

STATE OF DELAWARE

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

**AFFIRMATIVE ACTION / MANAGING
DIVERSITY PLAN
July 2003 - June 2004**

**Cari DeSantis
Cabinet Secretary
September 15, 2003**

Think of the Child First

Introduction and Overview

In FY 2003, the Department was called upon to substantiate pronouncements of commitment to affirmative action and diversity made in previous Annual AA/Diversity Reports to the Governor's Counsel on Equal Employment Opportunity. This tri-annual report and presentation, made in May 2003, provided the Department with an occasion to review agency demographics, recruitment/retention practices, employee training and development, management accountability and organizational culture from the perspective of diversity within the Department's organizational structure and culture. Much of what was highlighted in the Governor's Council report reflected that which has been presented in annual reports and plans over the past three years. Nevertheless, resulting from this review or coincidental to the review, has been anew surge of commitment to affirmative action and diversity.

Divisional plans received in preparation for writing this annual report reflect new energy toward managing a diverse workforce – recruitment and retention activities, the exploration of new approaches to making diversity in the Department a truly dynamic phenomenon and methods of moving beyond compliance toward leading edge human resource practices.

This annual plan builds on several foundational platforms already existing in the Department. They recognize the current plan as significant in motivating and channeling organizational strategies toward new dimensions for managing and celebrating our diversity. The plan continues to build on a foundation of statistical diversity... including a merit/merit comparable workforce complement of 1075 (1239 F.T.E's),¹ 38.05% of the workforce complement are minorities, 65.67% of the workforce complement are females. Another foundational support from which this new energy derives is the continued recognition of the Department's dedication to continuous improvement as demonstrated by the receipt of the Delaware Quality Award of Merit in 2002. As cited in the tri-annual report to the Governor's EEO Council, this award recognized organizational excellence in seven categories: Leadership; Strategic Planning; Customer/Stakeholder and Market Focus; Information and Analysis; Human Resource Focus; Process Management; and Results.

Another platform from which the Department is launching new diversity efforts is the leadership of the organization and their diversity. Three of four Division Directors are people of color. Three of four Division Directors are females. Along with the leaders of the Department's five strategic initiative groups, the leaders cited above form The Guiding Coalition who provide strategic direction to the Department. The five strategic groups embody the acronym **CHILD**:

¹ See EEO-4 Status Reports in the Appendix.

C hild Focused System –	Making sure Delaware has what kids need to succeed
H olistic Service -	One child, one plan, one team
I nspired Workforce -	A happy workforce helping kids succeed
L eading Edge Management -	Getting the biggest bang for the buck for the kids' sake
D edicated Partnerships -	Partnering with the Village to raise Delaware's children

In October 2002, the Department submitted a new Employee Recognition Plan to the State Personnel Office that was approved and implemented in the Spring of 2003. A new Department Employee Recognition team was formed. The team is comprised of departmental staff from various pay grades and geographic areas of the state. The new plan calls for the naming of quarterly Departmental employees leading to the Departmental Employee of the Year. Divisional Employee Recognition Plans are linked with the Department's Plan giving the Department more flexibility to recognize the diverse contributions of more of its staff.

As reported in the May 2003 Report to the Governor's Council, the Department takes seriously its role with regard to management accountability. Performance Plans are used to quantify staff performance with regard to Departmental, Divisional and Unit goals and measures. New Employee Orientation is used to welcome new or transferring employees to the Department. The history of the Department is covered, as well as, key policies, the Departmental values and principles and other information important to working in the Department. Another accountability strategy is the use of three-person interview teams for selecting candidates for pay grade positions 15 and above. Additionally, the use of diverse three person interview teams is encouraged throughout the Department for positions below pay grade 15.

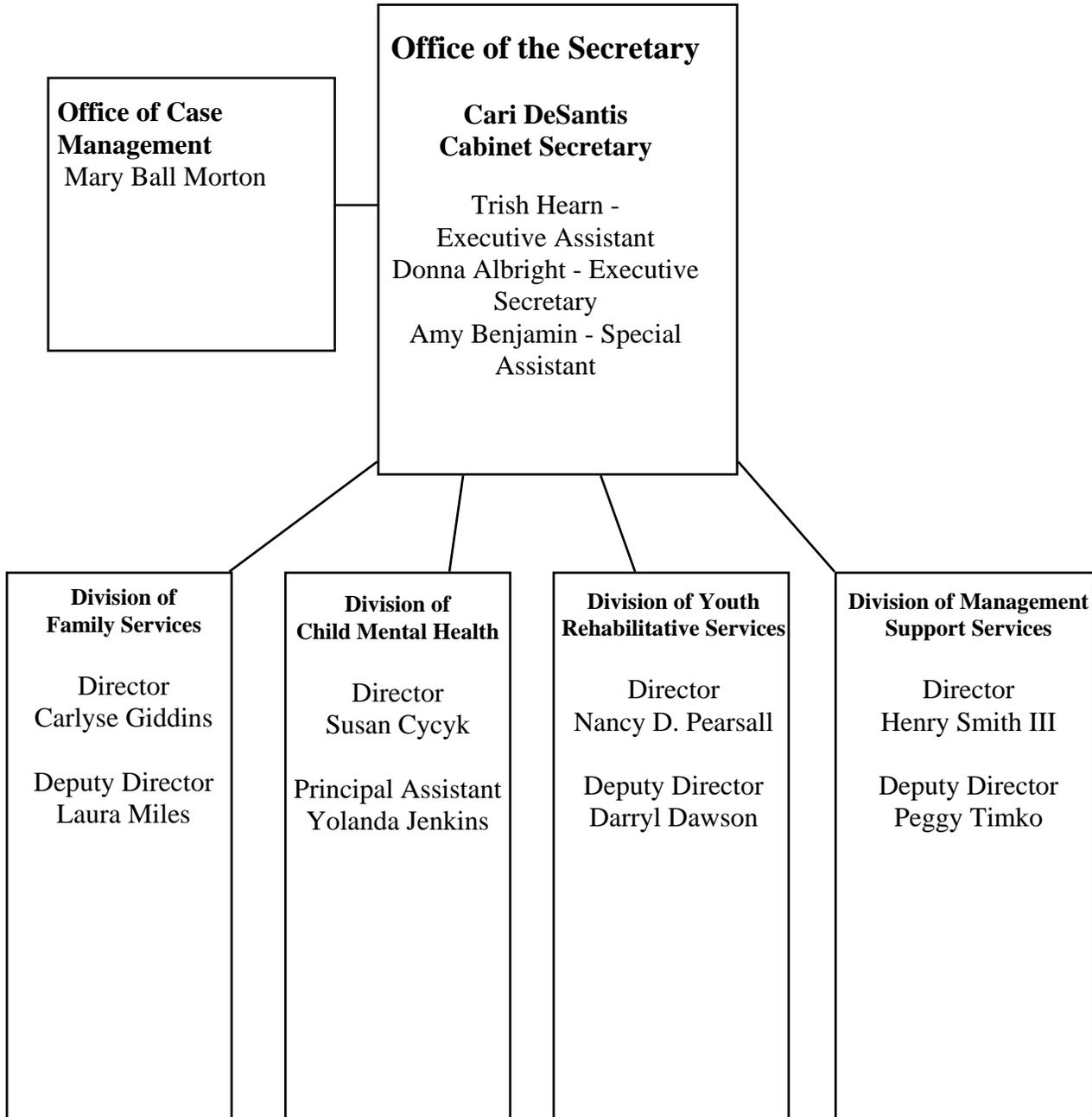
Further demonstration of the Department's commitment to management accountability includes the increasing numbers of consultations by the Department's EEO/AA Administrator and Human Resource Specialists with supervisors, managers and senior officials on matters related to employee rights, preventing harassment and discrimination, understanding and applying the Americans with Disability Act, the Family Medical Leave Act and other employee related issues. All of these activities move the Department toward creating a more respectful and productive work environment as we transform the organizational culture.

The current plan continues to adopt the principles of Executive Orders #10 and #83. Lastly, this plan includes the Department's internal complaint process that allows employees to file complaints or inquire about their rights without fear of reprisal.

Department of Services for Children, Youth, and Their Families

VISION: Think of the Child First

MISSION: We provide leadership and advocacy for Delaware's children.



Department of Services for Children, Youth and Their Families

Number of Employees

As of June 30, 2003

Division of Management Support Services	164
Division of Family Services	400
Division of Child Mental Health Services	191
Division of Youth Rehabilitative Services	320

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, religious creed, ancestry, union membership, age, gender, marital status, sexual orientation, national origin, handicap or disability. 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 that recognizes the value and worth of every individual and the potential contribution that 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 Orders Number Ten 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 and Affirmative Action implementation spelled out in previous plans - *commitment, authority and responsibility, administrative support, monitoring* - guide the implementation of the Department's FY 2004 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 Orders Number Ten and Eighty-three.
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. Conducting 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.

