (hereinafter "Council"), the function of which shall be to assist in the monitoring and evaluating of the Executive Branch Agencies' implementation of and compliance with this Executive Order, and to provide advice and recommendations to the Director of State Personnel and the Governor. The Council shall:

a. consist of eight members, including a Chairperson to be appointed by the Governor from among the members, to serve at the pleasure of the Governor. The Chairperson shall cast the deciding vote in the event of a tie. One half of the Council's members shall be members of the Human Relations Commission appointed by the Chairperson of the Human Relations Commission and approved by the Governor, to serve at the pleasure of the Governor, and one half 'of its members shall be appointed by the Governor and shall serve at the pleasure of the Governor; and

b. receive staff support from the State Personnel Office and the Office of Human Relations; and

c. furnish on October 30 of each year a written annual report to the Governor and State Personnel Director on the progress being made in improving the diversity of the State's workforce and recommend any additional action which, in the Council's judgment, should be undertaken. Such report shall be available to the public.

4. As the Executive Branch Agency with the responsibility for acting as the voice of management for the Governor in the area of personnel, the State Personnel Office shall maintain the central managerial role over all diversity and equal employment matters in the Executive Branch and shall bear the overall responsibility for the implementation and management of the policies and procedures set forth in this Order. To manage this critical function effectively, the Director of the State Personnel Office shall:

a. establish the duties and responsibilities of the Equal Employment Opportunity/Affirmative Action Administrator and of Agency equal employment officers (EEO officers"); and

b. prepare and submit an annual Executive Department Affirmative Action plan, to include short and long term strategies; and

c. hold agencies accountable for their implementation of this Order; and

d. act as the State of Delaware's liaison with the EEOC for federal reporting requirements; and

e. communicate and coordinate diversity and equal opportunity initiatives across agencies.

B. AFFIRMATIVE ACTION PLANS

1. The head of each Executive Branch Agency shall maintain an Affirmative Action Plan which shall be filed annually with the State Personnel Office and the Council on or before September 15.

a. Such plan shall be in a form prescribed by the State Personnel Office to ensure compliance with federal and state laws and this Order. Each plan shall include, but shall not be limited to, the following provisions:

i. a specific statement of goals and objectives designed to assure equal employment

opportunities in hiring and promotion and to eliminate any unlawful discrimination in Agency employment; and

ii. a specific statement of action steps designed to remedy any problem of underrepresentation of minorities and women that may exist in the Agency. Such action steps may include:

(1) specific proposals for recruiting minorities and women for employment in the Agency to the extent they are underrepresented in the Agency when compared to the relevant statewide labor market; and

(2) specific proposals for assuring that hiring practices are conducted consistently with the objectives of this Order; and

(3) specific proposals for assuring that all promotional opportunities are offered in a manner consistent with this Order; and

(4) specific proposals for staff participation in training programs on interview techniques and acceptable hiring practices; and

(5) specific proposals for employee participation in career enhancement programs and seminars.

iii. a designation of the EEO officer within the Agency to carry out diversity and equal employment opportunity functions for the Executive Branch Agency.

b. Each Executive Branch Agency shall make available a summary or full copy of its Affirmative Action Plan to any employee upon request.

C. RECRUITMENT AND PROMOTION OF A DIVERSE WORKFORCE

1. To support the recruitment of a diverse workforce, the Director of the State Personnel Office or her designee shall:

a. Assist Executive Branch Agencies in updating their Affirmative Action Plans in accordance with federal guidelines.

b. Develop, coordinate, and implement professional recruiting efforts throughout State government that reflect consideration of strategies to increase the number of qualified women and minority candidates for state employment, such as attendance at college job fairs, contacts with professional organizations, the use of Agency open houses, and the utilization of universities, churches and other groups in recruitment efforts. Because of the need to involve affected communities, relevant professional organizations, and community groups in addressing diversity and equal employment opportunity issues, the State Personnel Office shall develop a statewide directory of organizations that can serve as resources for the identification of qualified women and minority candidates in particular fields, so that these organizations can be notified regarding specific vacant positions.

c. Review and revise employment hiring procedures and Merit Rules to ensure a selection process that is fair, non-discriminatory and equitable.

d. Require agencies filling merit positions at paygrade 15 and above to utilize an interview team of at least three members; when feasible, the team should be diverse in its composition.

e. Work with the State Manager of Training and Development to facilitate statewide training and technical assistance programs for executive and middle management personnel, as well as front-line supervisors and employees, aimed at instilling the fact that it is management's responsibility to comply with the equal opportunity laws and this Order, and to help managers learn effective recruitment and career development procedures.

f. Work with the EEO officers and personnel officers of the various Executive Branch Agencies to review job classifications within those Agencies, and the qualifications of the employees of such Agencies, with a view toward eliminating any artificial barriers to hiring and promotion, and targeting appropriate employee career development seminars.

D. REPORTING REQUIREMENTS

1. Each Executive Branch Agency shall:

- a. be held accountable for compliance with this Order by including measures/statements in all managers' performance plans and Agency strategic plans; and
- b. retain a record of all applicants who voluntarily divulge protected class information in order to provide a means of comparison of rejection rates among applicants. The information required shall be prescribed by the State Personnel Office and, to the extent practicable, shall be in a format consistent with the terminology and categories utilized in federal EEO Standard Form; and
- c. request each terminating employee to participate in an exit interview in order to determine the reasons for employee turnover and to give each employee a chance to explain his or her reasons for leaving state service and shall retain records of such interviews; and
- d. report to the State Personnel Office quarterly statistical and other information as required by State Personnel Office concerning its Affirmative Action Plan, status and progress.

2. The State Personnel Office shall:

- a. establish a comprehensive, statewide, on-line, user-friendly system that allows continuous monitoring of the diversity of the State's workforce across all pay grades; and
- b. work with the Council to ensure the publication of clear and understandable information regarding the composition of the State's workforce; and
- d. submit a quarterly report to the Council; and
- c. assist the Council in preparing its annual report.

E. PUBLIC ACCOUNTABILITY

1. The Council, with the assistance of the State Personnel Office and the Human Relations Commission staff, shall:

- a. Establish a schedule for conducting an intensive review of each Executive Branch Agency every three years to assess compliance with the terms of this Executive Order, the Agency's Affirmative Action Plan and equal opportunity laws. The review shall involve an in-depth consideration of Agency promotion, hiring and recruiting practices. Each reviewed Agency shall receive a detailed report identifying those practices and policies of the Agency that are constructive and those practices and policies which need improvement or elimination, with specific recommendations for the Agency to consider. The Council shall incorporate a summary of the results of these reviews in its annual report, as required by Section A of this Order. From these annual reviews, the State Personnel Office shall submit to each Executive Branch Agency a guidance memorandum identifying successful practices used by the reviewed agencies to increase the diversity of their workforce and examples of poor policies and practices that hindered the State's attempt to achieve a more diverse workforce.
- b. Publish, as a part of its annual report, an overall report on the composition of the State's workforce and the State's effectiveness in complying with equal employment laws and this Order.

