

STATE OF DELAWARE

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

**AFFIRMATIVE ACTION / MANAGING DIVERSITY
PLAN**

July 2000 - June 2001

THOMAS P. EICHLER, CABINET SECRETARY

September 15, 2000

**Mission: To facilitate positive change in the behavior and condition
of children and families in our care**

**Vision: Excellence in Services for children and families now and for
the future**

INTRODUCTION AND OVERVIEW

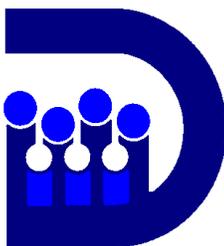
In Fiscal Year 2000, the Department continued its commitment to affirmative action, non-discrimination, diversity and managing diversity. The current plan continues to adopt the principles of Executive Order #28 and provides for an internal complaint process without fear of reprisal. The Department's Affirmative Action/Managing Diversity Plan is part of a Department-wide effort to facilitate positive change in the behavior and condition of the children and families in our care. The Department calls this effort its Quality Journey. The Department believes the quality of services provided to our customers is significantly tied to the quality of a well-managed, diverse workforce. Key to managing diversity in a quality atmosphere is to treat our customers and our colleagues with respect and caring. The Department has committed to goals of developing its human resource through the measurement of performance, increasing employee satisfaction and decreasing employee grievances, among others.

The Department has employed a variety of methods to engage staff in the Quality Journey. These methods include the establishment of the Human Resources Working Group (HRWG). This group has as its aim "to provide leadership towards the achievement of a high performance work system that enables employees to develop and utilize their full potential in a manner that is aligned with DSCYF goals and results in improved services for our customers." The Human Resources Working Group is chartered by the Cabinet Secretary and will be monitoring human resources processes, conducting employee surveys and detecting human resource related problems. The HRWG is also charged with developing action plans for system improvements related to a high performing workforce. Other methods include a baseline assessment of DSCYF leadership using the Malcolm Baldrige criteria and partnering with the University of Delaware to train 31 members of our staff in quality principles. The entire workforce has been oriented to the Department's goals of client and employee safety, positive client outcomes, respect and caring, appropriate service and alignment. These goals were articulated in the Department's application for the 2000 Delaware Quality Award. As the Department measures our achievement of these goals, we believe we will increase our ability to manage diversity.

The DSCYF workforce is comprised of 1076 full time equivalent merit positions. Of this number, 36.15% (389 FTEs) are occupied by minorities and 64.68% (696 FTEs) are occupied by females. The Department continues to have no underrepresented EEO-4 Categories for minorities. While there was a slight percentage decrease of females in the Department, the actual number of females in the Department increased from 684 in Fiscal Year 1999 to 696 in Fiscal Year 2000. With respect to females, there is a significant increase of females in the Officials and Administrators category; 60.87% (126) in Fiscal Year 1999 compared to 64.81% (151) in Fiscal Year 2000. For females, underrepresentation continued in Paraprofessional (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 Craft (i.e., Physical Plant Maintenance Mechanics, Supervisors and Foreman) categories.

Overall, the Department continues to have success in recruiting and retaining minorities and females. Efforts to recruit and retain females in underrepresented categories continue. Quarterly Diversity Profiles are generated and distributed to Divisions by the Human Resources Unit. Opportunities to recruit within underrepresented categories are stressed. Diverse, three person interview panels are mandatory for pay grades 15 and above and, while not mandatory, are a matter of course for all other pay grades.

In Fiscal Year 2001 it is the intent of the Department to continue those activities that lead to the success experienced in Fiscal Year 2000. It is also the intent of the Department to look to new areas of activity to further manage diversity through training opportunities, engaging staff and continuing on our Quality Journey.



Office of the Secretary

Thomas P. Eichler
Cabinet Secretary

Gwen Angalet - Special Assistant
Trish Hearn - Executive Assistant
Karen Murtha - Community Relations
Coordinator
Mary Ball Morton - OCM

**Division of
Family
Services**

Director
Isaac Palmer

Deputy Director
Trine Bech

Deputy Director
Carlyse Giddins

**Division of
Child Mental
Health**

Director
Julian Taplin

Deputy Director
Roberta Ray

**Division of
Youth
Rehabilitative
Services**

Director
Sherese
Brewington-Carr

Deputy Director
Nancy D. Pearsall

**Division of
Management
Support Services**

Director
Alisa L. Swain

Deputy Director
Henry Smith III

DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

NUMBER OF EMPLOYEES

As of June 30, 2000

Division of Management Support Services	153
Division of Family Services	417
Division of Child Mental Health Services	208
Division of Youth Rehabilitative Services	298

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 2001 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 its 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 Affirmative Action/Equal Employment Opportunity 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 Affirmative Action/Equal Employment Opportunity 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.

AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY ADMINISTRATOR

Administrative responsibility for the Plan and Policy is delegated to the Department's Affirmative Action/Equal Employment Opportunity 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 Human Resources web site at <http://intranet.state.de.us/kids/hrhome.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 remains the primary source of statistical data on diversity in the Department. This system continues to enable the Department 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 capability continues to assist in determining opportunities for improving the diversity of each Division's workforce.
2. The Department will maintain the integrity of its internal complaint process and foster open communication at all levels of the organization.
3. Continue expanded recruitment to minority higher education institutions.
4. Training on Affirmative Action and Equal Employment Opportunity law commenced in Fiscal Year 2000 with two sessions offered and will be expanded in Fiscal Year 2001. This training increases the knowledge and competence of managers and supervisors to work more effectively with the Department's workforce. The training includes, but is not be limited to, the Americans with Disabilities Act, discrimination laws, sexual harassment prevention policies and the Family Medical Leave Act.
5. 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, cultural sensitivity in the workplace and other relevant topics.
6. With respect to females in the EEO-4 underrepresented categories, continue to explore ways of increasing their utilization. We will continue to monitor these positions when vacancies occur to determine how the Department can best recruit qualified females.
7. Continue to generate quarterly diversity profiles on the Department's workforce for analysis and guidance purposes.
8. Continue to promote the Department's Diversity/Affirmative Action Policy and philosophy through the mandatory New Employee Orientation Training.
9. Continue to participate in State-wide and Department-wide recruitment activities.
10. Continue to encourage eligible staff to participate in the Minority Resources Group sponsored by SPO.
11. Expand Study Circles groups to all three counties.
12. In collaboration with SPO, enhance career ladders to foster employee retention.
13. Utilize the Community Relations Coordinator to increase the quantity and quality of communication to both staff and customers of the Department.

WORKFORCE ANALYSIS

Analysis of the Department's workforce shows:

- A total of 1076 Full Time Merit Equivalentts.
- Minority men and females comprise 36% (389) of the complement. This replicates the previous year's percentage however, it actually represents a .23% increase.
- Fiscal Year 2000 was the third year in a row that there were no minority underrepresented EEO-4 categories.
- Minority representation in EEO-4 Categories 10 (Officials and Administrators) and 30 (Professionals) continue to exceed the State Labor Market Job Availability by +26.48% and + 11.79% respectively. The combined categories make up 55.6% of all minorities working in Merit or Merit comparable positions in the Department. This is an increase of 1.6% over Fiscal Year 1999 when minorities made up 54%. These categories are traditionally at the highest level of decision making in the Department.

