

STATE OF DELAWARE

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

**AFFIRMATIVE ACTION / MANAGING
DIVERSITY PLAN
July 2001 - June 2002**

**Cari DeSantis, CABINET SECRETARY
October 15, 2001**

“Think of the Child First”

INTRODUCTION AND OVERVIEW

In Fiscal Year 2001, the Department continued to honor its commitment to affirmative action, non-discrimination, diversity and managing diversity. Fiscal Year 2001 was also a year of change. Carol Ann (Cari) DeSantis became the fourth Cabinet Secretary to lead the Department. The Management Leadership Team (MLT) which consists of Directors and Deputy Directors was reconstituted and remains highly diverse. Of the ten members of the MLT, three are African American, and nine are female. Overall, the Department continues to have a highly diverse workforce complement, reflective of its leadership.

The current plan continues to adopt the principles of Executive Orders #28 and # 83 and provides for an internal complaint process without fear of reprisals. A major project was initiated during Fiscal Year 2001 by the Department to assess and focus attention on the Department's workforce. The Human Resources Working Group, chartered in FY 2000, conducted an employee satisfaction survey of the Department's workforce complement in FY 2001 that provided important information to administrators and managers. The Department learned that females are more satisfied than males (75% to 67%). That African American respondents and Caucasian respondents expressed equal job satisfaction (African Americans = 73%, Caucasians = 73%) and Hispanic respondents expressed a higher level of job satisfaction than all other categories of respondents (77%). Also, the survey revealed that 70% of all DSCYF employees thought they were treated with respect within the organization. The information from the survey was used in the strategic planning initiative launched in FY 2001.

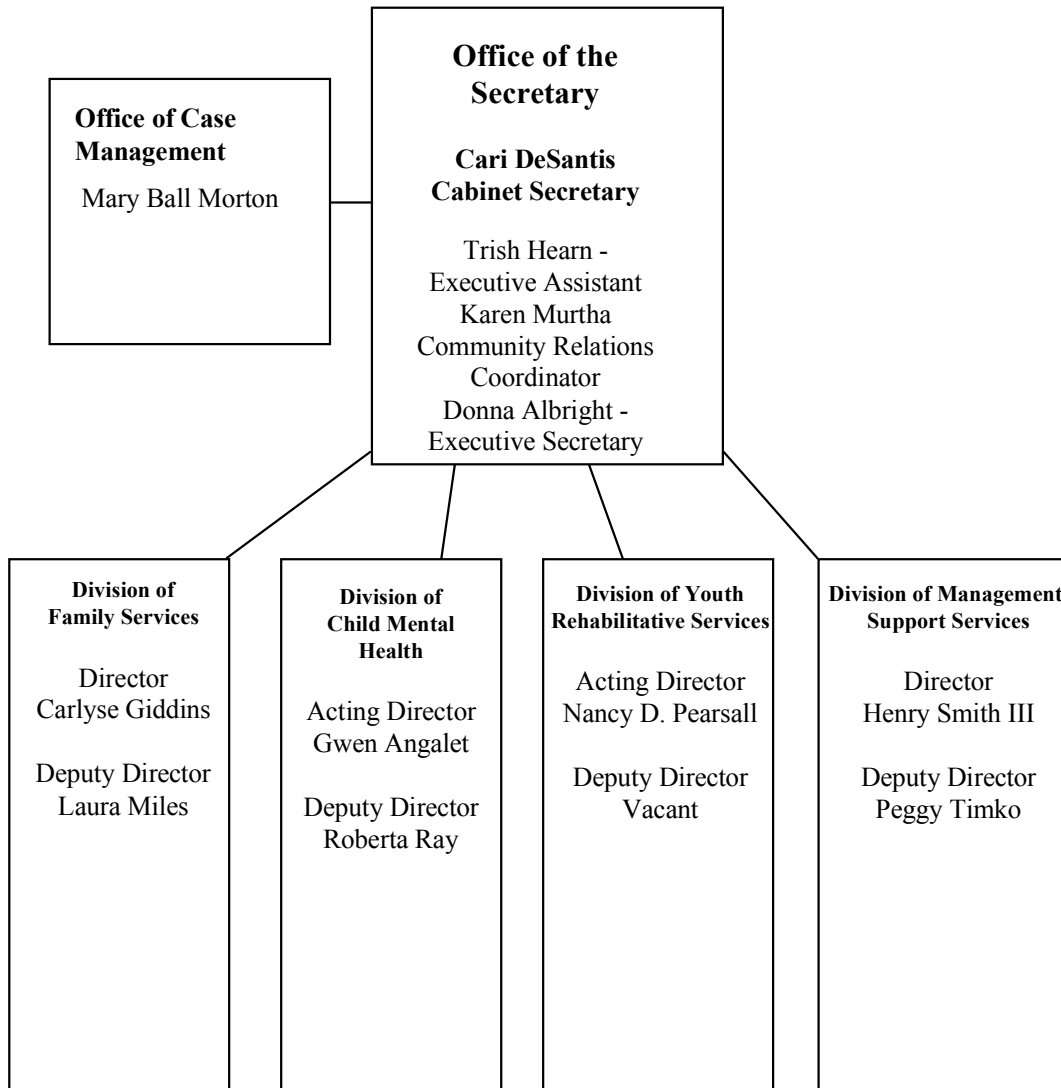
The Department's merit and merit comparable workforce complement was comprised of 1110 FTEs as of June 30, 2001 compared to 1076 FTEs as of June 30, 2000. Of this number, 37% (408) were minorities and 66% (731) were female. There was a small percentage increase for minorities in the Department's workforce from 36.15% at the end of FY 2000 to 36.76% at the end of FY 2001. The percentage of females in the workforce continued to increase from 64.68% in FY 2000 to 65.86% in FY 2001. Quarterly profiles are generated for each Division that allow for close monitoring of minority and female representation.

Recruitment and retention activities continued in FY 2001 with measured success. In addition to participating in college and community job fairs, the Department held its own, on site, Job Fair in September, 2000. Focus was on direct service classifications including Family Service Specialists and Youth Rehabilitation Counselors which are tested positions. The Division of Family Services acquired 6.0 new FTE's in FY 2001 in the Paraprofessional EEO-4 category (Family Service Assistants). This was an area of female underrepresentation in past years. Five (5) of the six (6) positions were filled by females and four (4) of the six (6) were filled by minorities, resulting in an improvement in the female underrepresentation.

The Department's Affirmative Action complaint procedures were revised. This has helped us to improve our time frames for completion of Affirmative Action/Equal Employment/Americans with Disabilities Act investigations. An African American was a co-winner of Department Employee of the Year Award and for the second year in a row the African American Departmental winner went on to become one of four State of Delaware Excellence in State Service Award winners.

The creation and maintenance of a diverse and respectful workplace continues to serve as the cornerstone of the Department's Affirmative Action/Managing Diversity Plan. The Department believes these principles of diversity and respect, are critical as we go about our work serving children and families in 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, 2001

Division of Management Services	160
Division of Family Services	425
Division of Child Mental Health Services	208
Division of Youth Rehabilitative Services	317

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-eight and Eighty-three.

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 2002 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 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 upon request from the Diversity/Affirmative Action Office. Nondiscriminatory citations are reflected on all recruitment instruments; i.e., job announcements, advertisements, brochures.