F. COMPLAINTS

1. Each Agency shall include in its Affirmative Action Plan a description of a mechanism or complaint procedure to permit and encourage employees to discuss any problems resulting from alleged bias, discrimination, lack of equal employment opportunity or any similar matters with appropriate division or Agency supervisory personnel. The procedure shall provide for the lodging of employee complaints and for a response to be made within a specified reasonable period of time. The employee shall be advised of his or her right to file a formal complaint with the Labor Law Enforcement Section of the Department of Labor and shall receive such assistance as may be requested from his or her Agency EEO officer.

2. The Office of State Personnel shall:

a. post a public notice, in conspicuous locations or bulletin boards of all cabinet Departments, major offices, divisions or agencies which shall affirm the State's commitment to equal opportunity and advise all State employees and applicants for State employment that any complaints of discrimination should be promptly reported to the State Equal Employment Opportunity/Affirmative Action Program Administrator and the Labor Law Enforcement Section of the Department of Labor.

b. provide on the application form for State employment a statement of the State's commitment to equal employment opportunity and instructions as to how complaints of discrimination may be reported.

3. The complaint process for employment discrimination cases shall fall into two categories: informal and formal.

a. An informal complaint is filed with the State Personnel Office by ,written or oral communication with the State Equal Employment Opportunity/Affirmative Action Program Administrator requesting the State Equal Employment Opportunity/Affirmative Action Program Administrator to attempt to facilitate resolution of the alleged discrimination complaint. The State Personnel Office shall determine whether or not the complaint appears to fall within the jurisdiction of the Labor Law Enforcement Section of the Department of Labor and may require a formal charge of discrimination within the time limits prescribed by statute.

b. The State Equal Employment Opportunity/Affirmative Action Program Administrator will inquire into such cases by working through the designated Agency EEO officer and appropriate management staff, as deemed appropriate by the Cabinet Secretary.

Based on the determination, the State Equal Employment Opportunity/Affirmative Action Program Administrator will respond in writing to the complainant. If there is an apparent violation of Title VII of the Civil Rights Act of 1964 as amended, the Age Discrimination in Employment Act of 1967 as amended, Vietnam Era Veterans Readjustment Assistance Act of 1979, the Americans With Disabilities Act of 1990, or Title 19 of the Delaware Code relating to discrimination in employment, the complainant shall be referred to the Labor Law Enforcement Section of the Department of Labor to file a formal complaint. To protect the complainants' legal rights, cases which appear to violate discrimination laws shall be referred to the Labor Law Enforcement Section of the Department of Labor, even if resolution is reached by the State Personnel Office. Nothing in this Order shall be construed to bar mediation of a complaint by the State Human Relations Commission, however, any such mediation shall not affect or in any way toll relevant time limitations.

G. REPEAL OF PREVIOUS EXECUTIVE ORDERS

1. Executive Orders Numbers Twenty-Four and Fifty, dated May 8, 1986 and November 10, 1987, respectively, and signed by former Governor Michael N. Castle, are hereby rescinded.

H. APPLICABILITY OF EXECUTIVE ORDER

1. This Order shall apply to all Cabinet Departments and Executive Agencies of the State. The members of the General Assembly and the Judiciary are also encouraged to adopt this Order or promulgate forthwith plans applicable to their respective employees and agencies.

APPROVED this 10th day of March, 1995.

Governor Thomas R Carper

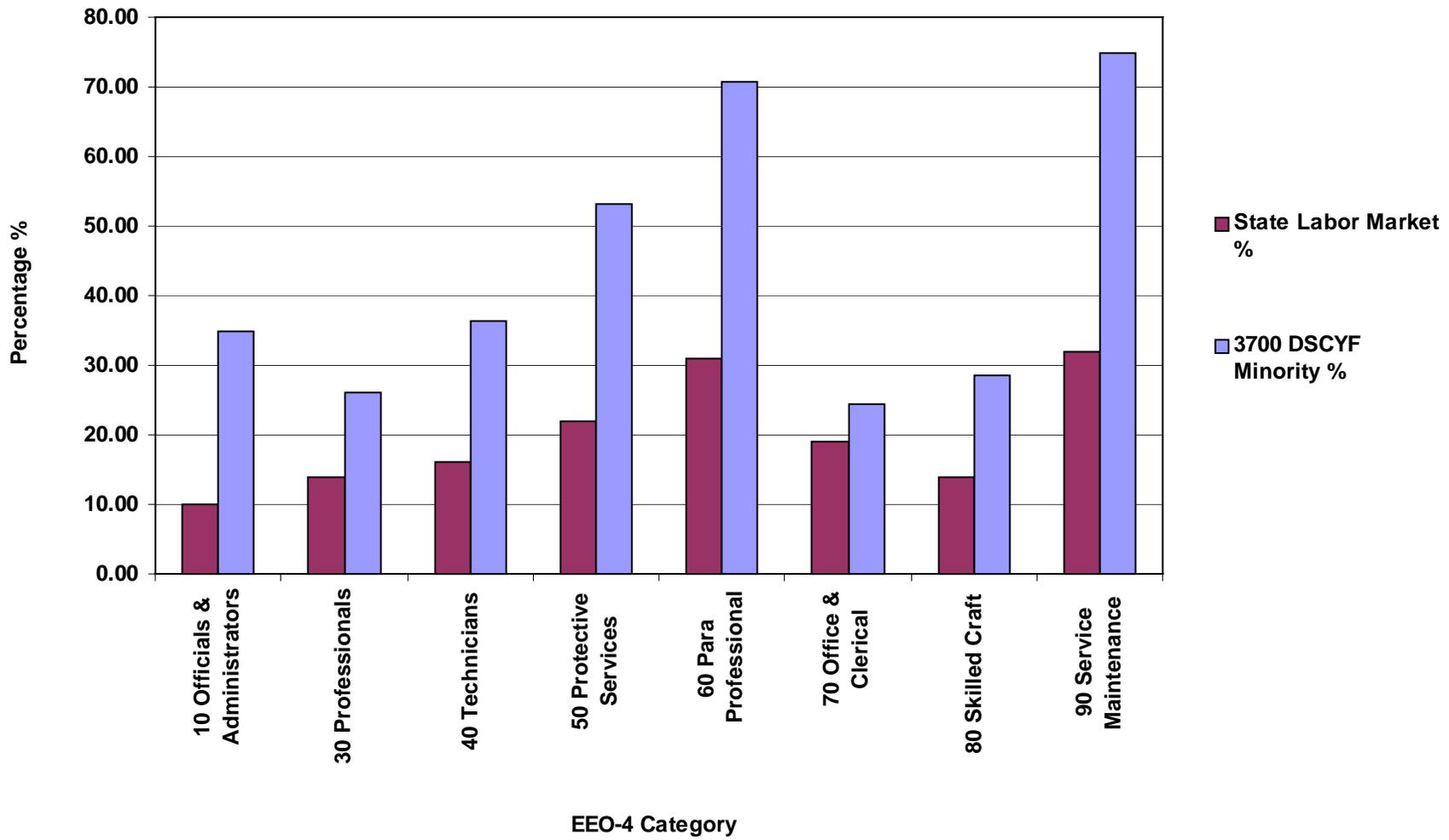
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	1	34	0	0	46	0	81	2	32	2	1	89	0	126	60.87	207	72	34.78
30 Professionals	2	49	2	0	100	1	153	2	73	4	1	276	1	356	69.94	509	133	26.13
40 Technicians	1	0	0	0	1	0	2	1	2	0	0	6	0	9	81.82	11	4	36.36
50 Protective Services	0	17	0	1	15	0	33	0	14	1	0	14	0	29	46.77	62	33	53.23
60 Para Professional	0	64	0	0	19	1	83	0	36	6	0	25	0	67	44.67	150	106	70.67
70 Office & Clerical	0	3	0	0	1	0	4	0	18	3	0	73	0	94	95.92	98	24	24.49
80 Skilled Craft	0	2	1	0	10	0	13	0	1	0	0	0	0	1	7.14	14	4	28.57
90 Service Maintenance	0	1	0	0	1	0	2	0	1	1	0	0	0	2	50.00	4	3	75.00
TOTAL	4	170	3	1	193	2	371	5	177	17	2	483	1	684	64.83	1055	379	35.92