Minorities in EEO-4 Categories 10 & 30

Fiscal Year 2000 55.60%

Fiscal Year 1999 54%

- In Fiscal Year 2000, the minority component of the Department's workforce increased by 4% over Fiscal Year 1999 in EEO-4 Protective Services positions.
- With respect to minority representation, some EEO-4 Categories experienced slight decreases in Fiscal Year 2000 and could be a result of increased FTEs.
- With respect to females, while the actual number of females in the Department's workforce increased, the percentage decreased by an insignificant amount.

DSCYF Female Complement

Fiscal Year 2000 696 64.68%

Fiscal Year 1999 684 64.83%

- In Fiscal Year 2000, the Department experienced a continued increase in females in the Officials and Administrators EEO-4 category in Fiscal Year 2000:

DSCYF Females: Officials and Administrators

Fiscal Year 2000 151 64.81%

Fiscal Year 1999 126 60.87%

- Females exceed the Department of Labor availability percentages in all EEO-4 categories with the exception of Paraprofessional and Skilled Craft.

PLAN OF ACTION

- The Department will continue to expand recruitment at the time of 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 in order to address underrepresentations where they exist. The following are examples of additions to the list of organizations where Department job announcements are sent: West End Community Center in Wilmington; the Wilmington Branch, NAACP; West Center City Neighborhood Planning Advisory Council, Korean Baptist Church of Dover. The Human Resources Unit has expanded its recruitment base by 50 locations, actively uses the Internet, and by promoting employment opportunities through the radio medium.
- 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 participate in forums such as the Governors Council for Persons with Disabilities, the Delaware Workforce Diversity Group, the State-wide Training Advocacy Network and similar organizations.
- As part of the Department's Quality Journey, a major department-wide transformation, the Human Resource Unit has developed an "HR Action Plan" with key goals of client and employee safety, respect and caring. The "HR Action Plan" is built upon the Department's and the Division of Management Support Services Action Plans. Key items related to the Department's Affirmative Action/ Managing Diversity Plan include:
 - reviewing recruitment strategies,
 - soliciting customer input on announcements, distribution lists and procedures,
 - advertising on the web, television, in professional publications and at job fairs,
 - developing affirming relationships with minority institutions, and
 - developing personal contacts with university placement officers.
- Training will continue on an ongoing basis and all other activities associated with achieving and maintaining a diverse workforce will continue including expanding the Department's offerings of Study Circles and similar workforce diversity enhancing initiatives.
- 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.
- The Department recognizes the difficulty in recruiting men and females of Asian, Hispanic and American Indian 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.

NEW HIRES

Of 97 new hires in Fiscal Year 2000, minorities comprised 39 or 40.21%. Females comprise 70 or 72.16% of new hires. In Fiscal Year 1999, 47% of new hires were minorities and 69% were females. The Department will continue its focus on recruitment for males and females of Hispanic, Asian/Pacific and American Indian background. In Fiscal Year 1999, new hires and transfer appointments were reported separately. In the current report and in all future reports, data will be combined.

Fiscal Year 2000 Merit New Hires

Sex	Racial/Ethnic Group	New Hires	%
M	Caucasian	17	17.53%
M	Black	8	8.25%
M	Hispanic	2	2.06%
M	Asian/Pacific	0	0%
M	Am Indian	0	0%
M	Unknown	0	0%
F	Caucasian	40	41.24%
F	Black	27	27.84%
F	Hispanic	1	1.03%
F	Asian/Pacific	1	1.03%
F	Am Indian	0	0%
F	Unknown	1	1.03%
		97	

TRAINING

Below is a list of Department level training and staff development offerings involving issues of diversity and inclusion:

1. EEO/AA Law for Managers & Supervisors was offered to DSCYF's MIS Unit and a group of managers from the Division of Youth Rehabilitative Services in Fiscal Year 2000. This training program will be expanded in Fiscal Year 2001.
2. Diversity & Cultural Awareness curriculum for new and experienced staff was developed for the Division of Family Services in Fiscal Year 2000; to be exported to other divisions in Fiscal Year 2001.
3. New Employee Orientation was revised in Fiscal Year 1999 and will be reviewed and revised as needed in Fiscal Year 2001. Included in New Employee Orientation is training on the Department's annual Affirmative Action/Managing Diversity Report & Plan, Confidentiality Policy, Performance Plan & Review Policy, employee benefits, training opportunities, and other relevant information. The film *A Peacock in the Land of Penguins* is used to discuss diversity, inclusion and respect issues.
4. The Department continues to sponsor the Family Focus Training and Consultation Program. This program continues to be innovative and progressive in teaching not only direct services intervention techniques and strategies, but also focuses on respect for cultural identity, inclusion and the importance of cultural maturity in working with "at risk populations."
5. In Fiscal Year 2000, the Department offered its first Study Circles series. Study Circles are voluntary, leader-lead discussions on race relations. More offerings are planned for Fiscal Year 2001.
6. The Human Resources Unit is currently planning training sessions utilizing a handbook for hiring managers on effective interviewing and selection practices.
7. The Human Resources web site is available to staff for information regarding training and related human resource policy issues.

8. Each of the operating divisions (Child Mental Health Services, Family Services and Youth Rehabilitative Services) has a training unit. Training in each Division is geared to the development of skills and knowledge specific to the work of that division.

PROMOTIONS

With respect to promotions in Fiscal Year 2000 (137 total promotions), 25.55% went to minorities and 70.80% went to females. This is contrasted to Fiscal Year 1999 when 42% of all promotions (156 total promotions) went to minorities and 64% went to females.

	Minorities	Females
Fiscal Year 2000	25.55%	70.80%
Fiscal Year 1999	42%	64%

DISCIPLINE AND SEPARATION

Minority terminations made up 40.18% of the total terminations in the Department in Fiscal Year 2000. Females made up 67.86% of the total. This is compared to Fiscal Year 1999 when minorities made up 33% of the terminations and females made up 72% of the terminations. The chart below provides information on terminations in Fiscal Year 2000.

Note: Separations are referred to in this report as terminations to conform to data received from PHRST.

Terminations by Race and Ethnic Group as of June 30, 2000

Sex	Racial/Ethnic Group	Termination	%
M	Caucasian	14	12.50
M	Black	21	18.75
M	Hispanic	0	0.00
M	Asian/Pacific	0	0.00
M	Am. Indian	1	0.89
F	Caucasian	52	46.43
F	Black	24	21.43
F	Hispanic	0	0.00
F	Asian/Pacific	0	0.00
F	Am. Indian	0	0.00
		112	

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. Particular attention has been paid to retaining critical staff working to insure the "safety of" and "positive outcomes" for children and families in our care. The Division of Family Services continued and expanded their retention and recruitment initiative begun in Fiscal Year 1999 throughout Fiscal Year 2000 including:

- the use of a single agency-wide interviewing team.
- the creation of the video “A Day in the Life of a Caseworker” that exposes “pre-hires” to the reality of the casework job.
- the development of a “new hires” training model that is continuous and progressive for two to three years.
- the use of employee surveys to determine reasons for staff turnover.
- the use of focus groups, facilitated by the Department’s Human Resources’ Center for Professional Development.
- the reclassification of supervisors.
- the reduction of investigative and treatment staff caseloads reducing the burden on the remaining caseworkers and supervisors.
- the hiring of two new Coaching Supervisors for new caseworkers in New Castle County.