- The Department will continue to use the Payroll/Human Resource Statewide Technology (PHRST) system as its primary source of statistical data on workforce diversity.
- The Department will continue to maintain the integrity of its internal complaint process and foster open communication as promoted by the Inspired Workforce Strategies Initiative.
- As dictated by the Governor's Office with respect to hiring, the Department will continue to participate in college/university and community initiated job fairs with continued heightened focus on participation in minority organization sponsored events and 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.
- As stated in previous plans and reports, training and staff development remains vital to the success of the Department. In FY 2004, training and staff development activities will reflect heightened focus on developing a respectful workplace. Training, consultation services and focus groups will be some of the strategies used to accomplish goals in this area. The Department's New Employee Orientation Training contains a segment on diversity. Within this segment, new employees review the Department's Complaint Process, the Americans with Disabilities Act of 1990 and other respectful workplace relevant issues.
- With respect to females in the EEO-4 underrepresented categories (females – para-professionals, skilled crafts), the Department will continue to look for opportunities to

increased female representation and utilization in these categories and maintain our high rate of representation and utilization in all other categories.

- The Department will continue to generate quarterly diversity profiles on the Department's workforce for analysis and guidance purposes.
- The Department will continue to encourage eligible staff to participate in the Minority Resources Group sponsored by SPO.
- Advanced and enhanced career ladder expansion in concert with SPO to foster employee retention will continue.
- Diverse three person interview panels are utilized in interviews for all positions paygrade 15 and above and the Department will continue to encourage the use of diverse three person interview panels for other positions.
- The Department's Cultural Competency Work Group plans to take a more active role in providing consultation to divisions through the divisions' staff development and training units toward increasing the cultural competency of Department staff.
- The AA/EEO/Diversity Administrator will provide support to Divisions as they implement their AA/Diversity plans.

Workforce Analysis

An analysis of the Department's workforce shows:

- A total of 1075 Full Time Merit and Merit Comparable employees, down by 19 from June 2002, as in last year's report, attributable to the hiring freeze.
- Minority males and females comprise 38.05% (409) of the complement. This represents a decrease of .25% (10 in real numbers) from FY 2002. This is the first in six years in which the Department's minority representation has decreased.
- Minority representation in the Officials and Administrators category increased by 1.7% over FY 2002 (FY 2003: 37.97% vs. FY 2002: 36.54%) while the overall staff complement decreased. In the Professional category, minority representation decreased by .11% in FY 2003 (FY 2003: 26.29% vs. FY 2002: 26.40%). Nevertheless, both categories continue to reflect a strong minority workforce component in traditional decision-making positions within the Department.
- The Department's female complement remains strong. In FY 2003, females comprised 65.67% of the workforce compared to 66.36% of the workforce in FY 2002. This is a decrease of .69%. Female representation in the Officials and Administrators category is 66.17%. In the Professional category, females are 71.01% of the workforce. Minority and female representation in these two categories continue to place the Department among the top State of Delaware agencies with regard to a diverse workforce.
- While there are no underrepresentations for minorities, underrepresentations continue among females in Para-professional and Skilled Craft categories. The Department continues to monitor opportunities in these categories for recruiting and placing qualified females.

- Notwithstanding the continuing hiring freeze in the State of Delaware and a slight decline in staff complement, the Department remains highly diverse and committed to maintaining and managing its diversity.

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.
- To the extent possible, the Department will continue to participate in job fairs, to recruit widely throughout the State and the Mid-Atlantic Region.
- To continue to attract a wider cross section of the community to employment in the Department including persons with disabilities, the Department will continue to send job announcements to Easter Seals Rehabilitation, Delaware Disadvantage Foundation, YWCA Home Life Management Program, Delaware Dislocated Workers Program, the Division of Mental Retardation in Pennsylvania, The Opportunity Center, Veterans Administration Center Wilmington, Delaware Skills Center and Elwyn Institute.
- 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, the Affirmative Action Representatives Group and similar organizations.
- The Department's representative to the State Council for Persons with Disabilities serves on the newly formed Brain Injury Committee.
- The Department's Affirmative Action/EEO/Diversity Administrator will provide increased support to the Department's Divisions to assist them to meet stated objectives in their Divisional Plans.
- The Human Resource Unit continues to implement its action plan referenced in FY 2002 and FY 2003 AA Plans 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
- Hiring and promotional practices have been, and will continue to be, in accordance with the provisions of Executive Orders #10 and #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.
- The Department will continue to explore ways to increase support for and recognition of employees with disabilities including encouraging nominations of employees with disabilities for departmental and extra-departmental awards.

Hires

Of the 46 new hires FY 2003, minority group members filled 43% (20 positions) of the merit new hires within the Department and 67% (31 positions) were filled by females. Four persons (.09%) did not list their race or ethnicity. Of the 44 positions filled by transfers, minority group members filled 57% (25) and females filled 45% (20). A hiring freeze was imposed upon State agencies during part of FY 2002 and FY 2003 due to a down turn in the economy thereby reducing the total number of new hires for the second year in a row.

Analysis of the applicant flow for merit system positions in FY 2003 where the Affirmative Action/Diversity declaration was completed shows:

- 57% of applications processed were received from minorities in FY 2003, an increase over last year.
- Minorities submitted 60% of the applications received for Official/Administrator positions, an increase over last year.
- 49% of the applications for positions within the Professional category were received from minorities in FY 2003.
- 41% of all applications were received from females in FY 2003. This is down significantly from FY 2002 when 73% of applications were received from females. This could be due to the increasing economic down turn in the State.

Training

- As reported to the Governor's Council in May 2003, the Department continues to have an active training and staff development schedule. The Department Training and Professional Team (DTPT), comprised of training and staff development professional from throughout the Department including the Management Information Unit and each division, have come together to enhance the sharing of resources and information related to training. The following highlights some of the Department's training accomplishments for FY 2003:
- A grant was secured from The First State Quality Improvement Fund to establish a departmental training database. The project will begin in Fall 2003. Once completed, a

large volume of data will be collected and shared supporting the Department's ability to encourage and support personal and organizational learning.

- As part of the Department's continuing efforts to become a world-class organization, the DTPT is developing a Competency-Based Supervision Skills Training Program to be initiated in FY 2004. The program will include knowledge base competency courses such as Supervisory Principles and Practices, State/Federal Laws and Policies including employment rights, sexual harassment prevention, and the Americans with Disabilities Act; skill competency courses such as Coaching/Training, Conflict Resolution; and abilities competency courses such as Problem Solving, and Managing Stress. Many more courses will be required under each of the three major competency areas. Some core courses may be offered by training partners including the State Personnel Office's (SPO) Training and Staff Development Unit. Divisional training units will be major partners in this initiative.
- Sexual Harassment Prevention and the Respectful Workplace courses continue to be offered.
- Tuition reimbursement continues to be a popular Department Level program. \$20,000 is budgeted annually for this program. In FY 2003, the budget was exceeded by \$935.00. Fifty-five reimbursements were approved in FY 2003. Minority group members received 32 (58%) and females received 40 (73%) of approved reimbursements in FY 2003.
- The Department continues to liberally use SPO training programs to enhance staff development.
- Most members of the DTPT are members of The Statewide Training and Advocacy Network of Delaware (STAND).
- Professional Development Plans (PDP) are widely used in the Department.
- Each Division has a training unit. These units maintain a highly active staff development and training program designed to meet divisional operational needs.

Department of Services for Children, Youth and Their Families

Applicant Flow - Real Numbers

From 07/01/02 to 06/30/03

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
1 Off/Admn	39	73	69	89	2	5	0	2	2	1	282
2 Prof	119	469	109	393	11	25	1	7	6	2	1142
3 Techn	0	0	0	0	0	0	0	0	0	0	0
4 Protec Serv	1	9	8	24	0	0	0	0	0	0	42
5 ParaProf	64	204	138	354	7	23	3	9	1	6	809
6 Office/Cleri	10	11	5	19	0	1	0	3	0	0	49
7 Skilled Craft	3	1	0	0	0	0	0	0	0	0	4
8 Serv Maint	0	0	0	0	0	0	0	0	0	0	0
TOTAL	236	767	329	879	20	54	4	21	9	9	2328

Promotions

Of positions filled through promotions in FY 2003, minority group members filled 38% and females filled 72%. There were a total of 96 promotions. The ethnicity of one female promotee was unknown. The table below represents the percentage of promotions that went to minorities and females from FY 2000 through FY 2003.