EEO-4 CATEGORY	Minority Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	10.00	34.78	24.78
30 Professionals	14.00	26.13	12.13
40 Technicians	16.00	36.36	20.36
50 Protective Services	22.00	53.23	31.23
60 Para Professional	31.00	70.67	39.67
70 Office & Clerical	19.00	24.49	5.49
80 Skilled Craft	14.00	28.57	14.57
90 Service Maintenance	32.00	75.00	43.00

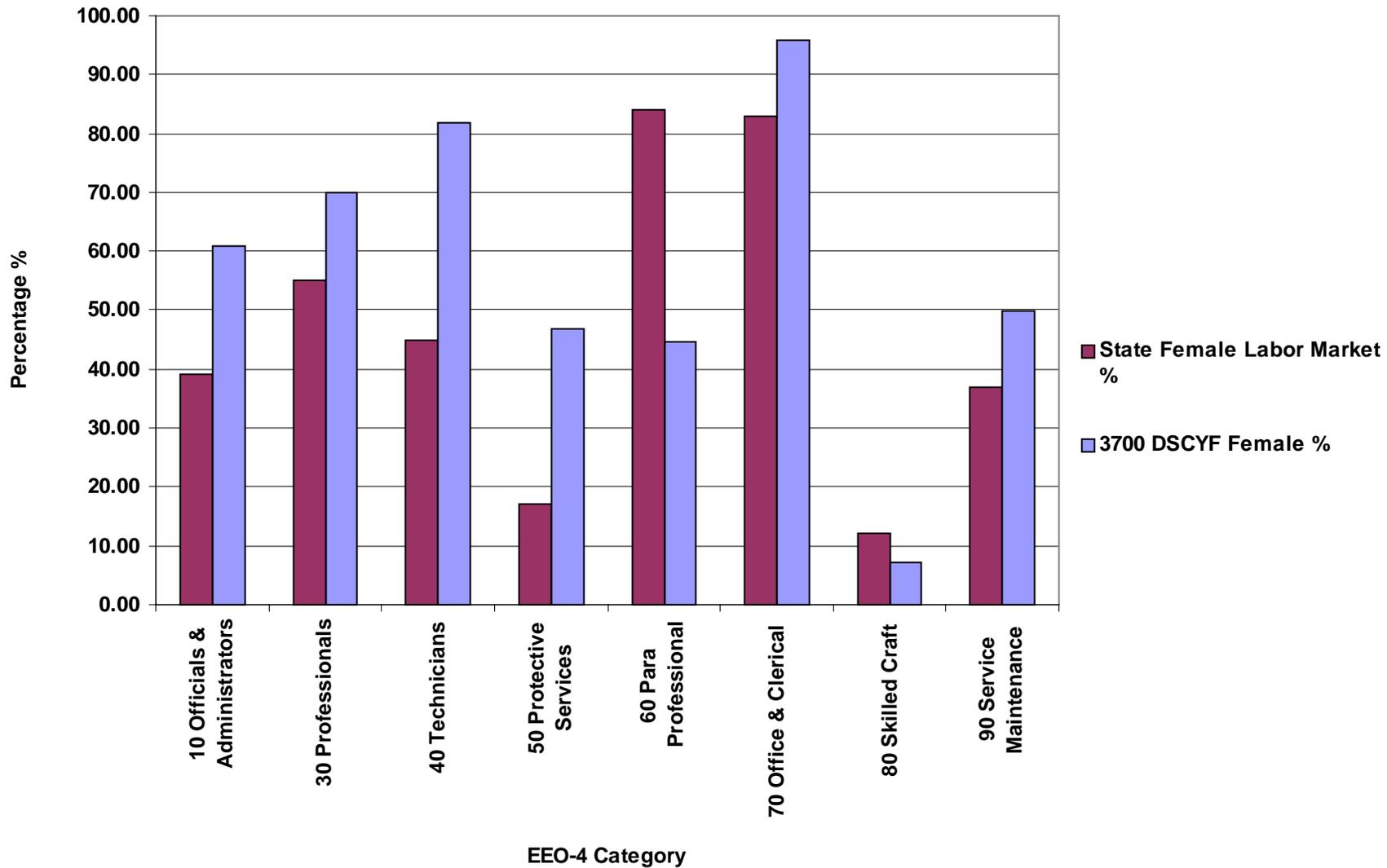
EEO-4 CATEGORY	Female Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	39.00	60.87	21.87
30 Professionals	55.00	69.94	14.94
40 Technicians	45.00	81.82	36.82
50 Protective Services	17.00	46.77	29.77
60 Para Professional	84.00	44.67	-39.33
70 Office & Clerical	83.00	95.92	12.92
80 Skilled Craft	12.00	7.14	-4.86
90 Service Maintenance	37.00	50.00	13.00

Legend:
 A - Asian Amer/Pacific Isl.
 B - Black
 H - Hispanic
 I - American Indian/Alaskan Native
 W - White
 D - Decline