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.

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 Availability Comparison Report

DSCYF FY 2000

370000000 Svs fr Children, Youth, Families

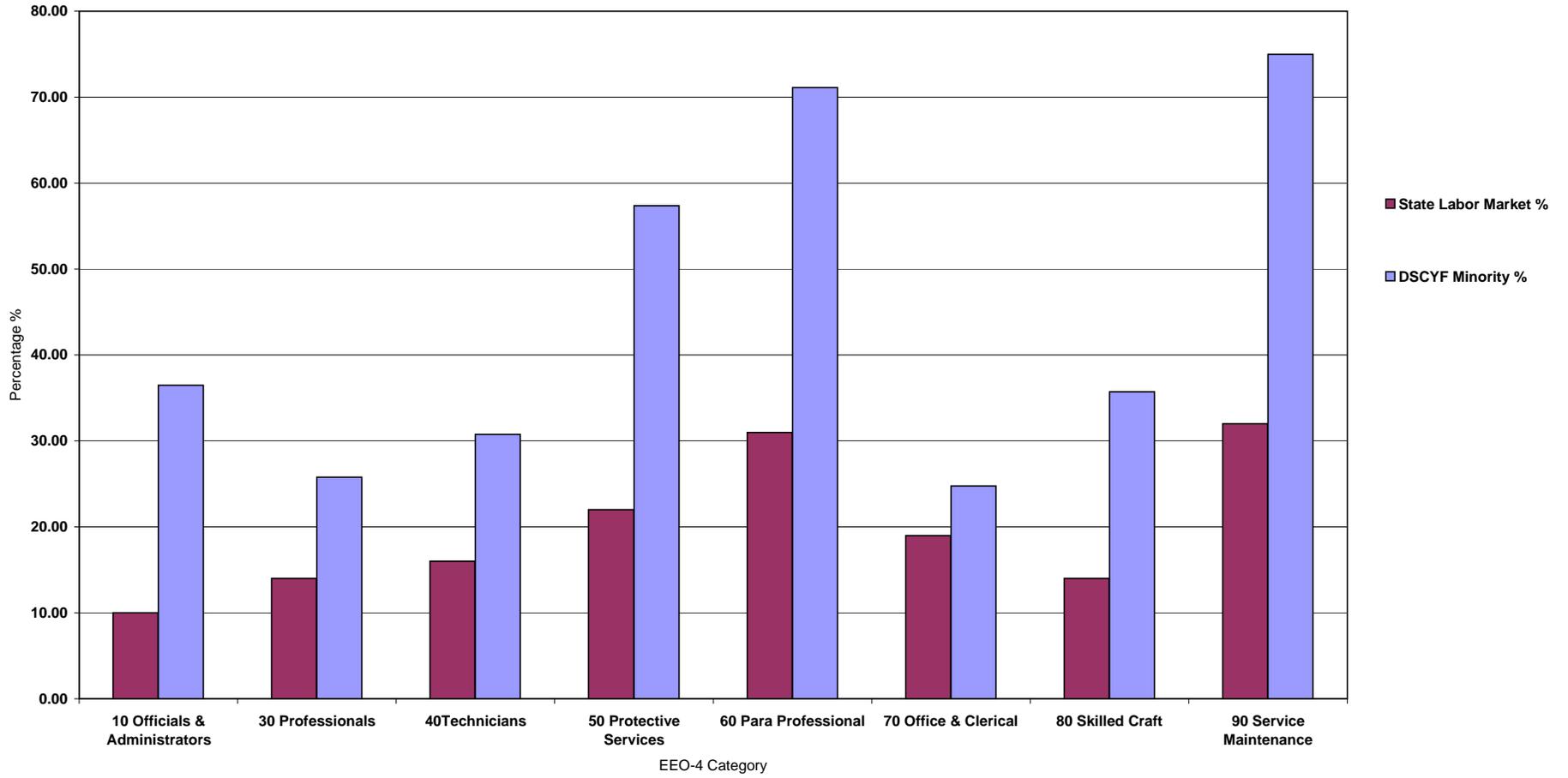
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	1	34	0	0	47	0	82	4	42	3	1	101	0	151	64.81	233	85	36.48
30 Professionals	3	44	2	0	109	0	158	2	75	4	1	268	2	350	68.90	508	131	25.79
40 Technicians	1	0	0	0	3	0	4	1	2	0	0	6	0	9	69.23	13	4	30.77
50 Protective Services	0	20	1	0	15	0	36	0	13	1	0	11	0	25	40.98	61	35	57.38
60 Para Professional	0	63	1	0	19	1	83	0	32	5	0	22	0	59	41.55	142	101	71.13
70 Office & Clerical	0	1	0	0	1	0	2	0	21	3	0	75	0	99	98.02	101	25	24.75
80 Skilled Craft	0	3	1	0	9	0	13	0	1	0	0	0	0	1	7.14	14	5	35.71
90 Service Maintenance	0	1	0	0	1	0	2	0	1	1	0	0	0	2	50.00	4	3	75.00
TOTAL	5	166	5	0	204	1	380	7	187	17	2	483	2	696	64.68	1076	389	36.15

EEO-4 CATEGORY	Minority Representation			Female Representation		
	Labor Market %	DSCYF %	DSCYF % vs. Available Job Market %	Labor Market %	DSCYF %	DSCYF % vs. Available Job Market %
10 Officials & Administrators	10.00	36.48	26.48	39.00	64.81	25.81
30 Professionals	14.00	25.79	11.79	55.00	68.90	13.90
40 Technicians	16.00	30.77	14.77	45.00	69.23	24.23
50 Protective Services	22.00	57.38	35.38	17.00	40.98	23.98
60 Para Professional	31.00	71.13	40.13	84.00	41.55	-42.45
70 Office & Clerical	19.00	24.75	5.75	83.00	98.02	15.02
80 Skilled Craft	14.00	35.71	21.71	12.00	7.14	-4.86
90 Service Maintenance	32.00	75.00	43.00	37.00	50.00	13.00