AFFIRMATIVE ACTION STRATEGIES

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

1. The Department will continue to use the Payroll/Human Resource Statewide Technology (PHRST) system as its primary source of statistical data on diversity in the Department's workforce.
2. The Department will continue to maintain the integrity of its internal complaint process and foster open communication at all organizational levels.
3. Continue high levels of recruitment activities including participation in State of Delaware sponsored, college/university and community job fairs with heightened focus on minority institutions. The Department will continue to maintain an application center accessible to employees and to the public in the Delaware Youth and Family Center Administration Building.
4. Training will remain as a vital part of the Department's Affirmative Action and discrimination prevention strategy. Sexual harassment prevention training will be offered in FY 2002. The Department's New Employee Orientation Training contains a segment on diversity, the Department's Affirmative Action Plan, the complaint Process and the Americans with Disabilities Act along with a video on respect in the workplace.
5. With respect to females in EEO-4 underrepresented categories (females – para-professionals, skilled crafts), we will continue to monitor these positions to determine when vacancies occur and how the Department can best recruit qualified applicants to fill those vacancies.
6. Continue to work closely with such groups as the Office of State Personnel's Minority Resources Group, the Delaware Workforce Diversity Group, the regional and national American Association for Affirmative Action, the State Council for Persons with Disabilities and similar organizations
7. Continue to generate quarterly diversity profiles on the Department's workforce for analysis and guidance purposes.
8. The Department will continue to encourage eligible staff to participate in the Minority Resources Group sponsored by SPO.
9. Advance and enhance career ladder expansion in concert with SPO to foster employee retention.
10. Diverse three person interview panels are utilized in interviews for all positions paygrade 15 and above and the Department encourages the use of diverse three person interview panels for other positions.

WORKFORCE ANALYSIS

An analysis of the Department's workforce shows:

- A total of 1110 Full Time Merit Equivalents.
- Minority males and females comprise 37% (408) of the complement. This represents an increase in real numbers of 19 additional minority employees over FY 2000.
- Fiscal Year 2001 was the fourth year in a row that minority percentages exceeded all EEO-4 Labor Market percentages by category.
- Minority representation in Official and Administrator categories was 36.76%, a .61% increase over FY 2000. This represents an increase of 5 minority employees in real numbers. Minorities in the Professional category decreased from 25.76% in FY 2000 to 23.72 % in FY 2001. Nevertheless, we remain well above the Delaware Labor Market Availability index (10%) in this category. These categories are traditionally at the highest level of decision making in the Department.
- Females comprised 65.86% of the Department's workforce in FY 2001 compared to 64.68% of staff in FY 2000. This is an increase of 35 female employees in real numbers.
- For females, underrepresentations continue to exist in the Para Professional and Skilled Craft categories. While there has been no change in the Skilled Craft category, improvement has been experienced in the Para Professional category with the acquisition of 14 additional female employees in FY 2001.

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 the additions to the list of places where Department job announcements are sent include: West End Community Center in Wilmington; the Wilmington Branch, NAACP; West Center City Neighborhood Planning Advisory Council, Korean Baptist Church of Dover.
- 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 continuous improvement effort, the Human Resource Unit has developed an Human Resources 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 Diversity\Affirmative Action efforts include:
 - reviewing of recruitment strategies,
 - soliciting customer input on announcement distribution lists and procedures,
 - advertising on the Internet, TV, radio, 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 by utilizing Department facilitators trained during the past Fiscal Year 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 and Executive Order 83.
- Through the Department's Management Information System and the Internet, job announcements, hiring information and other human resources information will continue to 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, we will continue to avail ourselves of as many opportunities as possible to attract these individuals to our applicant pool.

HIRES

In FY 2001, minority group members filled 38% of the merit hires within the Department and 78% were filled by females. Of vacancies filled by transfers, minority group members filled 48% and females filled 73%. Of vacancies filled through promotions, minority group members filled 33% and females filled 59%.

The Department's Management Leadership Team (MLT) continues to model the diversity in hiring and promotions shown above. Nine females have been hired, promoted or retained on the MLT. Three members of the MLT are minorities.

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Analysis of the applicant flow for merit system positions in Fiscal Year 2001 where the Affirmative Action/Diversity declaration was completed shows:

- 51% of applications processed were received from minorities in Fiscal Year 2001.
- Minorities submitted 47% of the applications received for Official/Administrator positions.
- 47% of the applications for positions within the Professional category were received from minorities in Fiscal Year 2001.
- 75% of all applications were received from females in FY 2001.

TRAINING

- *The Departmental Training Professionals Team* produced a document outlining training and development needs for the Department including:
 - 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 in training.
- Family Focus Training and Consultation continued to be available to Departmental staff in FY 2001. It is a collaborative systems-based model for teaching staff how to help families, agencies, and communities work together for positive change. Family Focus training address issues promoting respect for differences in ideas, culture, gender and work styles. This training promotes the development of coping mechanisms in serving our clients and promotes positive interactions among our coworkers.
 - New Employee Orientation continued in FY 2001. In addition to introducing new employees to the Department's services and organizational structure, this training continued to emphasize the Department's values including respect for diversity, individual differences and teamwork. This training will continue and expand from a half-day of training to a full day of training in FY 2002.
 - Divisional training staff continued to offer an array of training for members of their divisions. These training sessions are designed to increase productivity and promote retention. For the Divisions of Youth Rehabilitative Services and Child Mental Health Services, a large amount of training is geared toward meeting training requirements set by accreditation organizations. The accreditation organization for the Division of Child Mental Health Services is the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The accreditation organization for the Division of Youth Rehabilitative Services is the American Correctional Association (ACA).
 - Cultural diversity and affirmative action courses were required for these accreditation processes.
 - In FY 2001, the Department's Center for Professional Development (CPD), part of the Department's Human Resources Unit, assisted the Division of Family Services to develop and pilot a cultural diversity awareness curriculum. The CPD also offered training to various divisional managers and supervisors on Equal Employment Opportunity laws including the Americans with Disabilities Act.
 - The Department conducted Performance Plan, Review and Professional Development Plan training for all Supervisors and Managers in Fiscal Year 2001.
 - 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 FY 2001, 27 individuals received reimbursements, 13 (48%) were minorities, 19 (70%) were females of all races. This program will continue to play a significant role in the Department's retention strategy.

Department of Services for Children, Youth and Their Families

Applicant Flow - Real Numbers

From 06/28/00 to 06/28/01

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	71	199	67	140	5	14	4	4	1	0	505
30 Prof	179	535	123	376	2	25	17	20	5	7	1289
40 Techn	11	9	2	2	1	0	0	0	0	0	25
50 Protec Serv	24	102	61	174	3	11	0	5	4	2	386
60 ParaProf	35	209	80	224	3	27	2	1	1	8	590
70 Office/Cleri	0	15	0	2	0	3	0	0	0	0	20
80 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0
90 Serv Maint	1	1	25	3	0	0	0	0	0	0	30
TOTAL	321	1070	358	921	14	80	23	30	11	17	2845

PROMOTIONS

- 57 individuals received promotions in FY 2001 compared to 137 in FY 2000. 33% were minority group members in FY 2001 compared to 26% in FY 2000. 59% were females in FY 2001 compared to 71% in FY 2000.

	Minorities	Females
Fiscal Year 2000:	26 %	71 %
Fiscal Year 2001:	33 %	59 %

DISCIPLINE AND SEPARATION

There were 98 merit separations in the Department in FY 2001. Minority group members accounted for 47% percent of these separations in FY 2001 compared to 40% in FY 2000. The female merit separation percentage for FY 2001 was 61% compared to 67% in FY 2000.

Sex	Ethnic Group	Separations	% of Total
M	Caucasian	18	18.37%
M	Black	18	18.37%
M	Hispanic	1	1.02%
M	Asian	1	1.02%
M	Indian	0	0.00%
F	Caucasian	34	34.69%
F	Black	23	23.47%
F	Hispanic	3	3.06%
F	Asian	0	0.00%
F	Indian	0	0.00%
	Total:	98	

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

Factors influencing the Department's retention strategies, some of which are being carried over from FY 2000 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 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.