**FY 1999 EEO-4 Availability Comparison Report
DSCYF % Minority Representation**



**FY 1999 EEO-4 Availability Comparison Report
DSCYF % Female Representation**



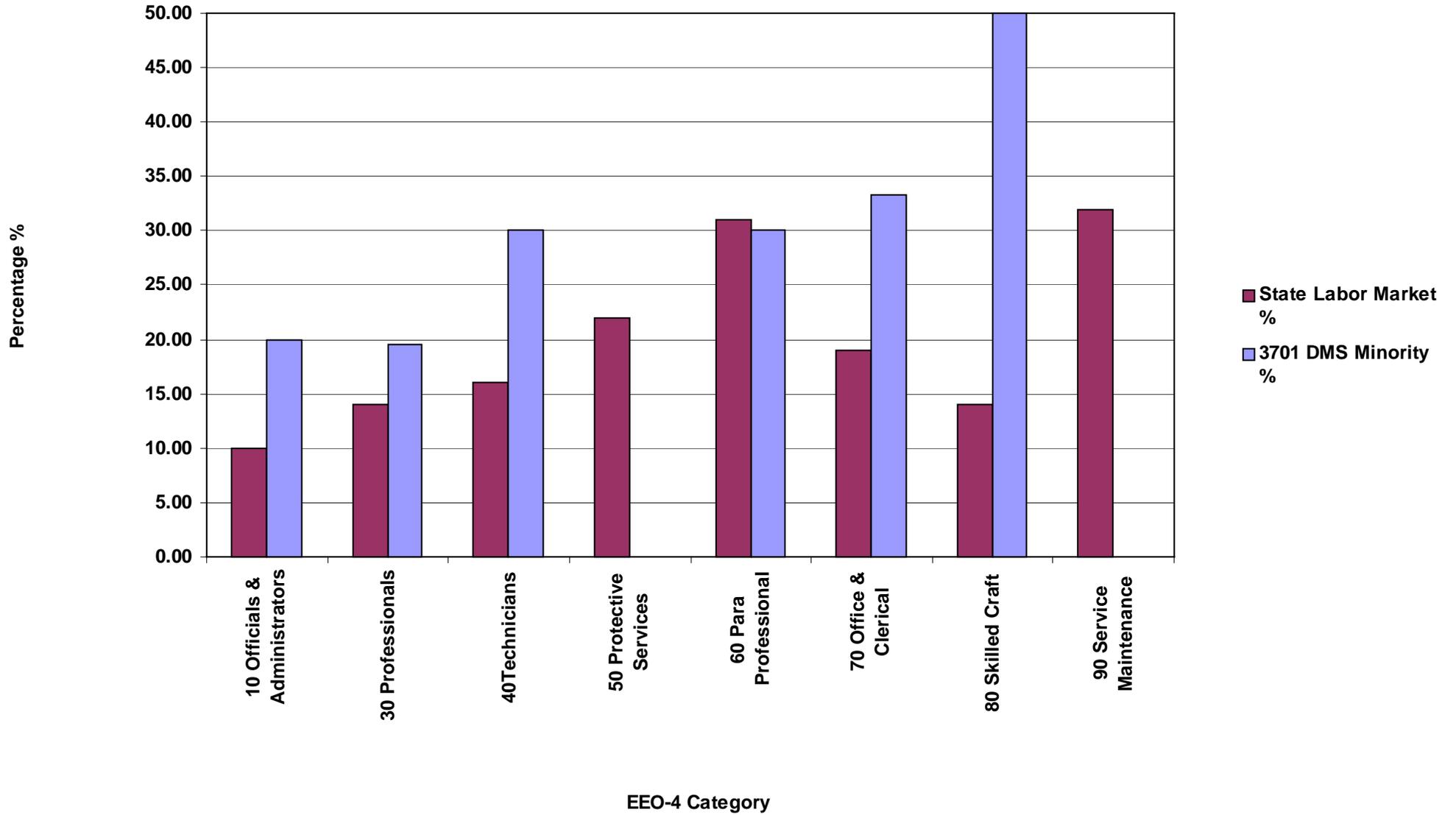
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	0	2	0	0	7	0	9	0	1	0	0	5	0	6	40.00	15	3	20.00
30 Professionals	0	8	1	0	21	0	30	0	7	0	0	45	1	52	63.41	82	16	19.51
40 Technicians	1	0	0	0	1	0	2	1	1	0	0	6	0	8	80.00	10	3	30.00
50 Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
60 Para Professional	0	0	0	0	1	0	1	0	3	0	0	6	0	9	90.00	10	3	30.00
70 Office & Clerical	0	1	0	0	0	0	1	0	3	1	0	10	0	14	93.33	15	5	33.33
80 Skilled Craft	0	1	0	0	1	0	2	0	0	0	0	0	0	0	0.00	2	1	50.00
90 Service Maintenance	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0.00	1	0	0.00
TOTAL	1	12	1	0	32	0	46	1	15	1	0	72	1	89	65.93	135	31	22.96

EEO-4 CATEGORY	Minority Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	10.00	20.00	10.00
30 Professionals	14.00	19.51	5.51
40 Technicians	16.00	30.00	14.00
50 Protective Services	22.00	0.00	-22.00
60 Para Professional	31.00	30.00	-1.00
70 Office & Clerical	19.00	33.33	14.33
80 Skilled Craft	14.00	50.00	36.00
90 Service Maintenance	32.00	0.00	-32.00

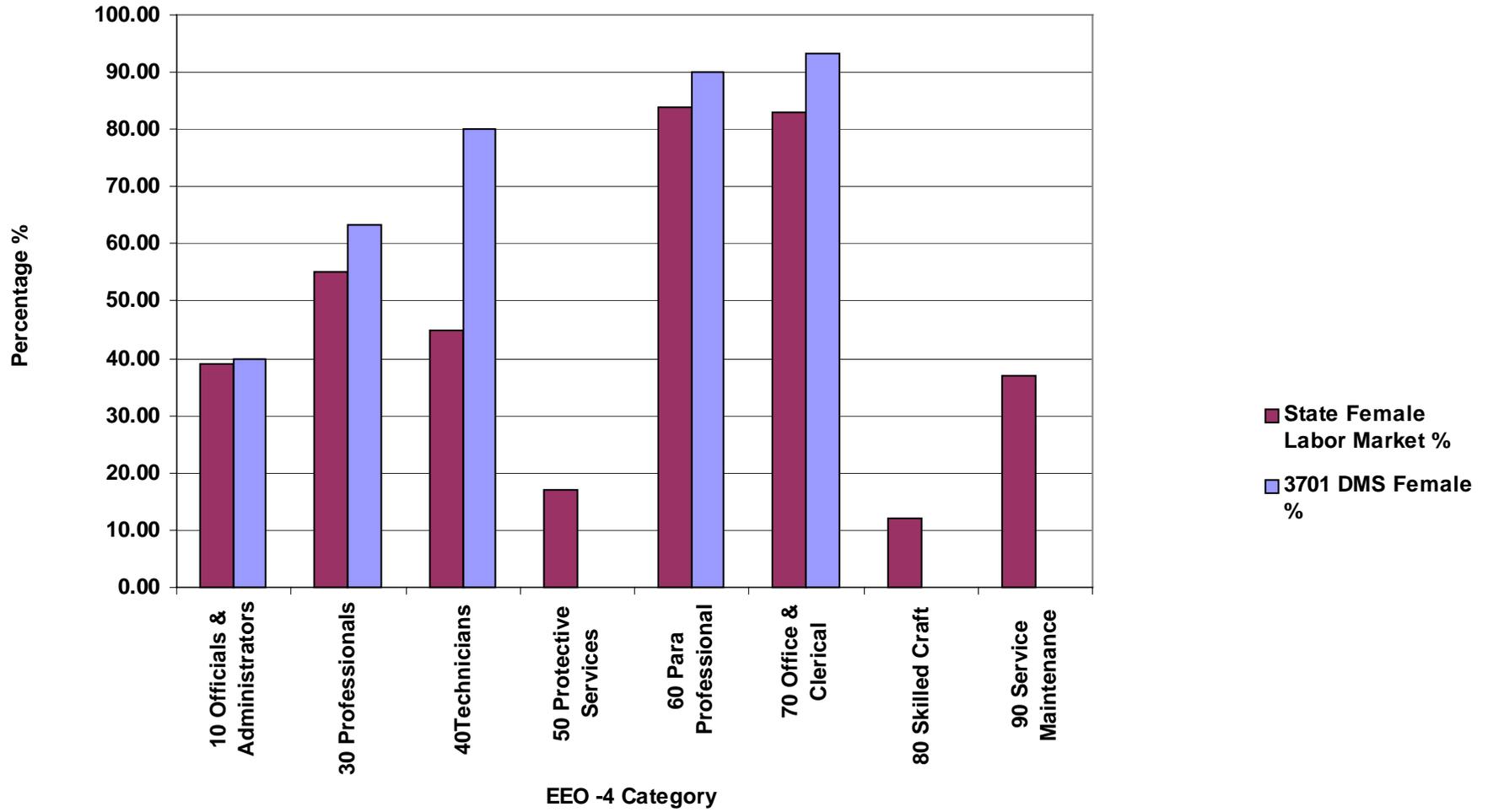
EEO-4 CATEGORY	Female Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	39.00	40.00	1.00
30 Professionals	55.00	63.41	8.41
40 Technicians	45.00	80.00	35.00
50 Protective Services	17.00	0.00	-17.00
60 Para Professional	84.00	90.00	6.00
70 Office & Clerical	83.00	93.33	10.33
80 Skilled Craft	12.00	0.00	-12.00
90 Service Maintenance	37.00	0.00	-37.00