	<i>Minorities</i>	<i>Females</i>
Fiscal Year 2000:	26 %	71 %
Fiscal Year 2001:	33 %	59 %
Fiscal Year 2002	27%	75%
Fiscal Year 2003	38%	72%

Disciplines and Separations

There were 75 merit separations in the Department in FY 2003 compared to 116 merit separations in FY 2002. There were 54 female separations in FY 2003 compared to 76 in FY 2002.

Sex	Ethnic Group	Terminations	% of Total
M	Caucasian	9	12%
M	Black	11	14.7%
M	Hispanic	0	0%
M	Asian	0	0%
M	Indian	0	0.00%
M	Unknown	1	1.3%
F	Caucasian	33	44%
F	Black	16	21.3%
F	Hispanic	1	1.3%
F	Asian	1	1.3%
F	Indian	0	0.00%
F	Unknown	3	4%
	Total:	75	

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

As reported in previous reports, the Department continues to employ various strategies targeted at retaining employees. Some of these strategies include:

- Exit interviews conducted to ascertain why individuals are leaving the Department
- The use of the Interview and Selection Guide developed by Human Resources to help in selecting individuals most likely to succeed
- The use of meaningful and timely performance reviews
- The use of individualized Professional Development Plans
- The use of the New Employee Orientation Program
- The training for managers and supervisors with a focus on a practical understanding of Affirmative Action and Diversity laws.

Complaints 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

ATTACHMENT



Delaware's Governor Ruth Ann Minner



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Executive Order No. 10 establishing new equal opportunity hiring standards for Delaware government

WHEREAS, Delaware law and/or executive order prohibit discrimination in state employment based on gender, race, color, religion, national origin, marital status, disability, sexual orientation, 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 the State of Delaware has succeeded over the past several years in diversifying its workforce; and

WHEREAS despite these efforts, the State of Delaware should continue to strive for a workforce that reflects the diversity of the State's population and labor market; and

WHEREAS the State of Delaware can only achieve the diversity it seeks by continuing and improving an equal employment opportunity program that enforces sound recruitment and promotion practices throughout state government;

I, Ruth Ann Minner, Governor of the State of Delaware, hereby ORDER on this 23rd day of January, 2001:

1. The State of Delaware's commitment to equal employment opportunity is hereby affirmed and heads of each Department and Agency within the Executive Branch (collectively "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. The work atmosphere in executive branch agencies shall be one that fosters mutual respect and understanding among persons of different races, sexes, and faiths.

3. Paragraphs 1 and 2 of this Executive Order are directives from the Governor to Executive Branch Agencies. They will be vigorously enforced by the Governor. However, they are not intended to and shall not create independent causes of action for or on behalf of persons who allege a lack of compliance with those paragraphs.

4. The Governor's Council on Equal Employment Opportunity (hereinafter "Council") is continued. The function of the Council shall be to assist in the monitoring and evaluation 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.

a. The Council shall consist of eight members. One half of the Council's members shall be members of the Delaware Human Relations Commission who shall be nominated by the Chairperson of the Human Relations Commission and appointed by the Governor. One half of the Council's members shall be appointed by the Governor. All members of the Council shall serve at the pleasure of the Governor. The Chairperson of the Council shall be appointed by the Governor from among the Council's members, and shall serve as Chairperson at the pleasure of the Governor. b. The Council shall receive staff support from the State Personnel Office and the Office of Human Relations. The Division of Vocational Rehabilitation shall advise the Council on matters regarding persons with disabilities.

c. The Council shall 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.

5. The State Personnel Office shall maintain the central managerial role over all diversity and equal employment matters in the Executive Branch and shall bear overall responsibility for

the implementation and management of the policies and procedures set forth in this Order. 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"); b. prepare and submit an annual Executive Department Affirmative Action plan, to include short and long term strategies;
- c. hold agencies accountable for their implementation of this Order;
- 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.

AFFIRMATIVE ACTION PLANS

6. 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.

7. Each Affirmative Action Plan referred to in paragraph 6 shall be in a form prescribed by the State Personnel Office to ensure compliance with federal laws, state laws, and this Order. Each plan shall include, but shall not be limited to, the following provisions:

a. 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; b. A specific statement of action steps designed to maximize the degree to which qualified minorities and women are represented in the Agency as compared to Delaware's labor pool. Such action steps shall include:

(i.) Specific proposals for recruiting minorities and women for employment in the Agency to the extent that they are underrepresented in the Agency when compared to the relevant statewide labor market.

(ii.) Specific proposals for assuring that hiring practices are

conducted consistently with the objectives of this Order.

(iii.) Specific proposals for assuring that all promotional opportunities are offered in a manner consistent with this Order.

(iv.) Specific proposals for staff participation in training programs on interview techniques and acceptable hiring practices.

(v.) Specific proposals for employee participation in career enhancement programs and seminars.

(vi.) Specific statements regarding the applicability of the following outreach, training, and accountability measures to the Agency's recruitment and retention efforts:

A. Job fairs

B. College and university outreach

C. Professional group outreach

D. Advertising

E. Employee recognition programs

F. Formal and informal mentoring

G. Internal leadership programs

H. Participation in statewide programs

I. Professional development for existing staff, including tuition reimbursement programs, attendance at conferences and seminars, and internal training opportunities.

J. Inclusion of recruitment and retention of women and minorities in Agency's strategic and staff plans.

K. Statements of Agency policy

L. Creation or continuation of Agency committees.

M. Specific efforts of top leadership within the Agency

N. Internal communications efforts within the Agency

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

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

RECRUITMENT AND PROMOTION OF A DIVERSE WORKFORCE

9. 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 designed to increase the number of qualified women and minority candidates for state employment. 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 use an interview team of at least three members. When feasible, such a 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 to ensure compliance with state and federal equal opportunity laws and this Order, and to inculcate 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.

REPORTING REQUIREMENTS

10. Each Executive Branch Agency shall:

- a. Be held accountable for compliance with this Order by including the measures and statements required in this Order in each manager's performance plan and each relevant Agency strategic plan;
- b. Retain a record of all applicants who voluntarily divulge protected class information. 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 used in federal EEO standard forms;
- c. Ask each terminating employee to participate in an exit interview to determine the reasons for that employee's termination and retain records of such interviews;
- d. Report to the State Personnel Office information requested by the State Personnel Office concerning the Agency's Affirmative Action Plan.

11. The State Personnel Office shall:

- a. Maintain a comprehensive, statewide, on-line, user-friendly system that allows continuous monitoring of the diversity of the State's workforce across all paygrades;
- b. Work with the Council to ensure the publication of clear information regarding the composition of the State's workforce;
- c. Submit a quarterly report to the Council; and
- d. Assist the Council in preparing its annual report.

PUBLIC ACCOUNTABILITY

12. 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 paragraph 4 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 policies and practices that hindered the State's attempt to create 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.

COMPLAINTS

13. 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 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 Agency EEO officer.

14. 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.

15. 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 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. 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, such mediation shall not affect or in any way toll relevant time limitations.

REPEAL OF PREVIOUS EXECUTIVE ORDERS

16. Executive Order No. 28, dated March 10, 1995, is hereby repealed.

APPLICABILITY OF EXECUTIVE ORDER

17. 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.

18. No provision of this Order is intended to create any individual right or legal cause of action which does not already exist under state or federal law.

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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.