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

STATE OF DELAWARE



EXECUTIVE DEPARTMENT
DOVER

**EXECUTIVE ORDER
NUMBER EIGHT-THREE**

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

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;

WHEREAS, the State of Delaware aspires to be an exemplary employer that embraces the diversity and value of all its citizens;

WHEREAS, the State of Delaware has consistently recognized the importance of equality of treatment for all of its citizens;

WHEREAS, as many private employers have recognized, a work environment valuing honesty, openness and respect for diversity promotes personal, social and economic growth and well-being;

WHEREAS, this Administration believes that the employment practices of the State of Delaware should be nondiscriminatory in intent and effect in order to promote public confidence in the fairness and integrity of government;

WHEREAS, it is within the Governors power to provide by Executive Order for the equality of treatment with respect to employment opportunities of State employees and applicants for State employment;

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:

SECTION I. NONDISCRIMINATION IN EMPLOYMENT OPPORTUNITIES.

- A. No state agency or department under the authority of the Governor shall discriminate against any employee or applicant for employment on the -basis of race, color, religious creed, ancestry, union membership, age, gender, marital status, sexual orientation, national origin, handicap or disability in the provision of any services or benefits by such state agency or department.
- B. All state agencies and departments shall prohibit discrimination based on race, color, religious creed, ancestry, union membership, age, gender, marital status, sexual orientation, national origin, handicap or disability in any matter pertaining to employment by the state including, but not limited to, hiring, job appointment, promotion, tenure, recruitment, and compensation..
- C. To the extent not otherwise provided by statute, regulation or existing Executive Order, the Office of State Personnel ("SPO") is hereby directed to promulgate clear and. consistent guidelines prohibiting discrimination based on race, color, religious creed, ancestry, union membership, age, gender, marital. status, sexual orientation, national origin, handicap or disability to maintain an environment where only job related criteria are used to assess employees or prospective employees of the State.
- D. Complaints based on non-compliance with this Executive Order shall proceed as outlined in paragraph (F)(3) of Executive Order Twenty Eight., Particular effort should be made to conduct investigations with due regard to confidentiality. SPO shall provide access to counseling for employees who feel aggrieved and shall encourage the resolution of employee problems on an informal basis.

SECTION II. APPLICABILITY OF EXECUTIVE ORDER.

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

SECTION III. . EFFECTIVE DATE.

- A. This Order shall become effective immediately.

EEO-4 Availability Comparison Report DSCYF FY 2001

Department - 370000000
Svs fr Children, Youth, Families
30-Jun-01

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	36	0	0	45	0	82	2	46	3	2	110	0	163	66.53	245	90	36.73
30 Professionals	4	39	0	0	108	0	151	3	70	3	1	278	2	355	70.16	506	120	23.72
40 Technicians	0	1	0	0	5	0	6	1	2	0	0	5	0	8	57.14	14	4	28.57
50 Protective Services	0	22	2	0	11	0	35	0	19	1	0	10	0	30	46.15	65	44	67.69
60 Para Professional	1	68	1	0	18	1	88	0	41	6	0	26	0	73	45.34	161	117	72.67
70 Office & Clerical	0	2	0	0	1	0	3	1	19	4	0	75	0	99	97.06	102	26	25.49
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	0	0	0	1	0	1	0	1	1	0	0	0	2	66.67	3	2	66.67
TOTAL	6	171	4	0	198	1	379	7	199	18	3	504	2	731	65.86	1110	408	36.76

Minority Representation

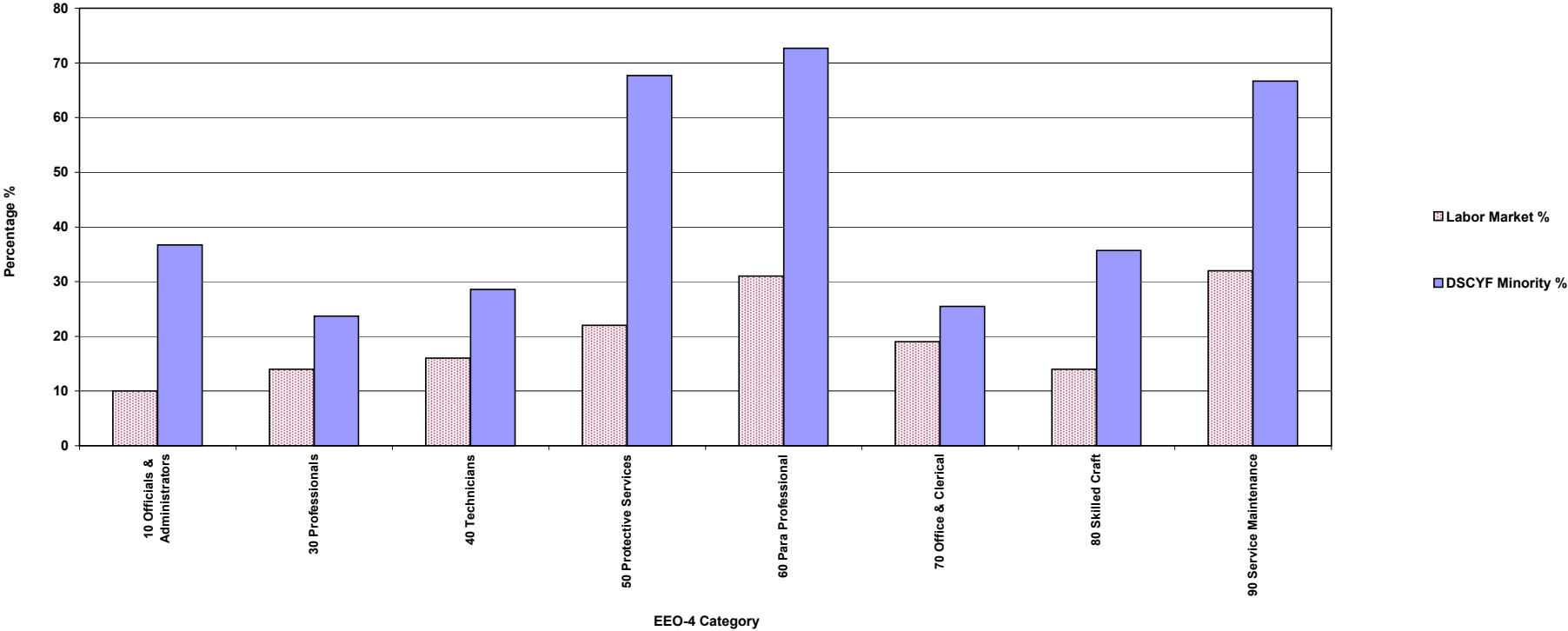
EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
10 Officials & Administrators	10.00	36.73	26.73
30 Professionals	14.00	23.72	9.72
40 Technicians	16.00	28.57	12.57
50 Protective Services	22.00	67.69	45.69
60 Para Professional	31.00	72.67	41.67
70 Office & Clerical	19.00	25.49	6.49
80 Skilled Craft	14.00	35.71	21.71
90 Service Maintenance	32.00	66.67	34.67

Female Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
10 Officials & Administrators	39.00	66.53	27.53
30 Professionals	55.00	70.16	15.16
40 Technicians	45.00	57.14	12.14
50 Protective Services	17.00	46.15	29.15
60 Para Professional	84.00	45.34	-38.66
70 Office & Clerical	83.00	97.06	14.06
80 Skilled Craft	12.00	7.14	-4.86
90 Service Maintenance	37.00	66.67	29.67