Legend:
 A - Asian Amer/Pacific Isl.
 B - Black
 H - Hispanic
 I - American Indian/Alaskan Native
 W - White
 D - Decline

**FY 1999 EEO-4 Availability Comparison Report
DMS % Minority Representation**



**FY 1999 EEO-4 Availability Comparison Report
DMS % Female Representation**



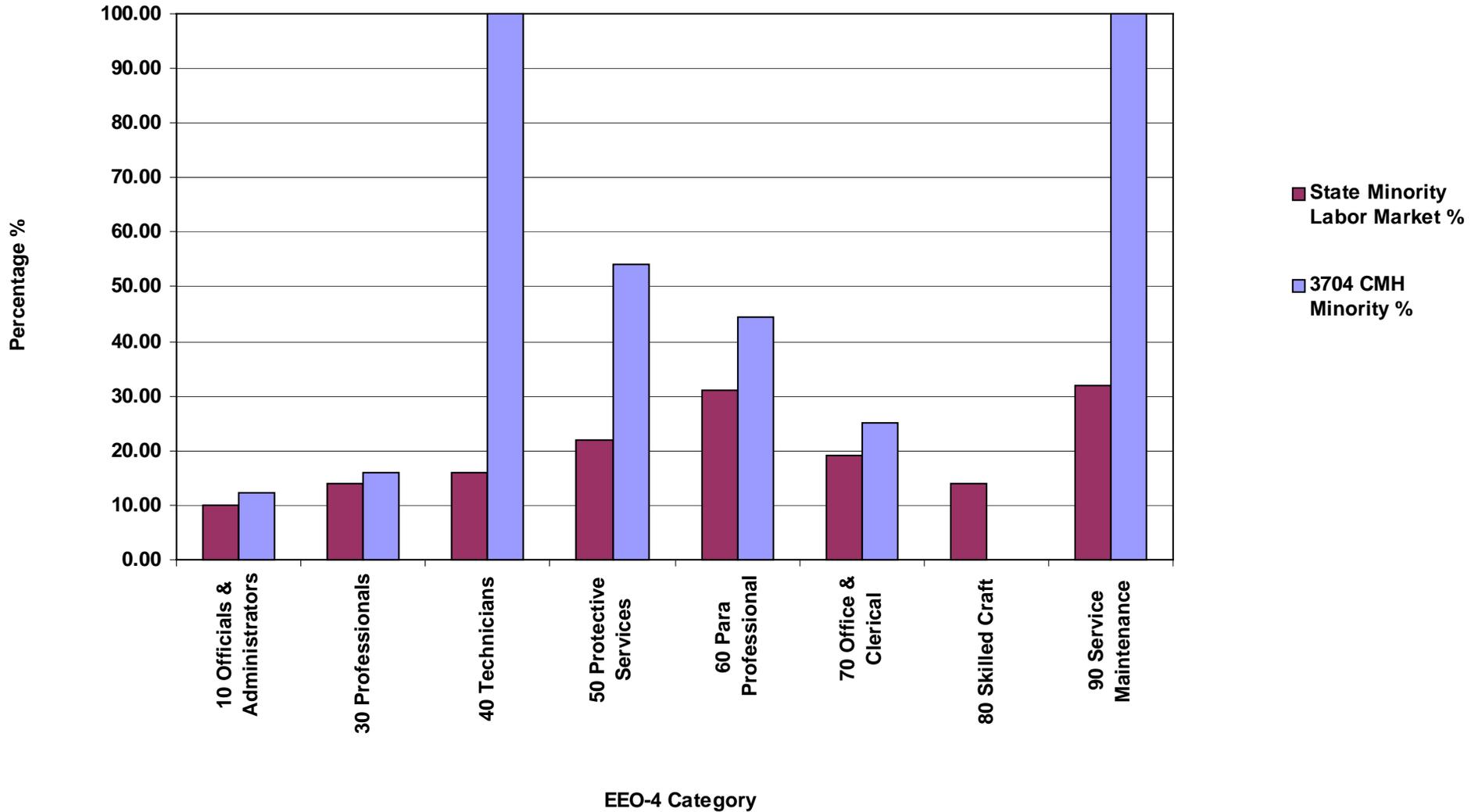
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	1	1	0	0	10	0	12	1	1	0	0	19	0	21	63.64	33	4	12.12
30 Professionals	1	0	0	0	19	0	20	1	9	3	0	55	0	68	77.27	88	14	15.91
40 Technicians	0	0	0	0	0	0	0	0	1	0	0	0	0	1	100.00	1	1	100.00
50 Protective Services	0	12	0	1	12	0	25	0	12	1	0	10	0	23	47.92	48	26	54.17
60 Para Professional	0	0	0	0	3	0	3	0	3	1	0	2	0	6	66.67	9	4	44.44
70 Office & Clerical	0	0	0	0	1	0	1	0	5	0	0	14	0	19	95.00	20	5	25.00
80 Skilled Craft	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0.00	2	0	0.00
90 Service Maintenance	0	1	0	0	0	0	1	0	1	1	0	0	0	2	66.67	3	3	100.00
TOTAL	2	14	0	1	47	0	64	2	32	6	0	100	0	140	68.63	204	57	27.94