**State of Delaware
EEO-4 Status Report**

Department - 370000000
Svs fr Children,Youth,Families
June 30, 2003

EEO-4 CATEGORY	Male						TOTAL
	A	B	H	I	W	D	
1 Officials & Administrators	1	41	0	0	48	0	90
2 Professionals	3	40	0	0	97	1	140
3 Technicians	0	1	0	0	5	0	6
4 Protective Services	0	5	0	0	5	0	10
5 Para Professional	1	80	2	0	23	1	106
6 Office & Clerical	0	3	0	0	1	0	4
7 Skilled Craft	0	2	1	0	10	0	13
8 Service Maintenance	0	0	0	0	0	0	0
N No EEO-4 Reporting	0	0	0	0	0	0	0
TOTAL	5	172	3	0	189	2	369

EEO-4 CATEGORY	Female						TOTAL	%
	A	B	H	I	W	D		
1 Officials & Administrators	2	52	3	2	117	0	176	66.17
2 Professionals	4	75	5	0	259	2	343	71.01
3 Technicians	1	3	0	0	3	0	7	53.85
4 Protective Services	0	7	0	0	3	0	10	50.00
5 Para Professional	0	44	5	0	31	0	80	43.01
6 Office & Clerical	0	19	4	0	64	0	87	95.60
7 Skilled Craft	0	1	0	0	0	0	1	7.14
8 Service Maintenance	0	1	1	0	0	0	2	100.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0.00
TOTAL	7	202	18	2	477	2	706	65.67

TOTAL EMPLOYEES	Minority	
	COUNT	%
266	101	37.97
483	127	26.29
13	5	38.46
20	12	60.00
186	132	70.97
91	26	28.57
14	4	28.57
2	2	100.00
0	0	0.00
1075	409	38.05

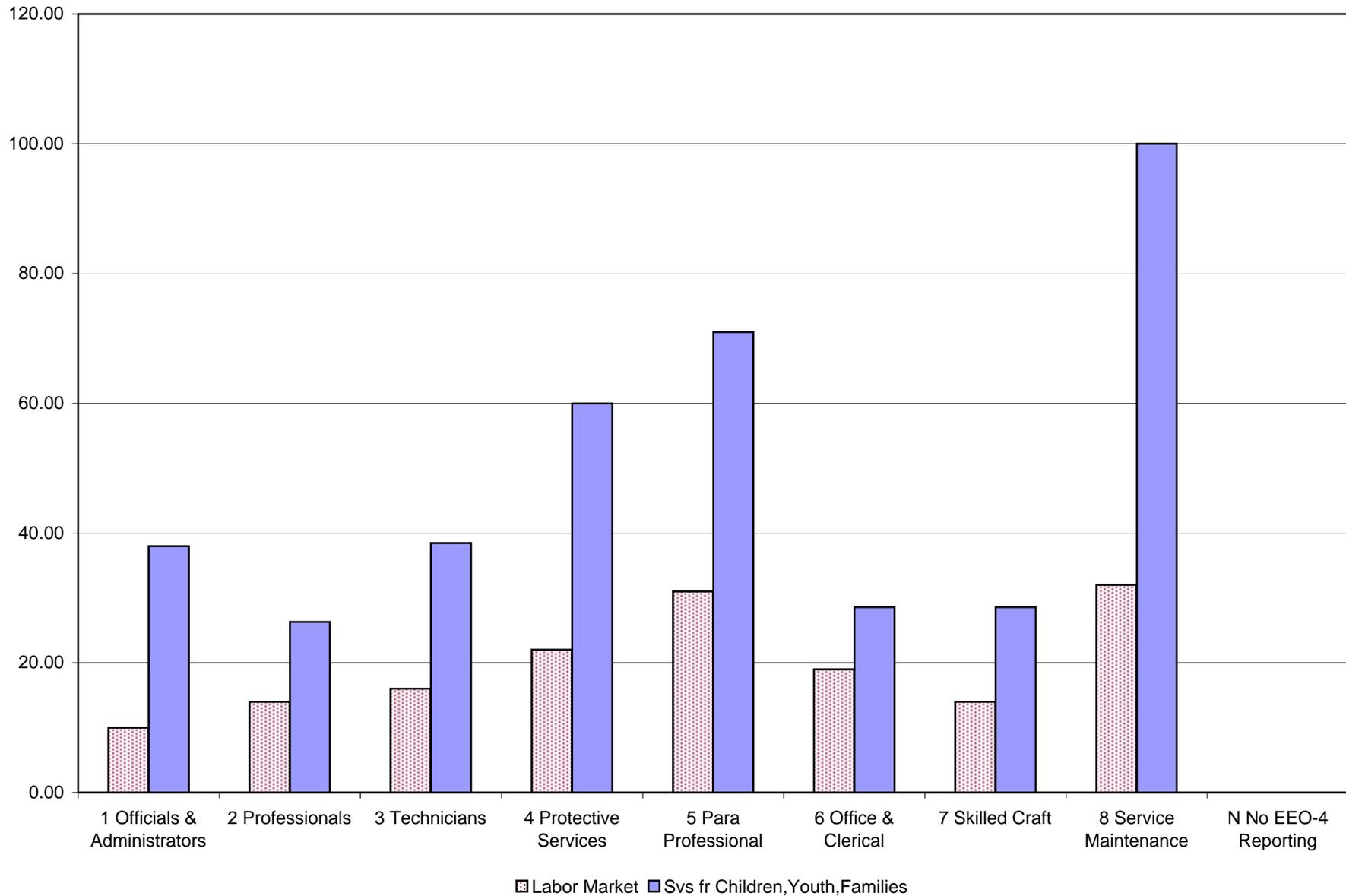
Minority Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children,Youth,Families %	Svs fr Children,Youth,Families % vs. Available Job Market %
1 Officials & Administrators	10.00	37.97	27.97
2 Professionals	14.00	26.29	12.29
3 Technicians	16.00	38.46	22.46
4 Protective Services	22.00	60.00	38.00
5 Para Professional	31.00	70.97	39.97
6 Office & Clerical	19.00	28.57	9.57
7 Skilled Craft	14.00	28.57	14.57
8 Service Maintenance	32.00	100.00	68.00
N No EEO-4 Reporting	0.00	0.00	NA

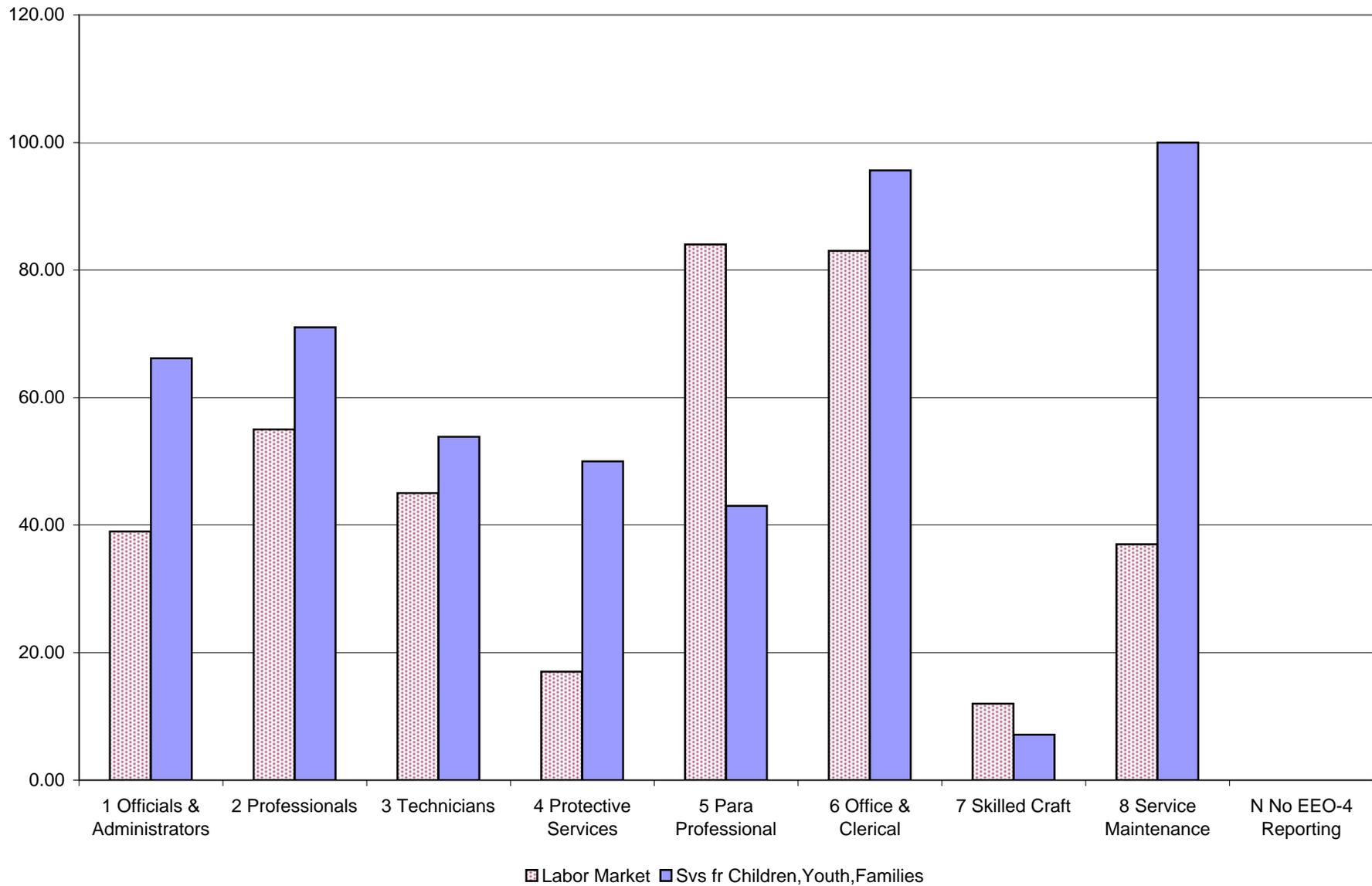
Female Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children,Youth,Families %	Svs fr Children,Youth,Families % vs. Available Job Market %
1 Officials & Administrators	39.00	66.17	27.17
2 Professionals	55.00	71.01	16.01
3 Technicians	45.00	53.85	8.85
4 Protective Services	17.00	50.00	33.00
5 Para Professional	84.00	43.01	-40.99
6 Office & Clerical	83.00	95.60	12.60
7 Skilled Craft	12.00	7.14	-4.86
8 Service Maintenance	37.00	100.00	63.00
N No EEO-4 Reporting	0.00	0.00	NA