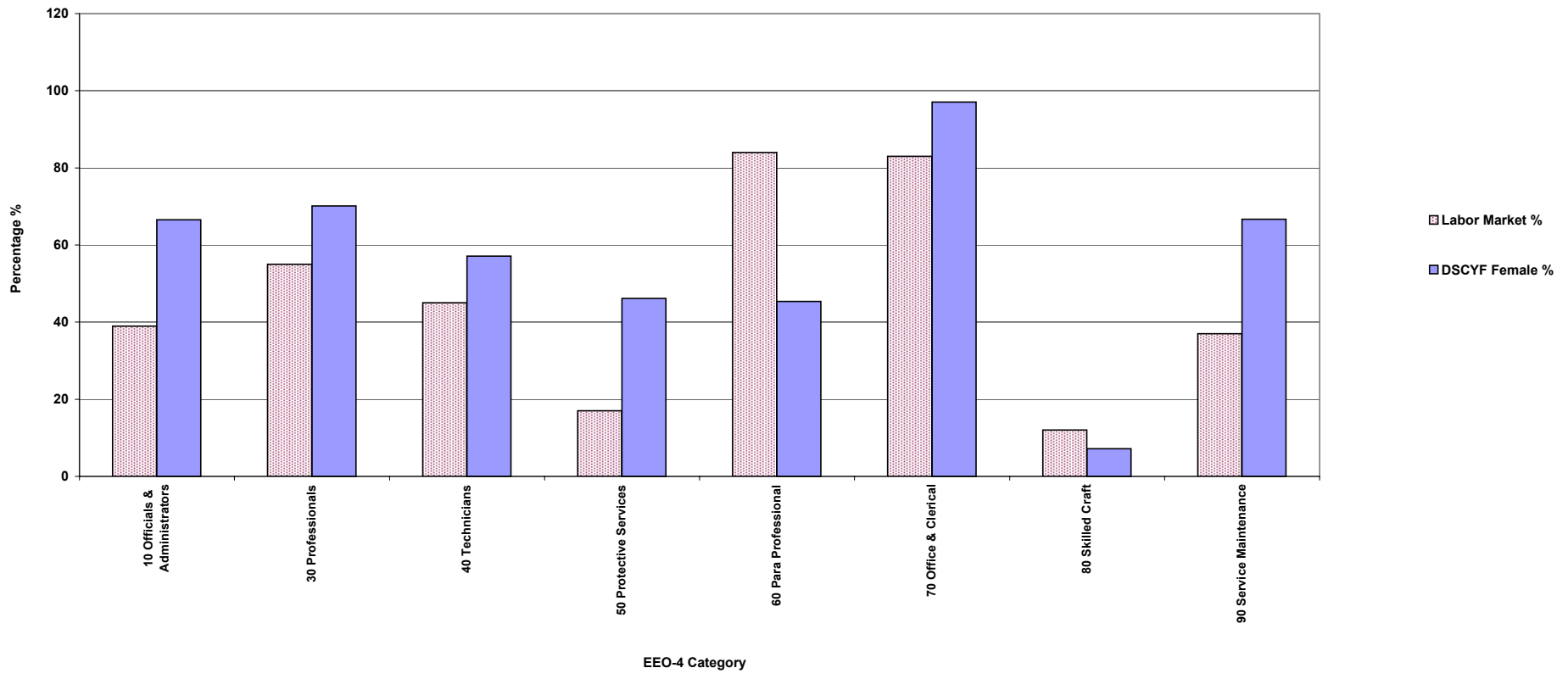
EEO-4 Availability Comparison Report DSCYF FY 2001

EEO-4 Availability Comparison Report DSCYF % Minority Representation FY 2001



EEO-4 Availability Comparison Report DSCYF FY 2001

EEO-4 Availability Comparison Report DSCYF % Female Representation FY 2001



EEO-4 Availability Comparison Report DMSS FY 2001

Department - 370100000

SCYF/Mgt Support Services

June 30, 2001

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	4	0	6	0	1	0	0	13	0	14	70.00	20	3	15.00
30 Professionals	2	7	0	0	22	0	31	1	11	0	1	48	2	61	66.30	92	22	23.91
40 Technicians	0	1	0	0	5	0	6	1	1	0	0	5	0	7	53.85	13	3	23.08
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	1	0	0	1	0	2	0	3	0	0	8	0	11	84.62	13	4	30.77
70 Office & Clerical	0	0	0	0	0	0	0	1	4	0	0	14	0	19	100.00	19	5	26.32
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	12	0	0	34	0	48	3	20	0	1	88	2	112	70.00	160	38	23.75

Minority Representation

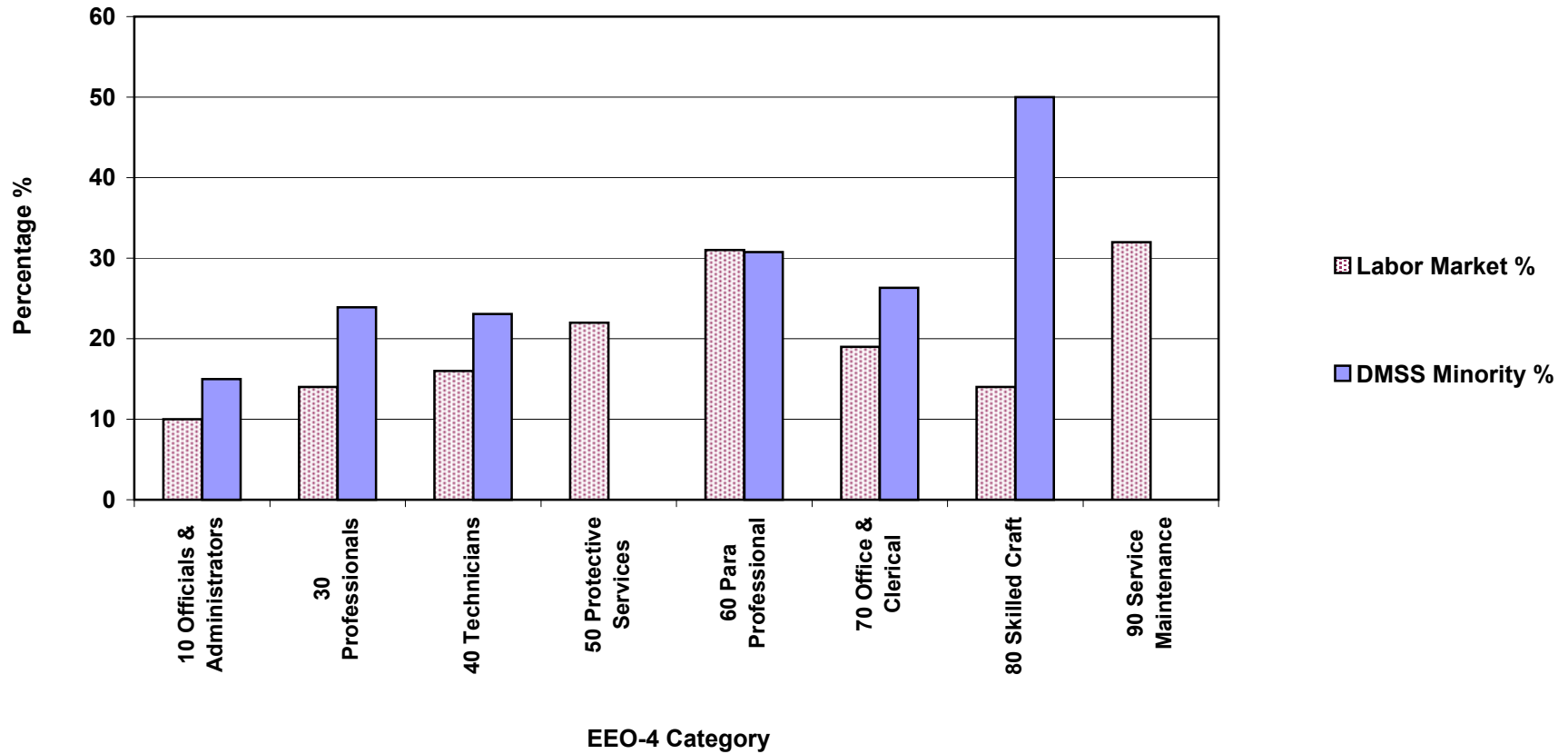
EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
10 Officials & Administrators	10.00	15.00	5.00
30 Professionals	14.00	23.91	9.91
40 Technicians	16.00	23.08	7.08
50 Protective Services	22.00	0.00	NA
60 Para Professional	31.00	30.77	-0.23
70 Office & Clerical	19.00	26.32	7.32
80 Skilled Craft	14.00	50.00	36.00
90 Service Maintenance	32.00	0.00	-32.00