EEO-4 CATEGORY	Minority Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	10.00	12.12	2.12
30 Professionals	14.00	15.91	1.91
40 Technicians	16.00	100.00	84.00
50 Protective Services	22.00	54.17	32.17
60 Para Professional	31.00	44.44	13.44
70 Office & Clerical	19.00	25.00	6.00
80 Skilled Craft	14.00	0.00	-14.00
90 Service Maintenance	32.00	100.00	68.00

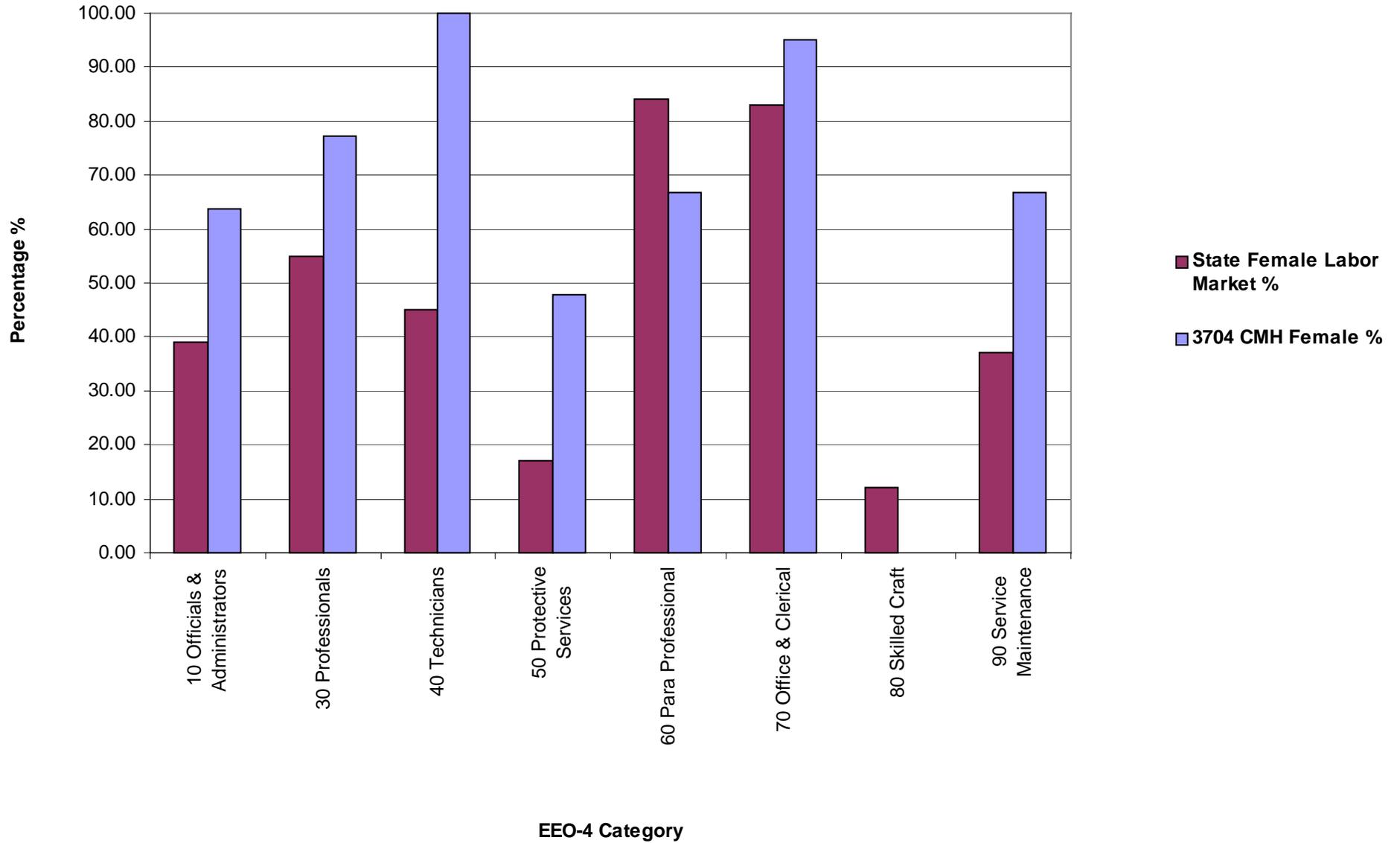
EEO-4 CATEGORY	Female Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	39.00	63.64	24.64
30 Professionals	55.00	77.27	22.27
40 Technicians	45.00	100.00	55.00
50 Protective Services	17.00	47.92	30.92
60 Para Professional	84.00	66.67	-17.33
70 Office & Clerical	83.00	95.00	12.00
80 Skilled Craft	12.00	0.00	-12.00
90 Service Maintenance	37.00	66.67	29.67

Legend:
 A - Asian Amer/Pacific Isl.
 B - Black
 H - Hispanic
 I - American Indian/Alaskan Native
 W - White
 D - Decline