EEO-4 Status Report DSCYF % Minority Representation



EEO-4 Status Report DSCYF % Female Representation



State of Delaware EEO-4 Status Report

Department - 370100000
SCYF/Mgt Support Services
June 30, 2003

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	0	3	0	0	4	0	7	0	0	0	0	13	0	13	65.00	20	3	15.00
2 Professionals	2	6	0	0	25	0	33	2	8	0	0	53	2	63	65.63	96	18	18.75
3 Technicians	0	1	0	0	5	0	6	1	2	0	0	3	0	6	50.00	12	4	33.33
4 Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
5 Para Professional	0	0	0	0	0	0	0	0	2	0	0	5	0	7	100.00	7	2	28.57
6 Office & Clerical	0	0	0	0	0	0	0	0	4	0	0	12	0	16	100.00	16	4	25.00
7 Skilled Craft	0	2	1	0	10	0	13	0	0	0	0	0	0	0	0.00	13	3	23.08
8 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
TOTAL	2	12	1	0	44	0	59	3	16	0	0	86	2	105	64.02	164	34	20.73

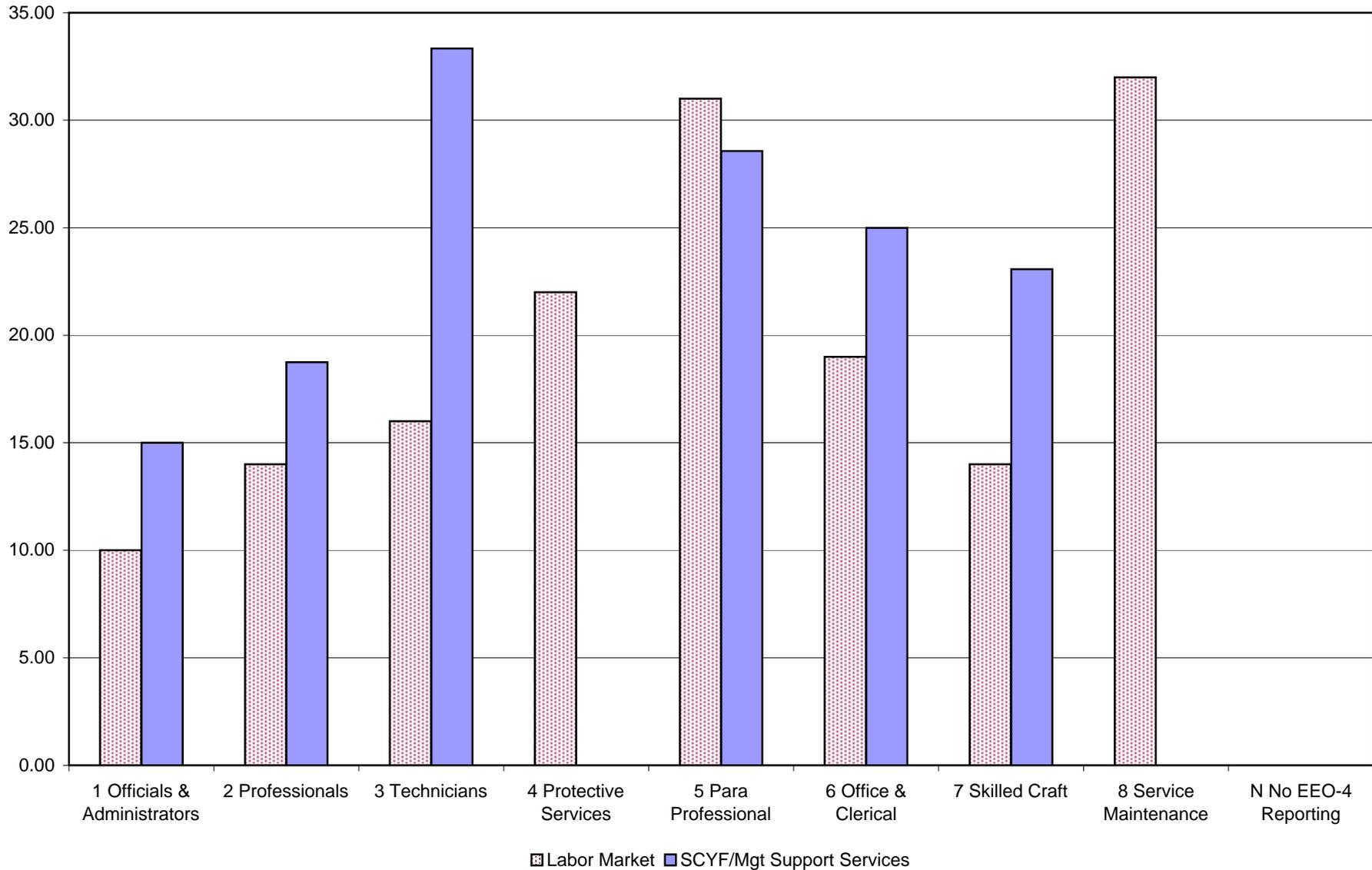
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	10.00	15.00	5.00
2 Professionals	14.00	18.75	4.75
3 Technicians	16.00	33.33	17.33
4 Protective Services	22.00	0.00	NA
5 Para Professional	31.00	28.57	-2.43
6 Office & Clerical	19.00	25.00	6.00
7 Skilled Craft	14.00	23.08	9.08
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

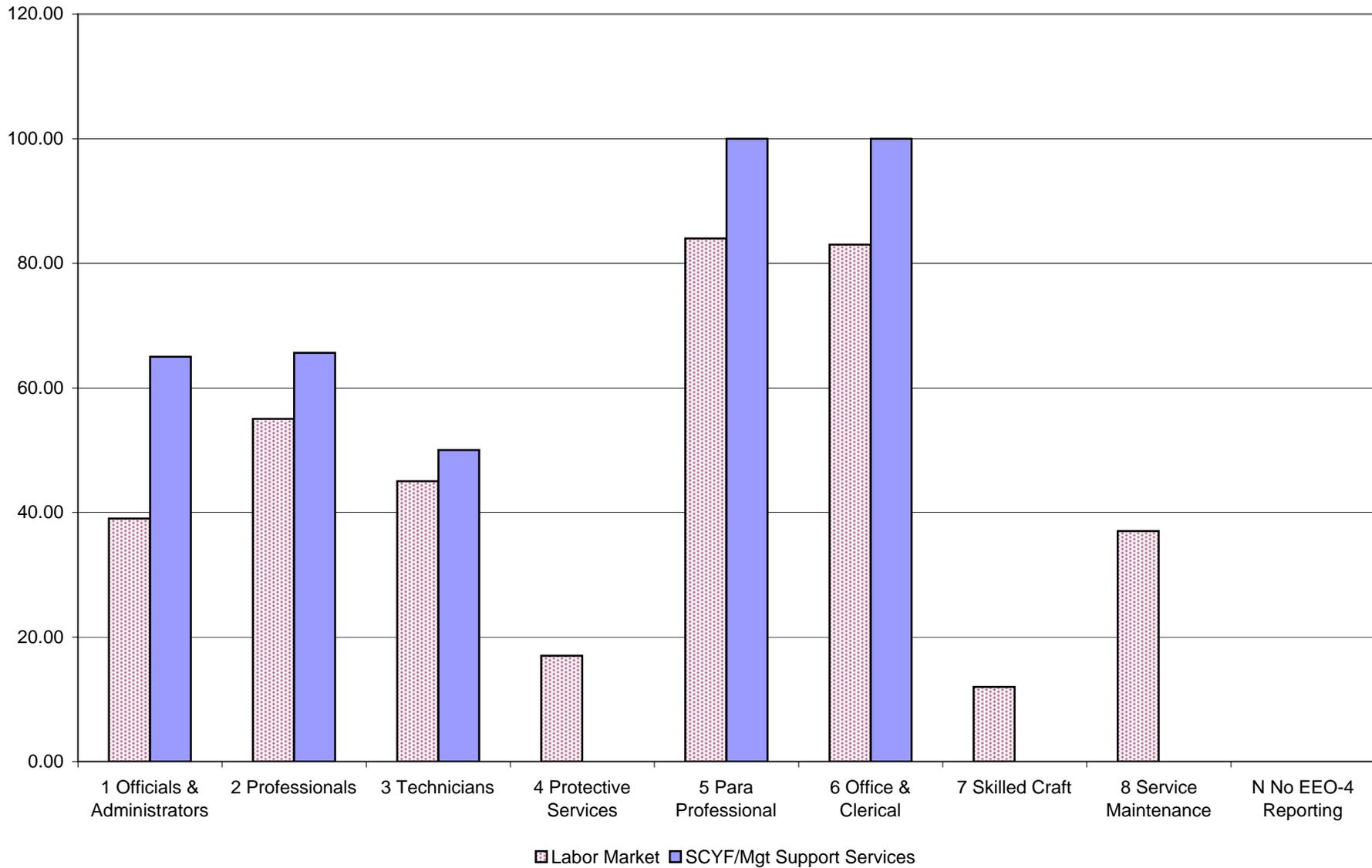
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	39.00	65.00	26.00
2 Professionals	55.00	65.63	10.63
3 Technicians	45.00	50.00	5.00
4 Protective Services	17.00	0.00	NA
5 Para Professional	84.00	100.00	16.00
6 Office & Clerical	83.00	100.00	17.00
7 Skilled Craft	12.00	0.00	-12.00
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