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services% vs. Available Job Market %
10 Officials & Administrators	39.00	70.00	31.00
30 Professionals	55.00	66.30	11.30
40 Technicians	45.00	53.85	8.85
50 Protective Services	17.00	0.00	NA
60 Para Professional	84.00	84.62	0.62
70 Office & Clerical	83.00	100.00	17.00
80 Skilled Craft	12.00	0.00	-12.00
90 Service Maintenance	37.00	0.00	-37.00

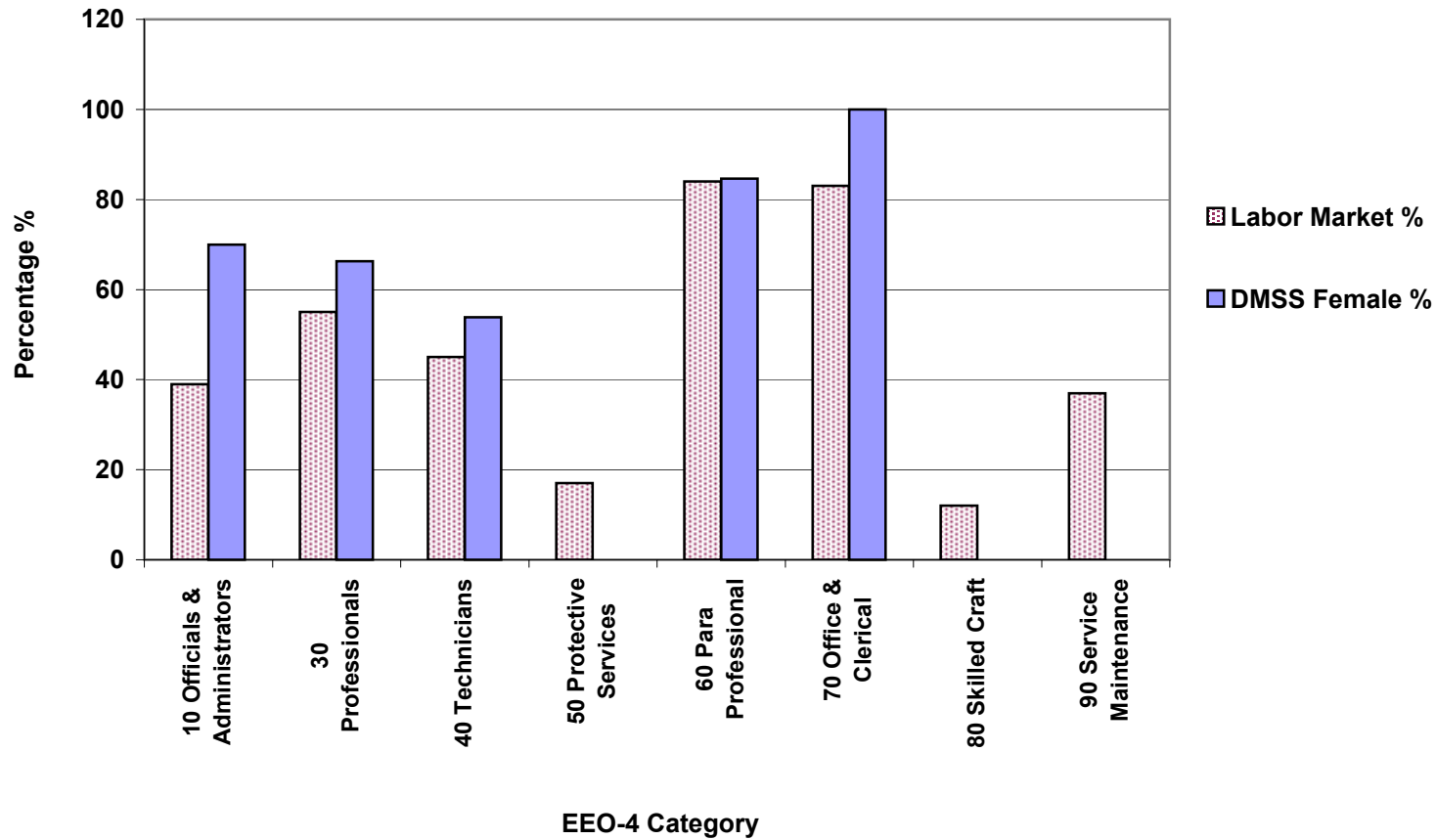
EEO-4 Availability Comparison Report

DMSS % Minority Representation FY 2001



EEO-4 Availability Comparison Report

DMSS % Female Representation FY 2001



EEO-4 Availability Comparison Report DCMHS FY 2001

Department - 370400000
SCYF/Child Mental Health Svcs
June 30, 2001

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	0	4	0	0	16	0	20	62.50	32	6	18.75
30 Professionals	1	0	0	0	24	0	25	1	10	2	0	56	0	69	73.40	94	14	14.89
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	15	2	0	8	0	25	0	13	1	0	9	0	23	47.92	48	31	64.58
60 Para Professional	0	0	0	0	3	0	3	0	2	1	0	3	0	6	66.67	9	3	33.33
70 Office & Clerical	0	0	0	0	1	0	1	0	5	1	0	13	0	19	95.00	20	6	30.00
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	0	0	0	0	0	0	0	1	1	0	0	0	2	100.00	2	2	100.00
TOTAL	2	16	2	0	48	0	68	1	36	6	0	97	0	140	67.31	208	63	30.29