EEO-4 Availability Comparison Report

DSCYF FY 2000

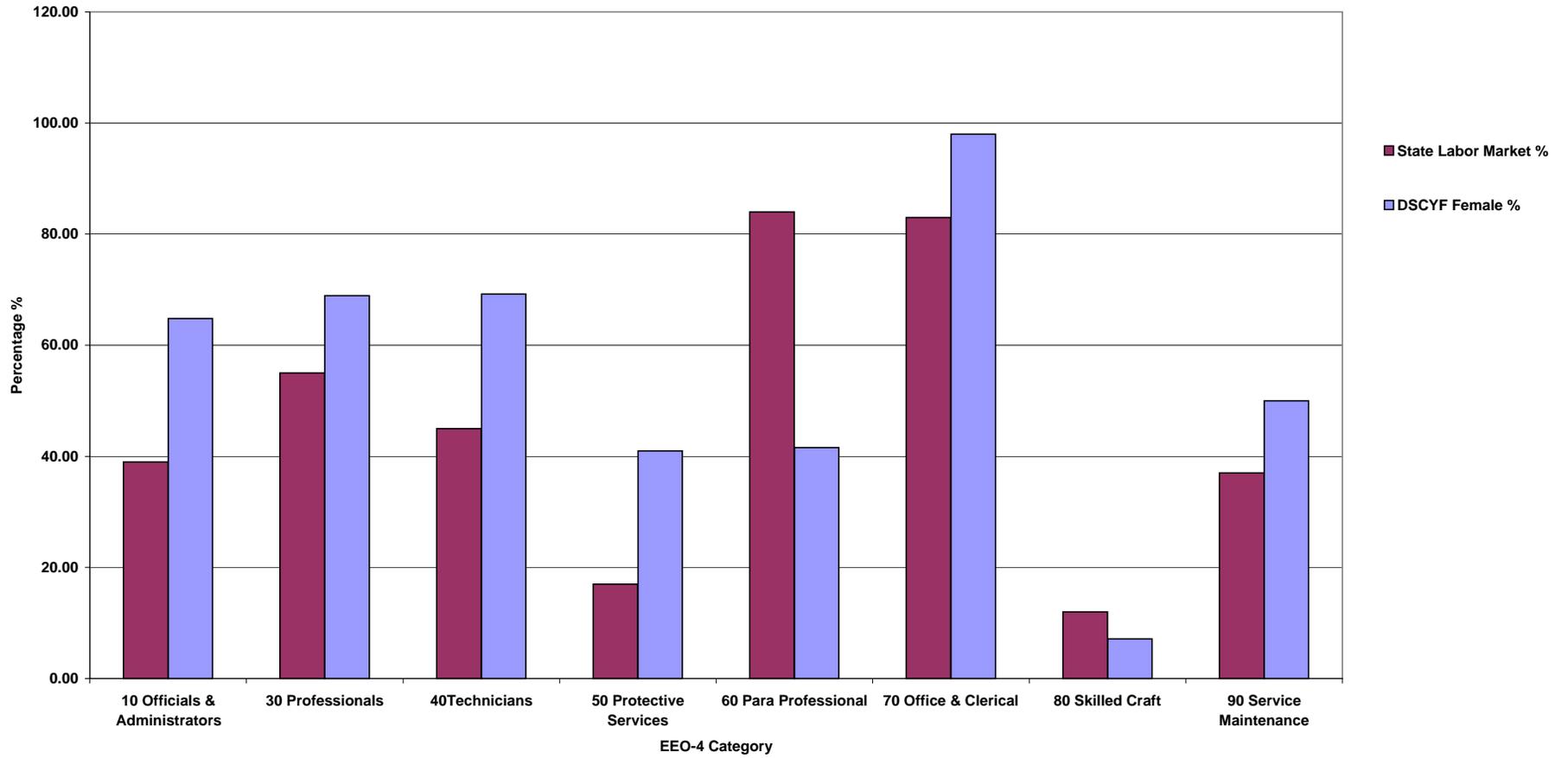
% Minority Representation



EEO-4 Availability Comparison Report

DSCYF FY 2000

% Female Representation



EEO-4 Availability Comparison Report

DMSS FY 2000

370100000 SCYF/Mgt Services/Of of Secty

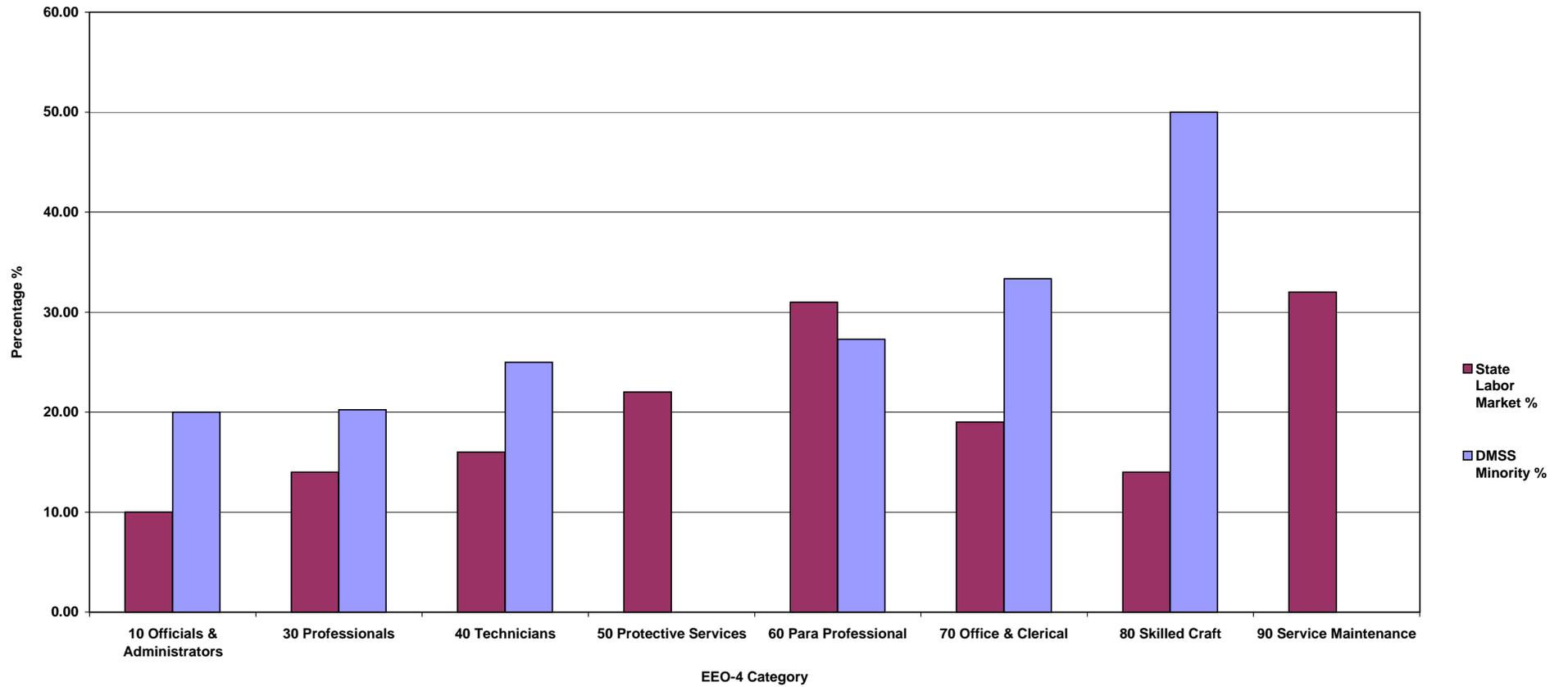
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	0	2	0	0	5	0	7	0	2	0	0	11	0	13	65.00	20	4	20.00
30 Professionals	1	7	1	0	24	0	33	1	8	0	0	47	2	56	62.92	89	18	20.22
40 Technicians	1	0	0	0	3	0	4	1	1	0	0	6	0	8	66.67	12	3	25.00
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	7	0	10	90.91	11	3	27.27
70 Office & Clerical	0	0	0	0	0	0	0	0	5	1	0	12	0	18	100.00	18	6	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	2	10	1	0	35	0	48	2	19	1	0	83	2	105	68.63	153	35	22.88