EEO-4 Status Report DMSS % Minority Representation



EEO-4 Status Report DMSS % Female Representation



State of Delaware EEO-4 Status Report

Department - 370400000
SCYF/Child Mental Health Svcs
June 30, 2003

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	0	3	0	0	9	0	12	0	4	0	0	15	0	19	61.29	31	7	22.58
2 Professionals	1	0	0	0	19	0	20	1	13	3	0	51	0	68	77.27	88	18	20.45
3 Technicians	0	0	0	0	0	0	0	0	1	0	0	0	0	1	100.00	1	1	100.00
4 Protective Services	0	0	0	0	1	0	1	0	2	0	0	1	0	3	75.00	4	2	50.00
5 Para Professional	0	15	1	0	10	0	26	0	10	1	0	10	0	21	44.68	47	27	57.45
6 Office & Clerical	0	0	0	0	1	0	1	0	5	0	0	12	0	17	94.44	18	5	27.78
7 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
8 Service Maintenance	0	0	0	0	0	0	0	0	1	1	0	0	0	2	100.00	2	2	100.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
TOTAL	1	18	1	0	40	0	60	1	36	5	0	89	0	131	68.59	191	62	32.46

Minority Representation

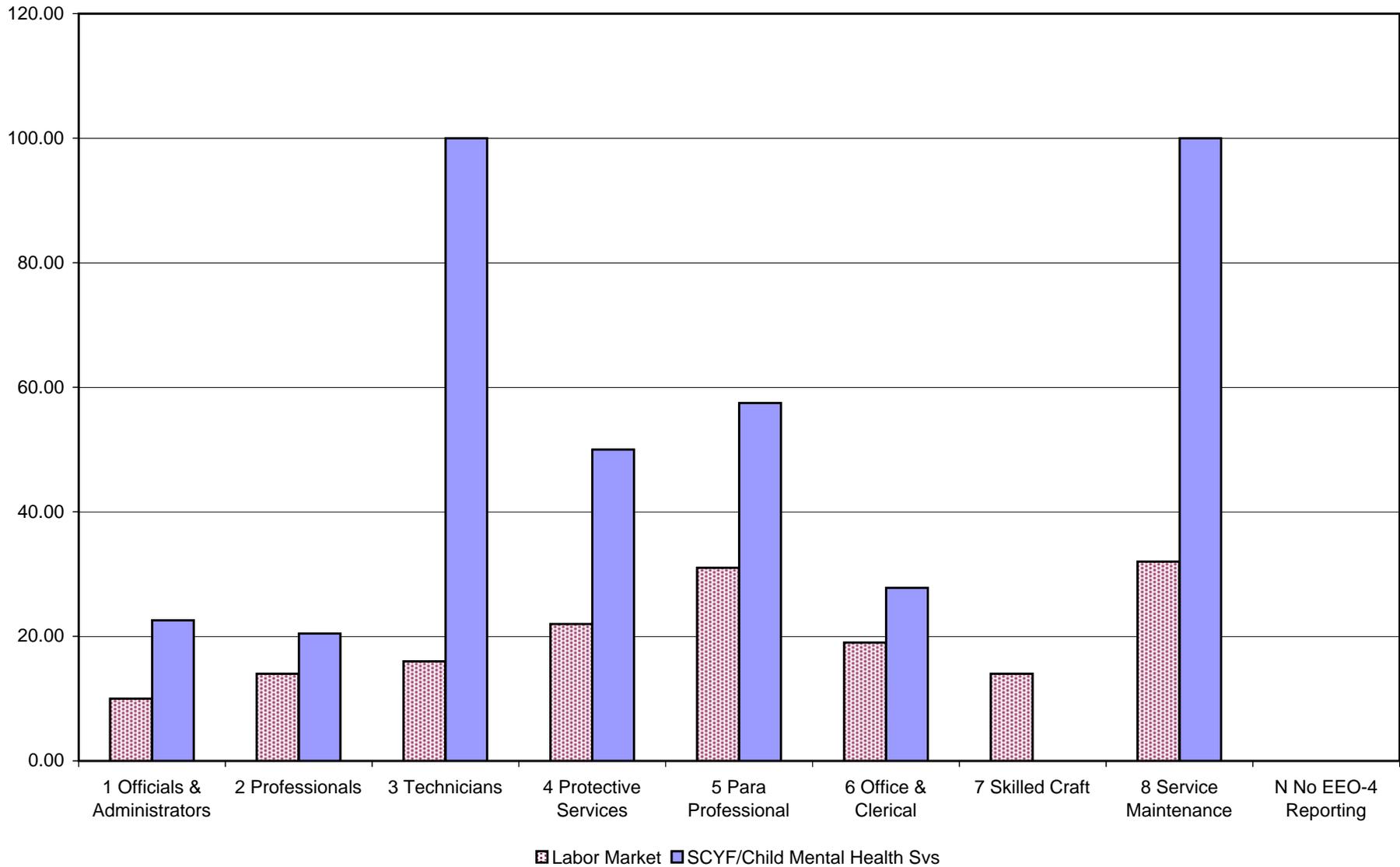
EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	10.00	22.58	12.58
2 Professionals	14.00	20.45	6.45
3 Technicians	16.00	100.00	84.00
4 Protective Services	22.00	50.00	28.00
5 Para Professional	31.00	57.45	26.45
6 Office & Clerical	19.00	27.78	8.78
7 Skilled Craft	14.00	0.00	NA
8 Service Maintenance	32.00	100.00	68.00
N No EEO-4 Reporting	0.00	0.00	NA

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	39.00	61.29	22.29
2 Professionals	55.00	77.27	22.27
3 Technicians	45.00	100.00	55.00
4 Protective Services	17.00	75.00	58.00
5 Para Professional	84.00	44.68	-39.32
6 Office & Clerical	83.00	94.44	11.44
7 Skilled Craft	12.00	0.00	NA
8 Service Maintenance	37.00	100.00	63.00
N No EEO-4 Reporting	0.00	0.00	NA