**FY 1999 EEO-4 Availability Comparison Report
CMH % Minority Representation**



**FY 1999 EEO-4 Availability Comparison Report
CMH % Female Representation**



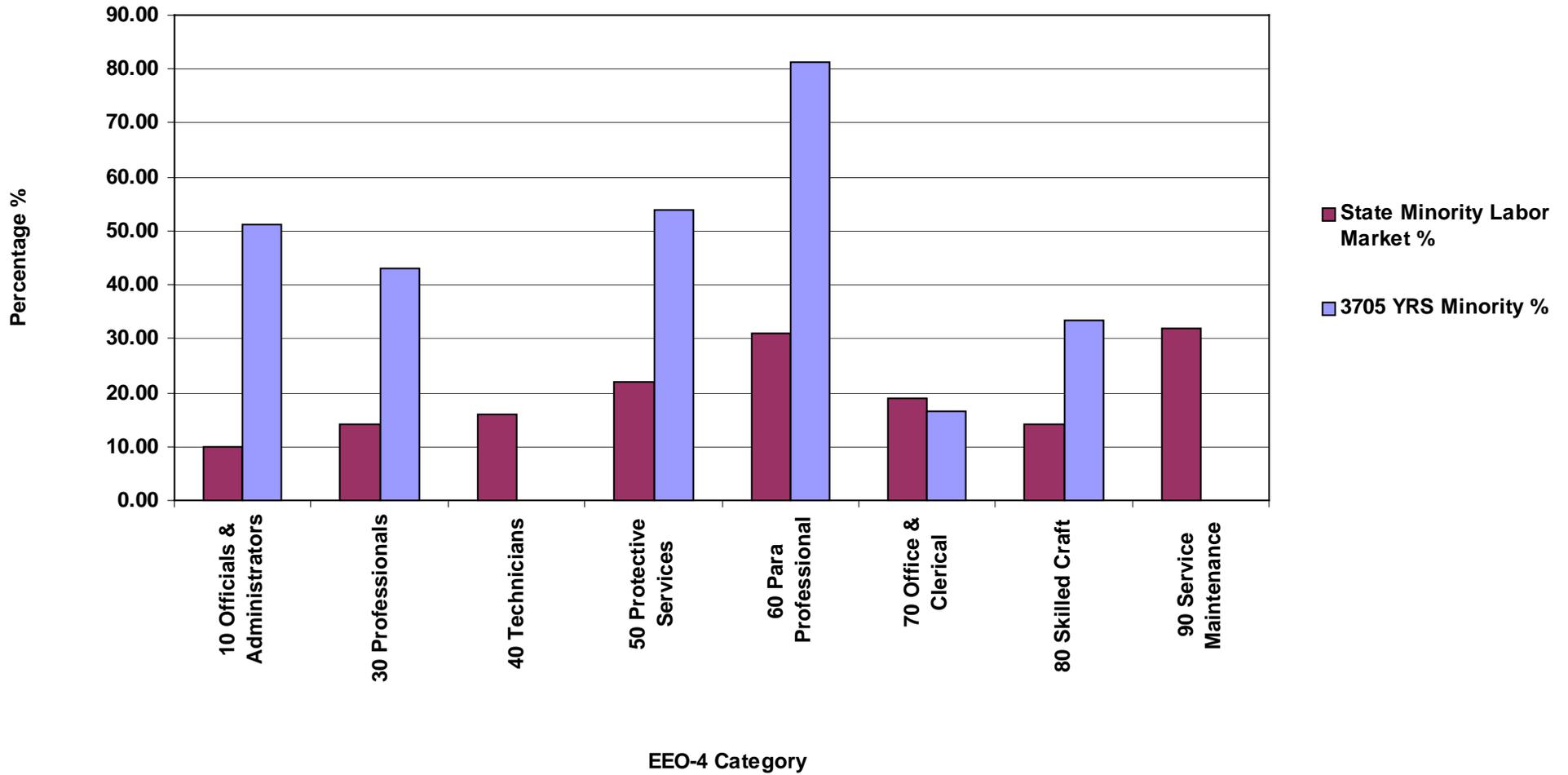
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	0	16	0	0	14	0	30	0	7	0	0	8	0	15	33.33	45	23	51.11
30 Professionals	0	29	0	0	36	1	65	0	24	0	0	34	0	58	47.15	123	53	43.09
40 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
50 Protective Services	0	5	0	0	2	0	7	0	2	0	0	4	0	6	46.15	13	7	53.85
60 Para Professional	0	61	0	0	13	1	74	0	24	2	0	7	0	33	30.84	107	87	81.31
70 Office & Clerical	0	1	0	0	0	0	1	0	1	0	0	10	0	11	91.67	12	2	16.67
80 Skilled Craft	0	1	1	0	6	0	8	0	1	0	0	0	0	1	11.11	9	3	33.33
90 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
TOTAL	0	113	1	0	71	2	185	0	59	2	0	63	0	124	40.13	309	175	56.63

EEO-4 CATEGORY	Minority Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	10.00	51.11	41.11
30 Professionals	14.00	43.09	29.09
40 Technicians	16.00	0.00	-16.00
50 Protective Services	22.00	53.85	31.85
60 Para Professional	31.00	81.31	50.31
70 Office & Clerical	19.00	16.67	-2.33
80 Skilled Craft	14.00	33.33	19.33
90 Service Maintenance	32.00	0.00	-32.00

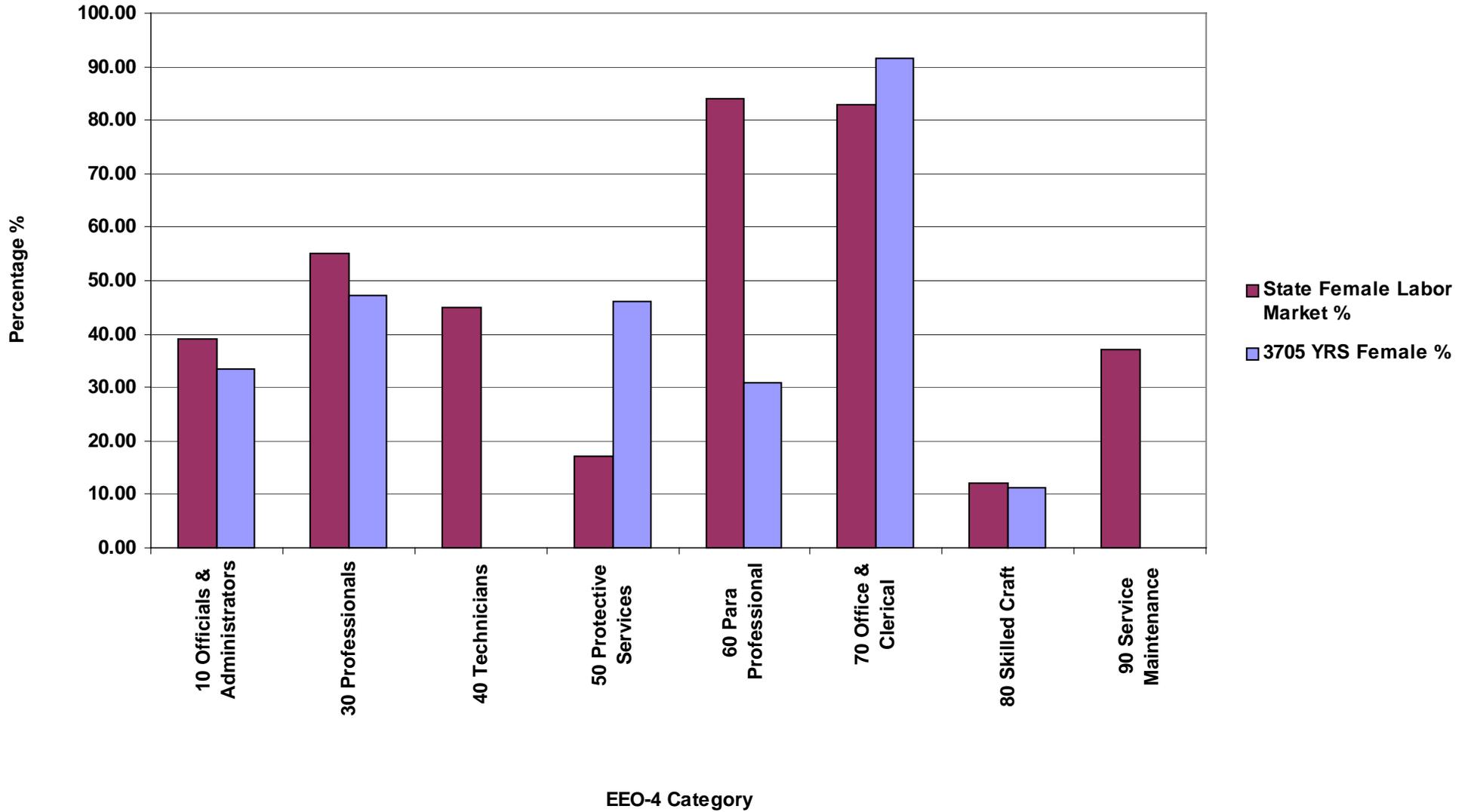
EEO-4 CATEGORY	Female Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	39.00	33.33	-5.67
30 Professionals	55.00	47.15	-7.85
40 Technicians	45.00	0.00	-45.00
50 Protective Services	17.00	46.15	29.15
60 Para Professional	84.00	30.84	-53.16
70 Office & Clerical	83.00	91.67	8.67
80 Skilled Craft	12.00	11.11	-0.89
90 Service Maintenance	37.00	0.00	-37.00