Minority Representation

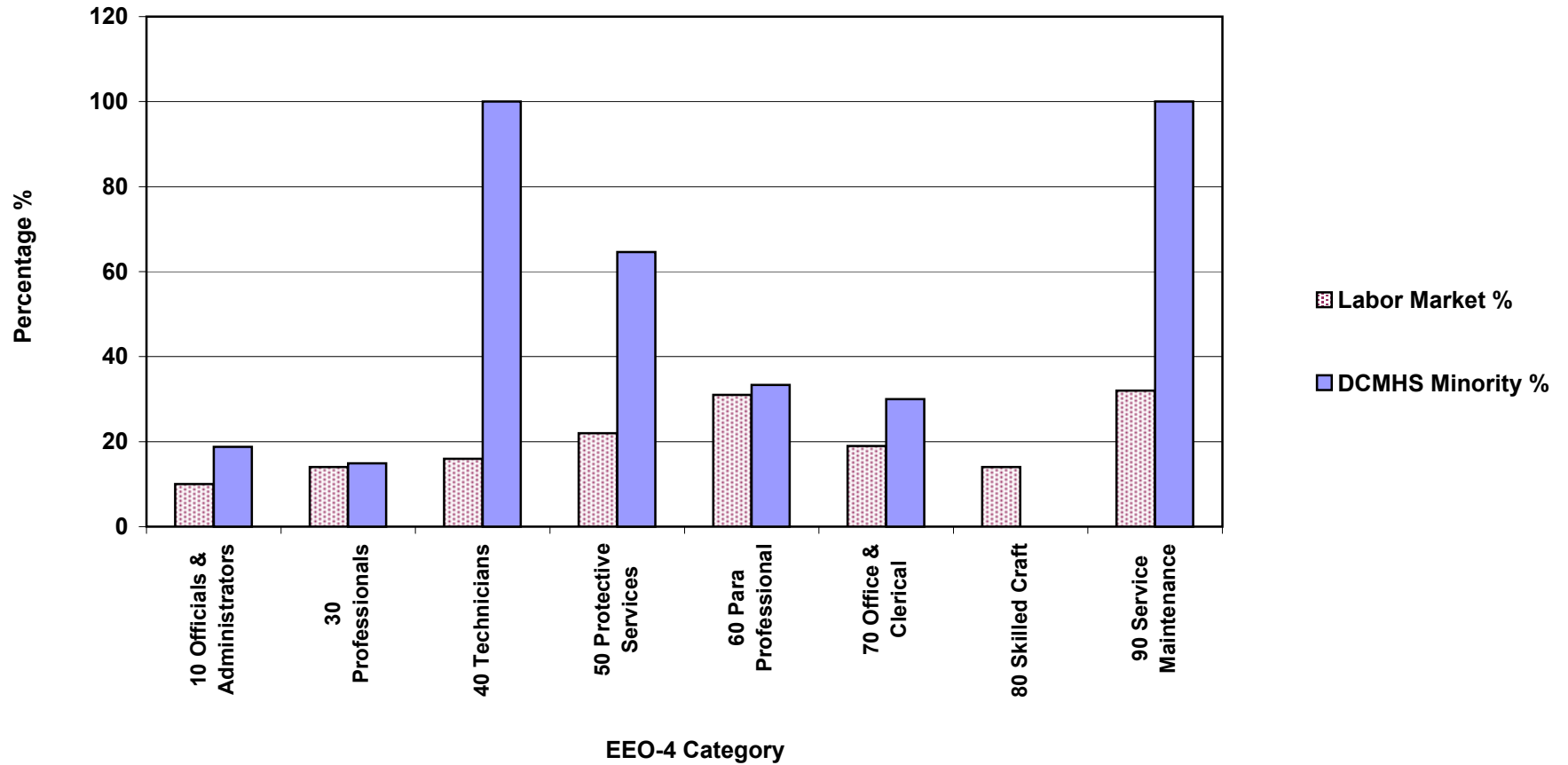
EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
10 Officials & Administrators	10.00	18.75	8.75
30 Professionals	14.00	14.89	0.89
40 Technicians	16.00	100.00	84.00
50 Protective Services	22.00	64.58	42.58
60 Para Professional	31.00	33.33	2.33
70 Office & Clerical	19.00	30.00	11.00
80 Skilled Craft	14.00	0.00	-14.00
90 Service Maintenance	32.00	100.00	68.00

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs% vs. Available Job Market %
10 Officials & Administrators	39.00	62.50	23.50
30 Professionals	55.00	73.40	18.40
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	100.00	63.00

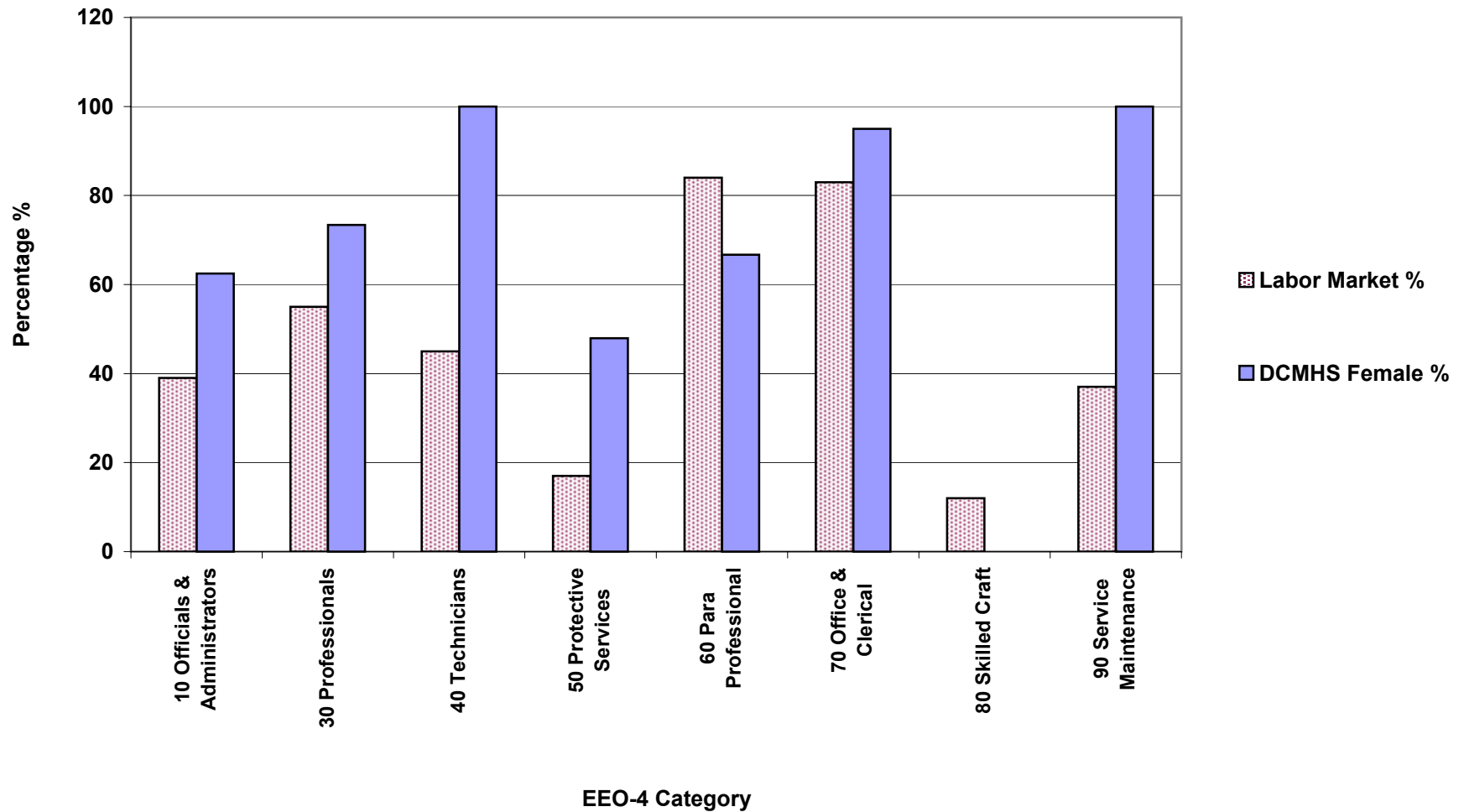
EEO-4 Availability Comparison Report

DCMHS % Minority Representation FY 2001



EEO-4 Availability Comparison Report

DCMHS % Female Representation FY 2001



**EEO-4 Availability Comparison Report
DYRS FY 2001**

Department - 370500000
SCYF/Youth Rehabilitative Svcs
June 30, 2001

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	11	0	28	0	8	0	0	7	0	15	34.88	43	25	58.14
30 Professionals	0	26	0	0	40	0	66	0	17	0	0	42	0	59	47.20	125	43	34.40
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	6	0	0	2	0	8	0	6	0	0	1	0	7	46.67	15	12	80.00
60 Para Professional	1	65	1	0	11	1	78	0	26	1	0	7	0	34	30.36	112	94	83.93
70 Office & Clerical	0	1	0	0	0	0	1	0	3	0	0	9	0	12	92.31	13	4	30.77
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	1	116	2	0	70	1	189	0	61	1	0	66	0	128	40.38	317	181	57.10