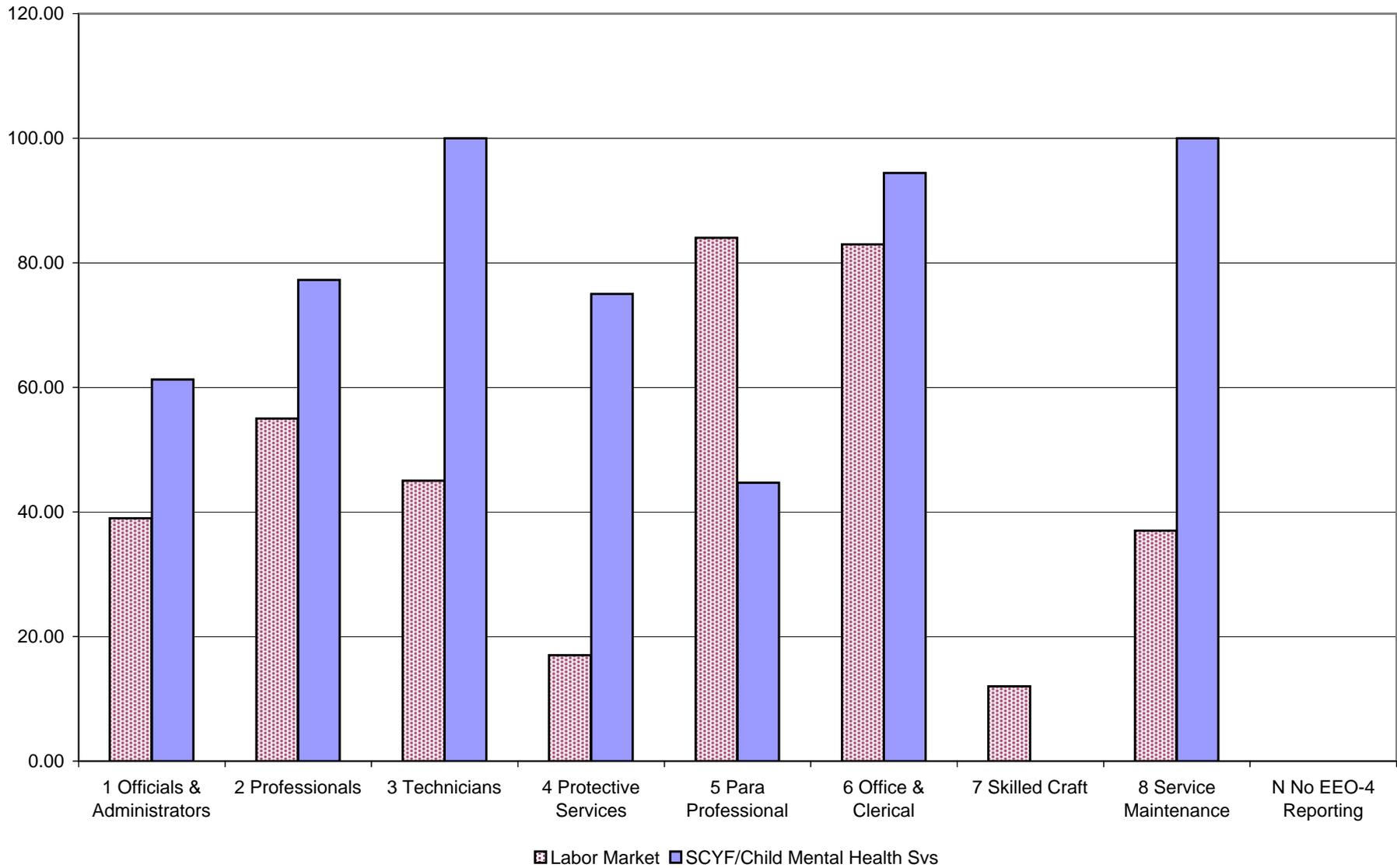
EEO-4 Status Report

DCMHS % Minority Representation



EEO-4 Status Report

DCMHS % Female Representation



State of Delaware EEO-4 Status Report

Department - 370500000
SCYF/Youth Rehabilitative Svcs
June 30, 2003

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	0	16	0	0	10	0	26	0	12	0	0	6	0	18	40.91	44	28	63.64
2 Professionals	0	31	0	0	38	1	69	1	22	0	0	49	0	72	51.06	141	54	38.30
3 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
4 Protective Services	0	4	0	0	3	0	7	0	5	0	0	2	0	7	50.00	14	9	64.29
5 Para Professional	1	63	1	0	11	1	76	0	22	1	0	7	0	30	28.30	106	88	83.02
6 Office & Clerical	0	2	0	0	0	0	2	0	2	1	0	9	0	12	85.71	14	5	35.71
7 Skilled Craft	0	0	0	0	0	0	0	0	1	0	0	0	0	1	100.00	1	1	100.00
8 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
TOTAL	1	116	1	0	62	2	180	1	64	2	0	73	0	140	43.75	320	185	57.81

Minority Representation

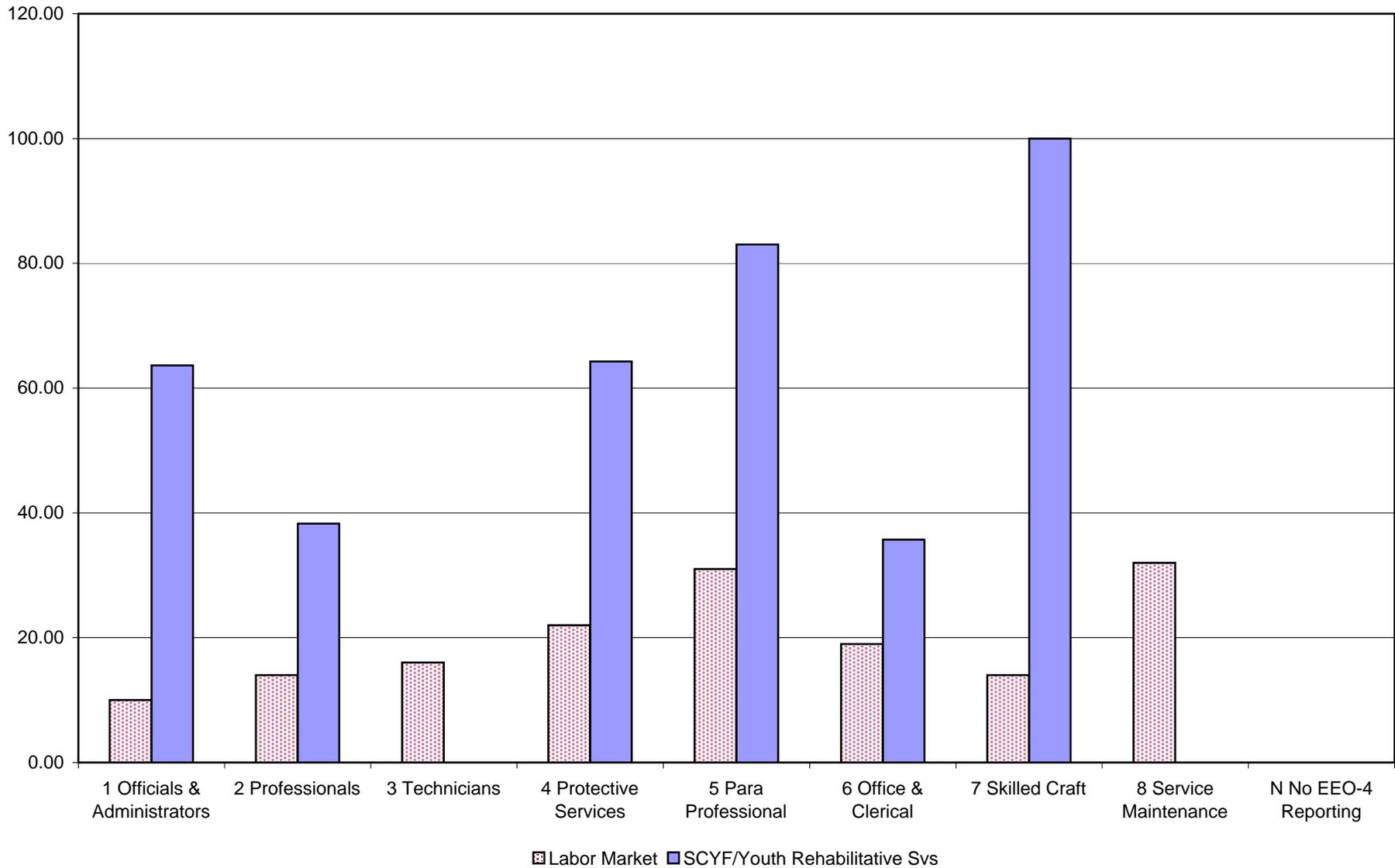
EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	10.00	63.64	53.64
2 Professionals	14.00	38.30	24.30
3 Technicians	16.00	0.00	NA
4 Protective Services	22.00	64.29	42.29
5 Para Professional	31.00	83.02	52.02
6 Office & Clerical	19.00	35.71	16.71
7 Skilled Craft	14.00	100.00	86.00
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	39.00	40.91	1.91
2 Professionals	55.00	51.06	-3.94
3 Technicians	45.00	0.00	NA
4 Protective Services	17.00	50.00	33.00
5 Para Professional	84.00	28.30	-55.70
6 Office & Clerical	83.00	85.71	2.71
7 Skilled Craft	12.00	100.00	88.00
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