Legend:
 A - Asian Amer/Pacific Isl.
 B - Black
 H - Hispanic
 I - American Indian/Alaskan Native
 W - White
 D - Decline

**FY 1999 EEO-4 Availability Comparison Report
YRS % Minority Representation**



**FY 1999 EEO-4 Availability Comparison Report
YRS % Female Representation**



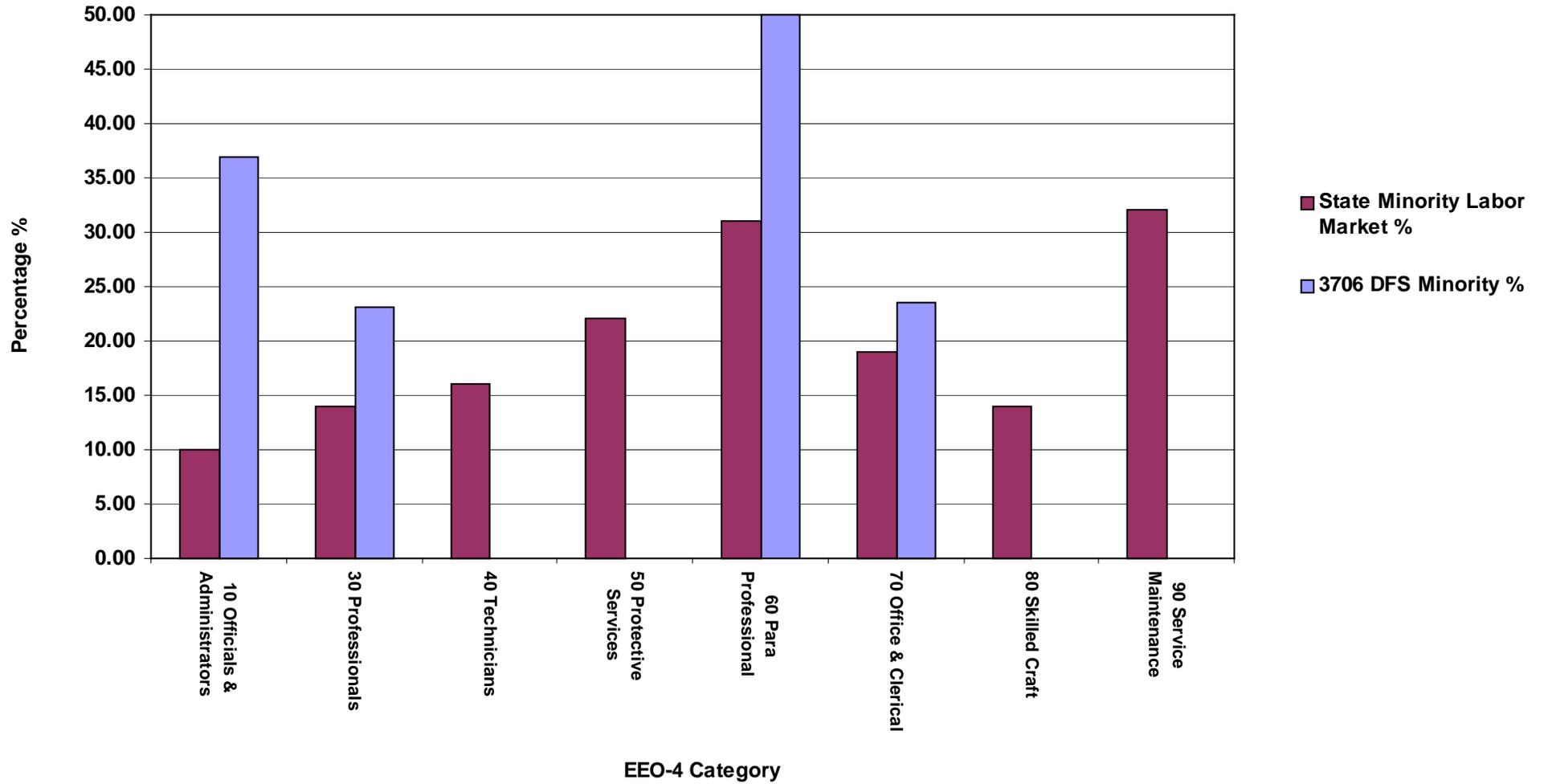
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	0	15	0	0	15	0	30	1	23	2	1	57	0	84	73.68	114	42	36.84
30 Professionals	1	12	1	0	24	0	38	1	33	1	1	142	0	178	82.41	216	50	23.15
40 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
50 Protective Services	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0.00	1	0	0.00
60 Para Professional	0	3	0	0	2	0	5	0	6	3	0	10	0	19	79.17	24	12	50.00
70 Office & Clerical	0	1	0	0	0	0	1	0	9	2	0	39	0	50	98.04	51	12	23.53
80 Skilled Craft	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0.00	1	0	0.00
90 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
TOTAL	1	31	1	0	43	0	76	2	71	8	2	248	0	331	81.33	407	116	28.50

EEO-4 CATEGORY	Minority Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	10.00	36.84	26.84
30 Professionals	14.00	23.15	9.15
40 Technicians	16.00	0.00	-16.00
50 Protective Services	22.00	0.00	-22.00
60 Para Professional	31.00	50.00	19.00
70 Office & Clerical	19.00	23.53	4.53
80 Skilled Craft	14.00	0.00	-14.00
90 Service Maintenance	32.00	0.00	-32.00

EEO-4 CATEGORY	Female Representation		
	Labor Market %	State %	State % vs. Available Job Market %
10 Officials & Administrators	39.00	73.68	34.68
30 Professionals	55.00	82.41	27.41
40 Technicians	45.00	0.00	-45.00
50 Protective Services	17.00	0.00	-17.00
60 Para Professional	84.00	79.17	-4.83
70 Office & Clerical	83.00	98.04	15.04
80 Skilled Craft	12.00	0.00	-12.00
90 Service Maintenance	37.00	0.00	-37.00

Legend:
A - Asiam Amer/Pacific Isl.
B - Black
H - Hispanic
I - American Indian/Alaskan Native
W - White
D - Decline

**FY 1999 EEO-4 Availability Comparison Report
DFS % Minority Representation**



**FY 1999 EEO-4 Availability Comparison Report
DFS % Female Representation**