EEO-4 CATEGORY	Minority Representation			Female Representation		
	Labor Market %	DMSS %	DMSS % vs. Available Job Market %	Labor Market %	DMSS %	DMSS % vs. Available Job Market %
10 Officials & Administrators	10.00	20.00	10.00	39.00	65.00	26.00
30 Professionals	14.00	20.22	6.22	55.00	62.92	7.92
40 Technicians	16.00	25.00	9.00	45.00	66.67	21.67
50 Protective Services	22.00	0.00	-22.00	17.00	0.00	-17.00
60 Para Professional	31.00	27.27	-3.73	84.00	90.91	6.91
70 Office & Clerical	19.00	33.33	14.33	83.00	100.00	17.00
80 Skilled Craft	14.00	50.00	36.00	12.00	0.00	-12.00
90 Service Maintenance	32.00	0.00	-32.00	37.00	0.00	-37.00

EEO-4 Availability Comparison Report

DMSS FY 2000

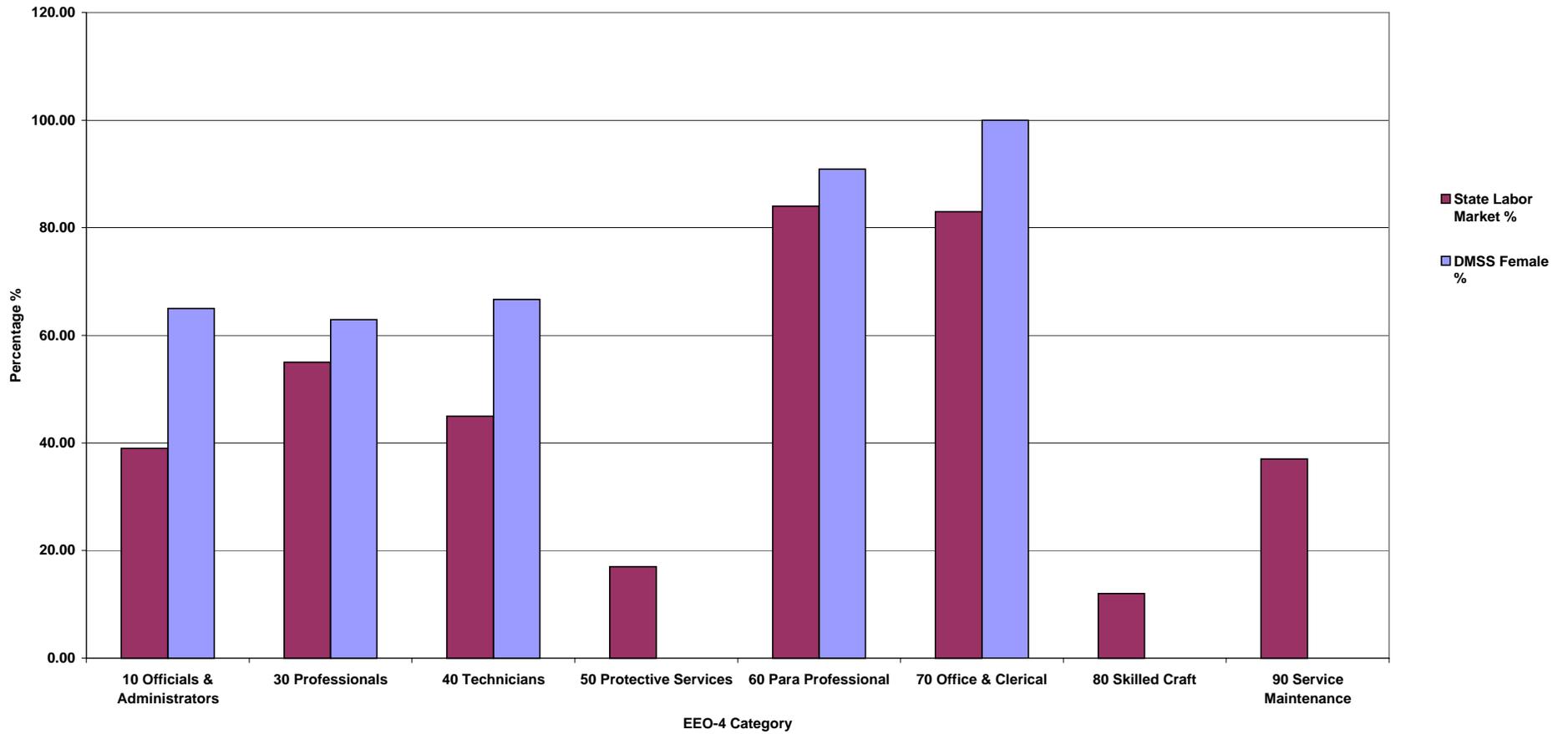
% Minority Representation



EEO-4 Availability Comparison Report

DMSS FY 2000

% Female Representation



EEO-4 Availability Comparison Report

DCMHS FY 2000

370400000 SCYF/Child Mental Health Svs

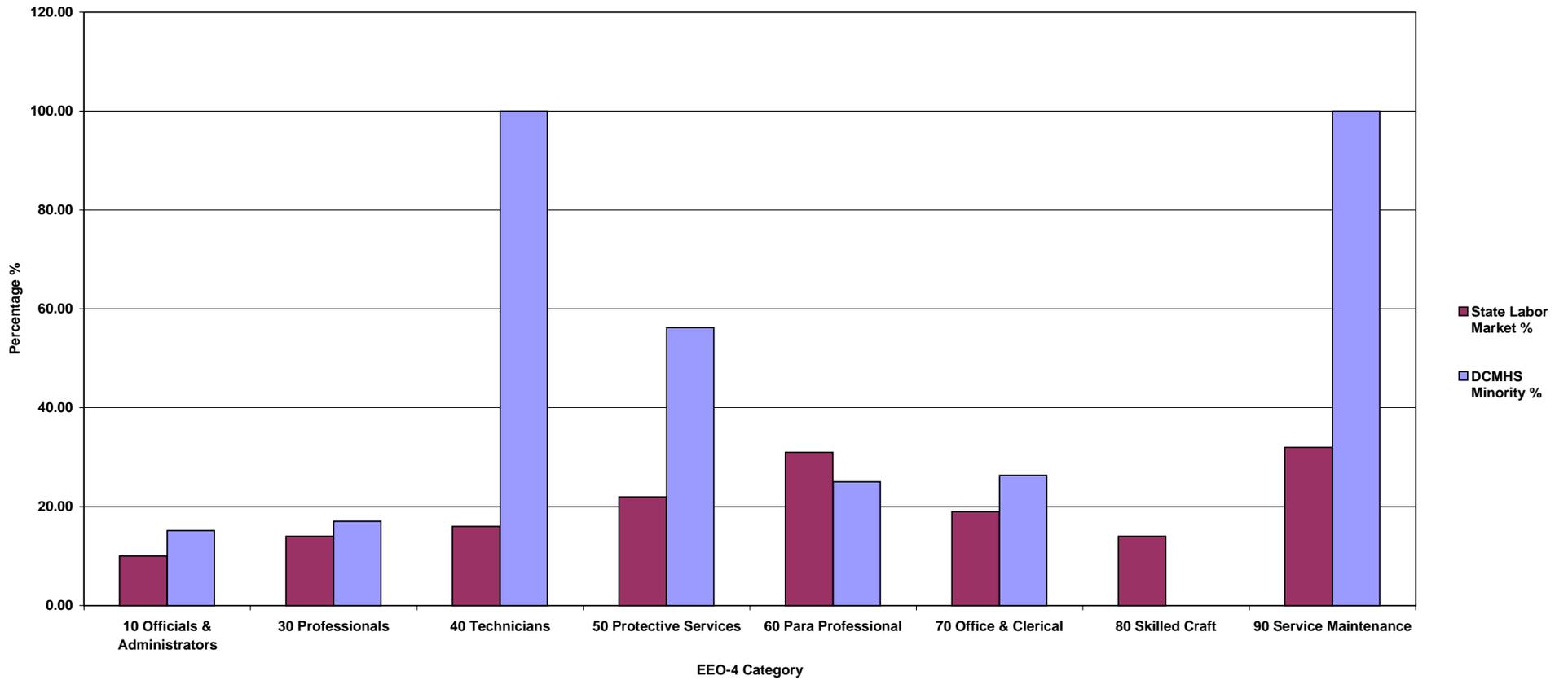
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	1	1	0	0	10	0	12	1	2	0	0	18	0	21	63.64	33	5	15.15