Minority Representation

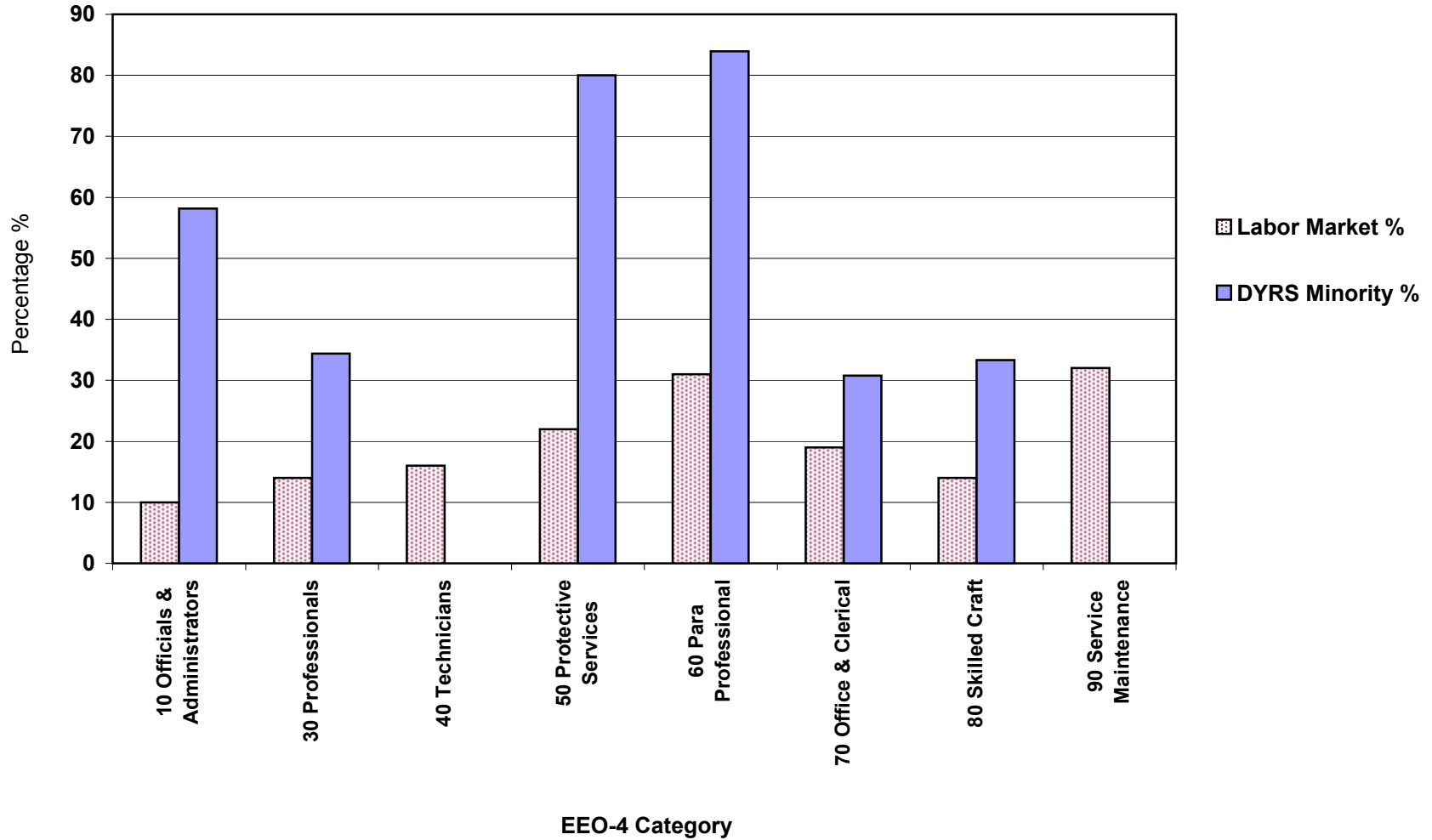
EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
10 Officials & Administrators	10.00	58.14	48.14
30 Professionals	14.00	34.40	20.40
40 Technicians	16.00	0.00	NA
50 Protective Services	22.00	80.00	58.00
60 Para Professional	31.00	83.93	52.93
70 Office & Clerical	19.00	30.77	11.77
80 Skilled Craft	14.00	33.33	19.33
90 Service Maintenance	32.00	0.00	NA

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
10 Officials & Administrators	39.00	34.88	-4.12
30 Professionals	55.00	47.20	-7.80
40 Technicians	45.00	0.00	NA
50 Protective Services	17.00	46.67	29.67
60 Para Professional	84.00	30.36	-53.64
70 Office & Clerical	83.00	92.31	9.31
80 Skilled Craft	12.00	11.11	-0.89
90 Service Maintenance	37.00	0.00	NA