30 Professionals	1	0	0	0	22	0	23	1	11	3	0	56	0	71	75.53	94	16	17.02
40 Technicians	0	0	0	0	0	0	0	0	1	0	0	0	0	1	100.00	1	1	100.00
50 Protective Services	0	14	1	0	12	0	27	0	11	1	0	9	0	21	43.75	48	27	56.25
60 Para Professional	0	0	0	0	3	0	3	0	1	1	0	3	0	5	62.50	8	2	25.00
70 Office & Clerical	0	0	0	0	1	0	1	0	5	0	0	13	0	18	94.74	19	5	26.32
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	16	1	0	50	0	69	2	32	6	0	99	0	139	66.83	208	59	28.37

EEO-4 CATEGORY	Minority Representation			Female Representation		
	Labor Market %	DCMHS %	DCMHS % vs. Available Job Market %	Labor Market %	DCMHS %	DCMHS % vs. Available Job Market %
10 Officials & Administrators	10.00	15.15	5.15	39.00	63.64	24.64
30 Professionals	14.00	17.02	3.02	55.00	75.53	20.53
40 Technicians	16.00	100.00	84.00	45.00	100.00	55.00
50 Protective Services	22.00	56.25	34.25	17.00	43.75	26.75
60 Para Professional	31.00	25.00	-6.00	84.00	62.50	-21.50
70 Office & Clerical	19.00	26.32	7.32	83.00	94.74	11.74
80 Skilled Craft	14.00	0.00	-14.00	12.00	0.00	-12.00
90 Service Maintenance	32.00	100.00	68.00	37.00	66.67	29.67

EEO-4 Availability Comparison Report

DCMHS FY 2000

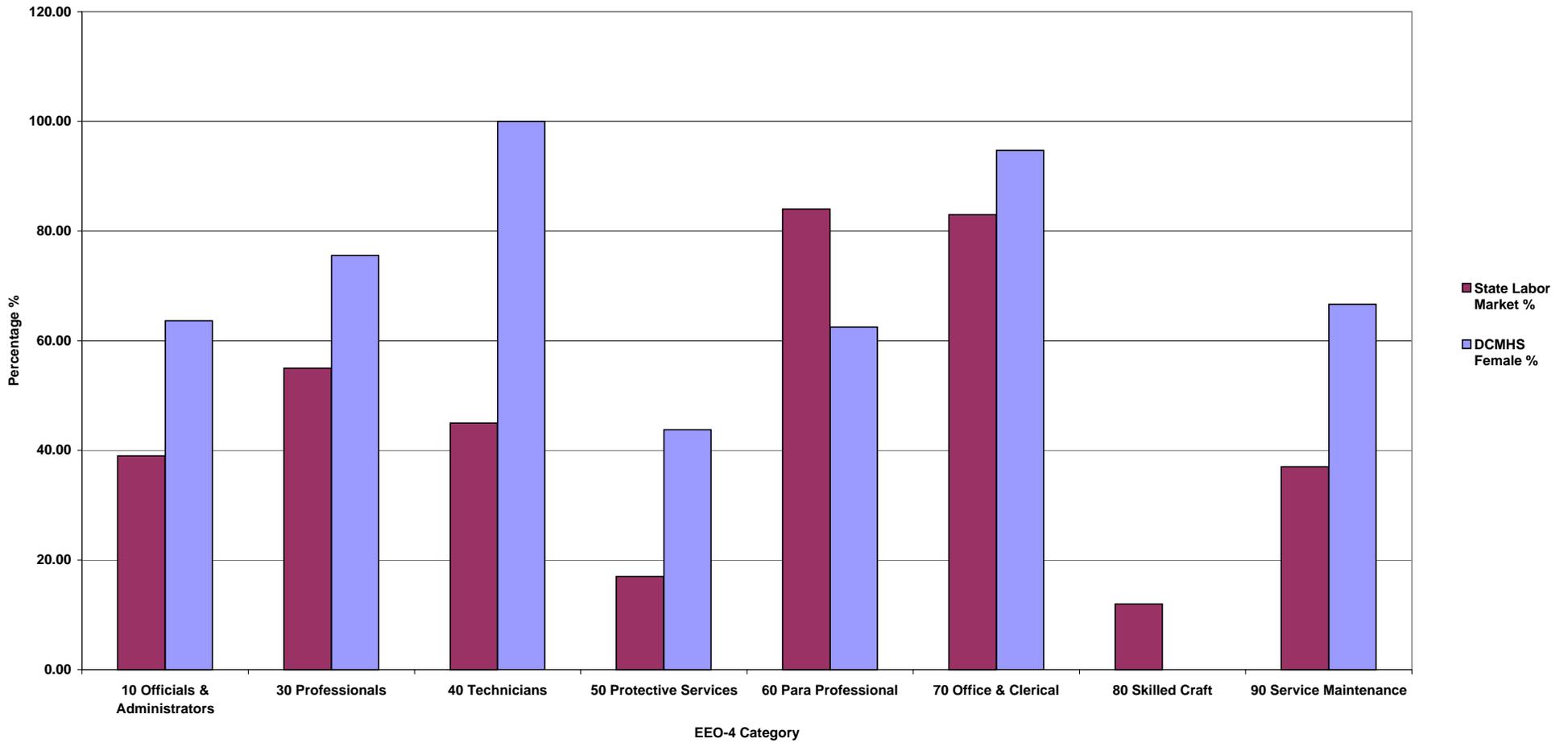
% Minority Representation



EEO-4 Availability Comparison Report

DCMHS FY 2000

% Female Representation



EEO-4 Availability Comparison Report

YRS FY2000

370500000 SCYF/Youth Rehabilitative Svs

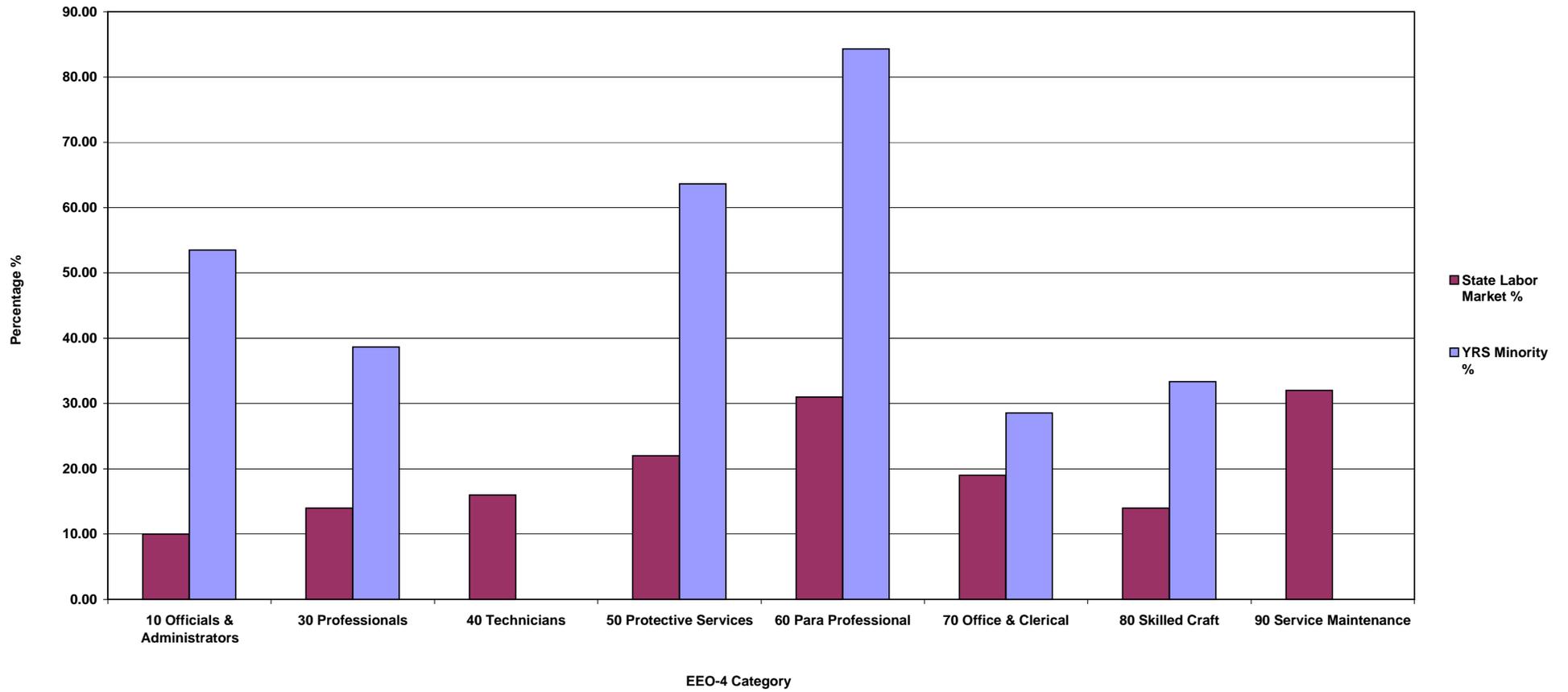
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	0	14	0	0	12	0	26	0	9	0	0	8	0	17	39.53	43	23	53.49
30 Professionals	0	27	0	0	39	0	66	0	19	0	0	34	0	53	44.54	119	46	38.66
40 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
50 Protective Services	0	5	0	0	2	0	7	0	2	0	0	2	0	4	36.36	11	7	63.64
60 Para Professional	0	61	1	0	12	1	74	0	23	1	0	4	0	28	27.45	102	86	84.31
70 Office & Clerical	0	1	0	0	0	0	1	0	3	0	0	10	0	13	92.86	14	4	28.57
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	109	2	0	71	1	182	0	57	1	0	58	0	116	38.93	298	169	56.71

EEO-4 CATEGORY	Minority Representation			Female Representation		
	Labor Market %	YRS %	YRS % vs. Available Job Market %	Labor Market %	YRS %	YRS % vs. Available Job Market %
10 Officials & Administrators	10.00	53.49	43.49	39.00	39.53	0.53
30 Professionals	14.00	38.66	24.66	55.00	44.54	-10.46
40 Technicians	16.00	0.00	-16.00	45.00	0.00	-45.00
50 Protective Services	22.00	63.64	41.64	17.00	36.36	19.36
60 Para Professional	31.00	84.31	53.31	84.00	27.45	-56.55
70 Office & Clerical	19.00	28.57	9.57	83.00	92.86	9.86
80 Skilled Craft	14.00	33.33	19.33	12.00	11.11	-0.89
90 Service Maintenance	32.00	0.00	-32.00	37.00	0.00	-37.00