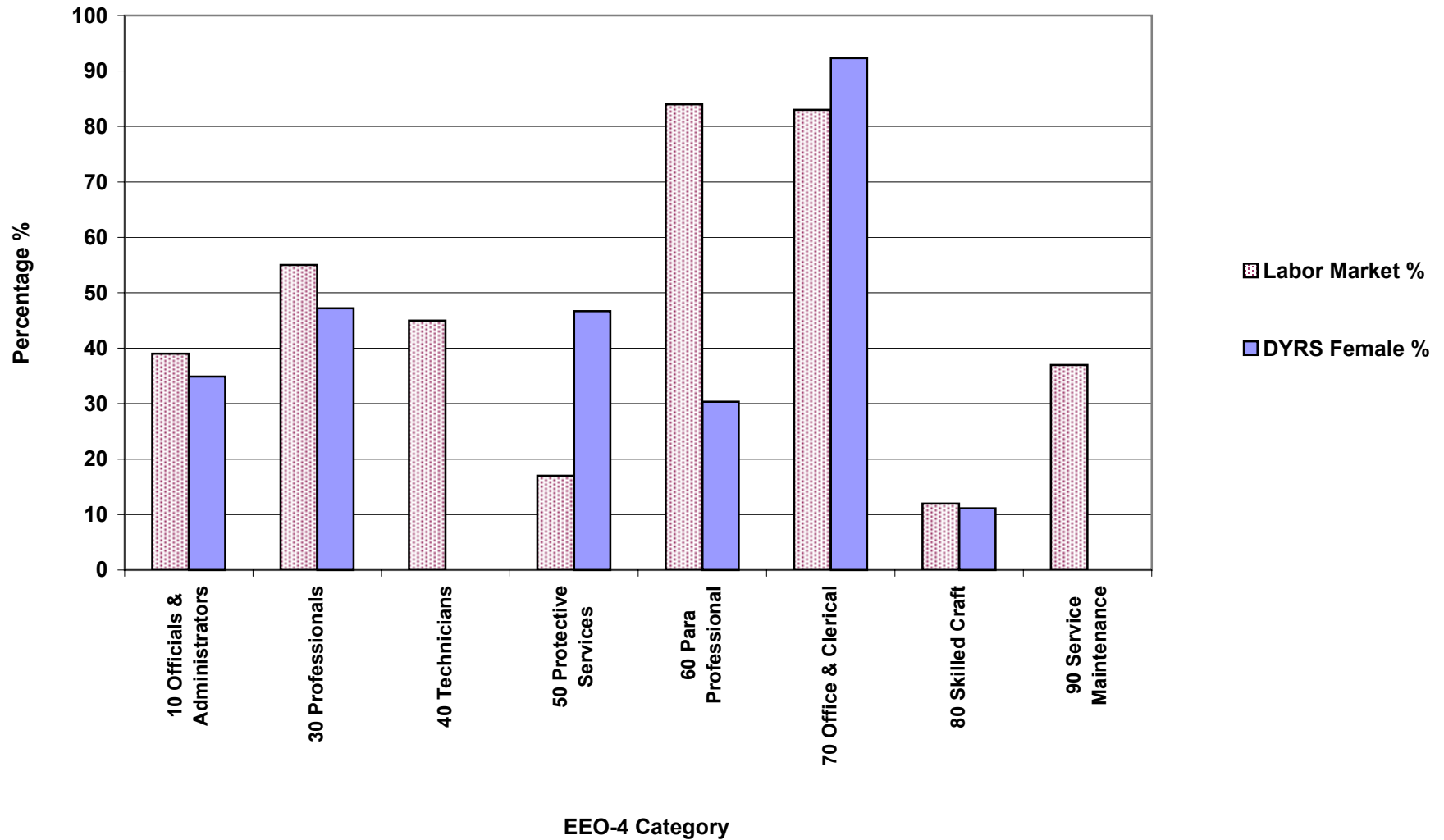
EEO-4 Availability Comparison Report

DYRS % Minority Representation FY 2001



EEO-4 Availability Comparison Report

DYRS % Female Representation FY 2001



**EEO-4 Availability Comparison Report
DFS 4th Quarter FY 2001**

Department - 370600000
SCYF/Family Services
June 30, 2001

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	20	0	36	2	33	3	2	74	0	114	76.00	150	56	37.33
30 Professionals	1	6	0	0	22	0	29	1	32	1	0	132	0	166	85.13	195	41	21.03
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	10	4	0	8	0	22	81.48	27	16	59.26
70 Office & Clerical	0	1	0	0	0	0	1	0	7	3	0	39	0	49	98.00	50	11	22.00
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	27	0	0	46	0	74	3	82	11	2	253	0	351	82.59	425	126	29.65

Minority Representation

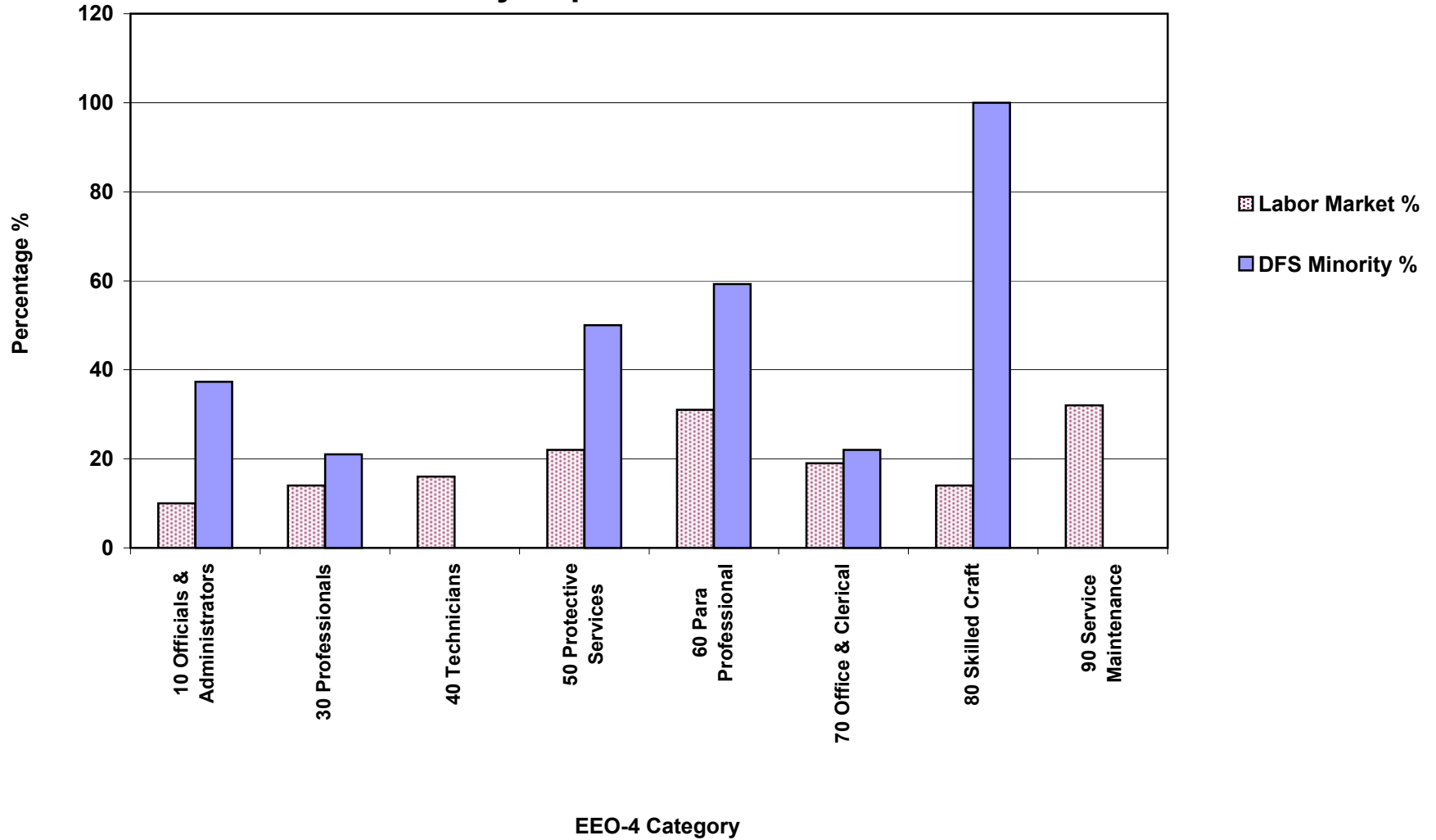
EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
10 Officials & Administrators	10.00	37.33	27.33
30 Professionals	14.00	21.03	7.03
40 Technicians	16.00	0.00	NA
50 Protective Services	22.00	50.00	28.00
60 Para Professional	31.00	59.26	28.26
70 Office & Clerical	19.00	22.00	3.00
80 Skilled Craft	14.00	100.00	86.00
90 Service Maintenance	32.00	0.00	NA

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services% vs. Available Job Market %
10 Officials & Administrators	39.00	76.00	37.00
30 Professionals	55.00	85.13	30.13
40 Technicians	45.00	0.00	NA
50 Protective Services	17.00	0.00	-17.00
60 Para Professional	84.00	81.48	-2.52
70 Office & Clerical	83.00	98.00	15.00
80 Skilled Craft	12.00	0.00	-12.00
90 Service Maintenance	37.00	0.00	NA

EEO-4 Availability Comparison Report

DFS % Minority Representation FY 2001



EEO-4 Availability Comparison Report

DFS % Female Representation FY 2001