EEO-4 Availability Comparison Report

YRS FY2000

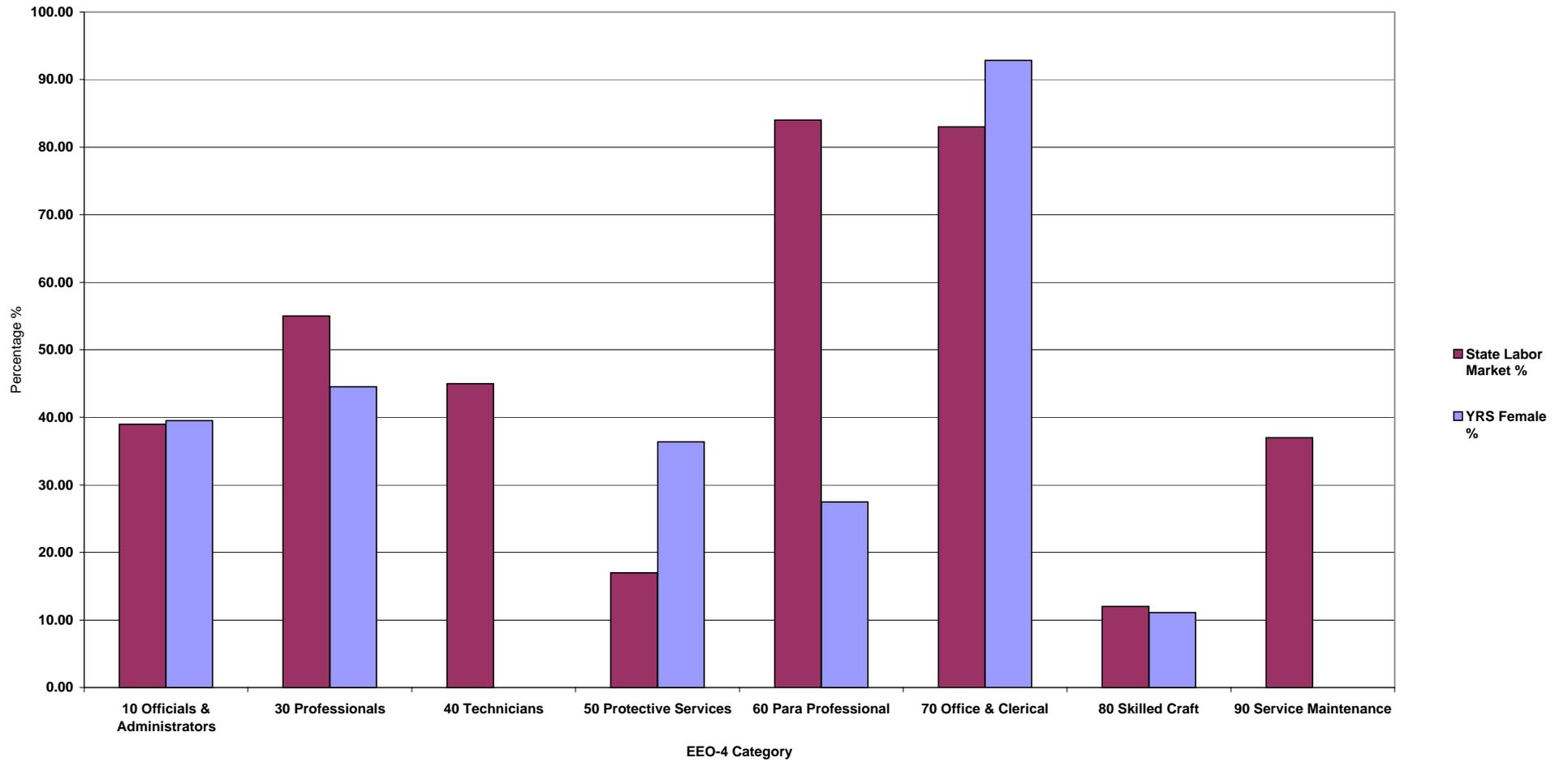
% Minority Representation



EEO-4 Availability Comparison Report

YRS FY2000

% Female Representation



EEO-4 Availability Comparison Report

DFS FY 2000

37060000 SCYF/Family Services

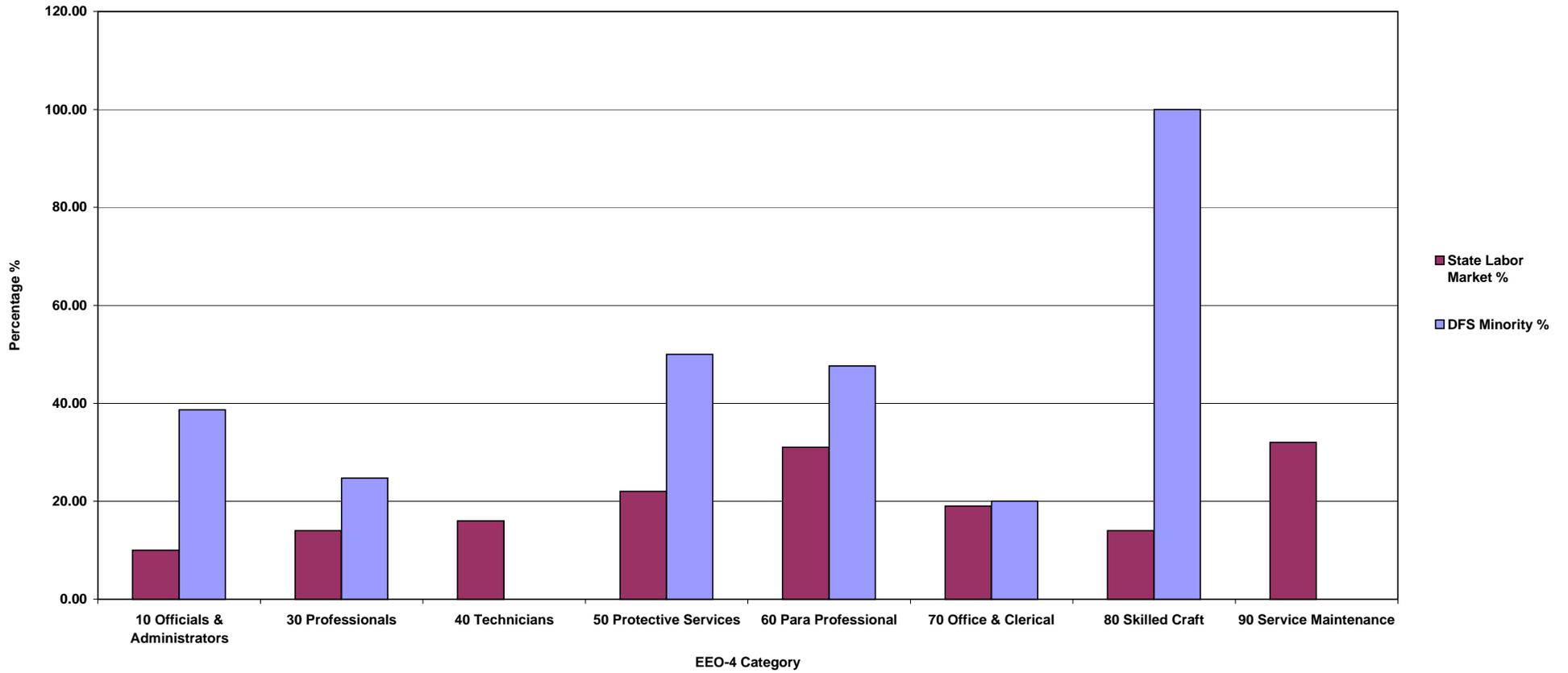
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
10 Officials & Administrators	0	17	0	0	20	0	37	3	29	3	1	64	0	100	72.99	137	53	38.69
30 Professionals	1	10	1	0	24	0	36	0	37	1	1	131	0	170	82.52	206	51	24.76
40 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
50 Protective Services	0	1	0	0	1	0	2	0	0	0	0	0	0	0	0.00	2	1	50.00
60 Para Professional	0	2	0	0	3	0	5	0	5	3	0	8	0	16	76.19	21	10	47.62
70 Office & Clerical	0	0	0	0	0	0	0	0	8	2	0	40	0	50	100.00	50	10	20.00
80 Skilled Craft	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0.00	1	1	100.00
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	48	0	81	3	79	9	2	243	0	336	80.58	417	126	30.22

EEO-4 CATEGORY	Minority Representation			Female Representation		
	Labor Market %	DFS %	DFS % vs. Available Job Market %	Labor Market %	DFS %	DFS % vs. Available Job Market %
10 Officials & Administrators	10.00	38.69	28.69	39.00	72.99	33.99
30 Professionals	14.00	24.76	10.76	55.00	82.52	27.52
40 Technicians	16.00	0.00	-16.00	45.00	0.00	-45.00
50 Protective Services	22.00	50.00	28.00	17.00	0.00	-17.00
60 Para Professional	31.00	47.62	16.62	84.00	76.19	-7.81
70 Office & Clerical	19.00	20.00	1.00	83.00	100.00	17.00
80 Skilled Craft	14.00	100.00	86.00	12.00	0.00	-12.00
90 Service Maintenance	32.00	0.00	-32.00	37.00	0.00	-37.00

EEO-4 Availability Comparison Report

DFS FY 2000

% Minority Representation



EEO-4 Availability Comparison Report

DFS FY 2000

% Female Representation