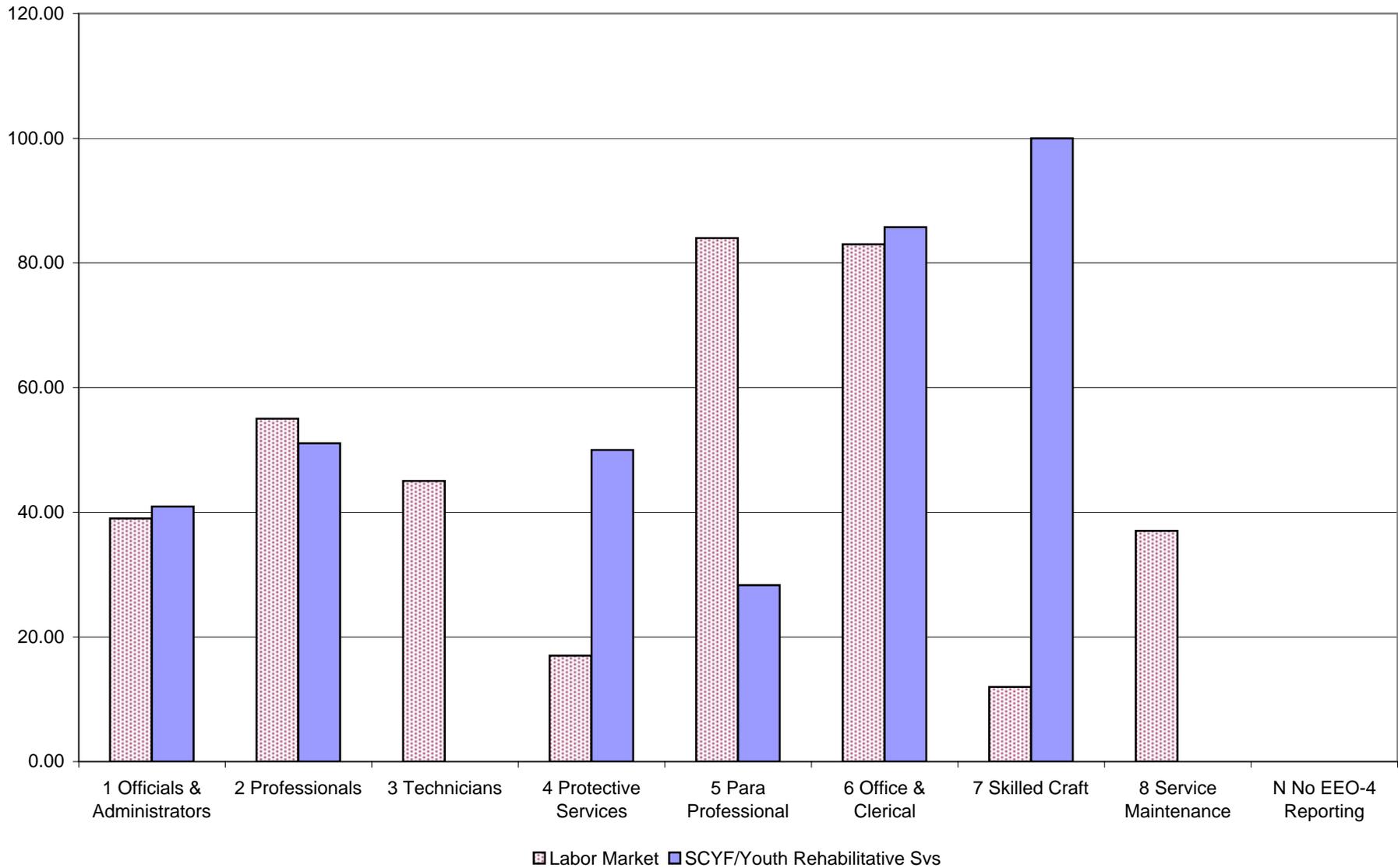
EEO-4 Status Report

DYRS % Minority Representation



EEO-4 Status Report

DYRS % Female Representation



State of Delaware EEO-4 Status Report

Department - 370600000
SCYF/Family Services
June 30, 2003

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	1	19	0	0	25	0	45	2	36	3	2	83	0	126	73.68	171	63	36.84
2 Professionals	0	3	0	0	15	0	18	0	32	2	0	106	0	140	88.61	158	37	23.42
3 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
4 Protective Services	0	1	0	0	1	0	2	0	0	0	0	0	0	0	0.00	2	1	50.00
5 Para Professional	0	2	0	0	2	0	4	0	10	3	0	9	0	22	84.62	26	15	57.69
6 Office & Clerical	0	1	0	0	0	0	1	0	8	3	0	31	0	42	97.67	43	12	27.91
7 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
8 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
TOTAL	1	26	0	0	43	0	70	2	86	11	2	229	0	330	82.50	400	128	32.00

Minority Representation

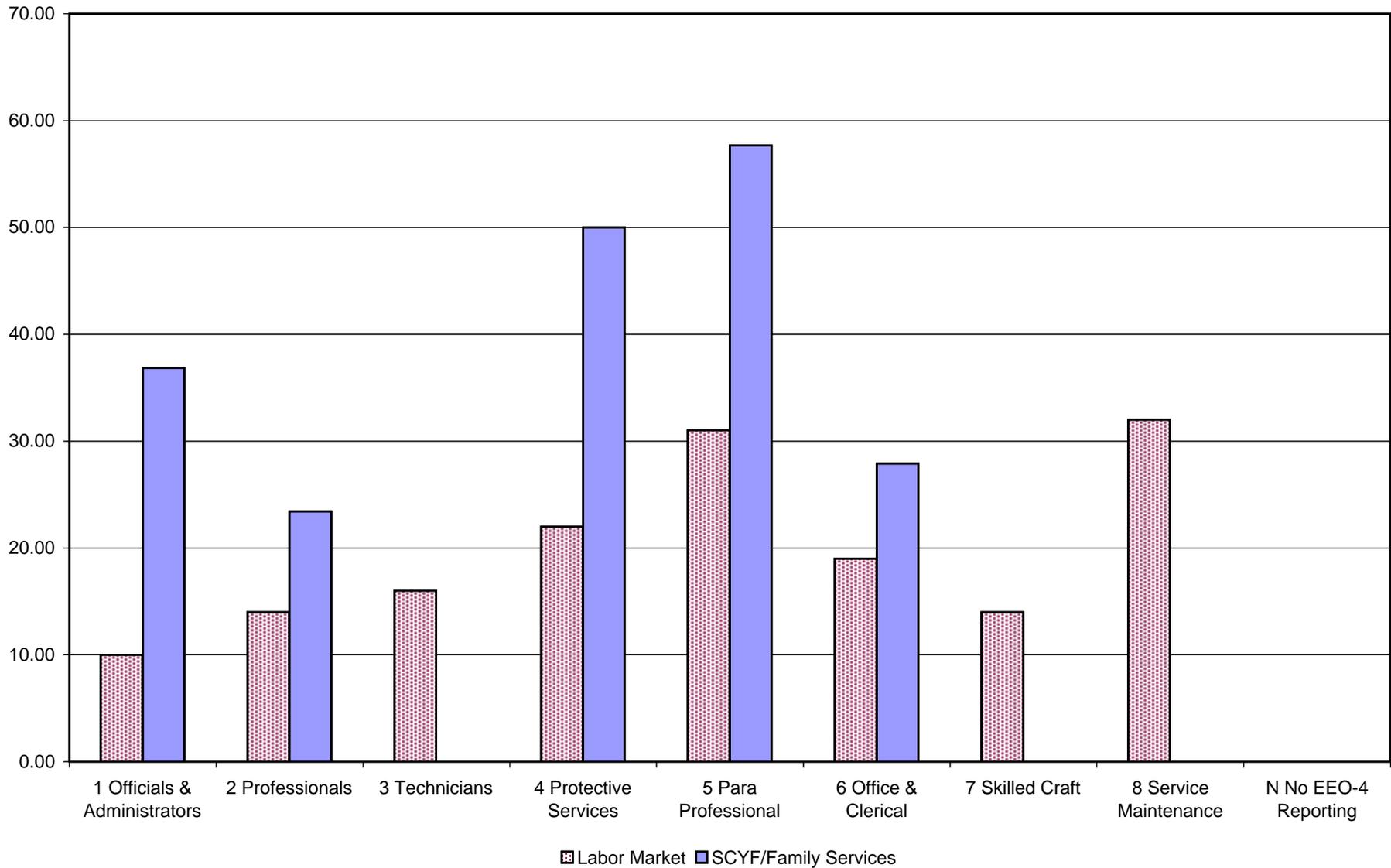
EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	10.00	36.84	26.84
2 Professionals	14.00	23.42	9.42
3 Technicians	16.00	0.00	NA
4 Protective Services	22.00	50.00	28.00
5 Para Professional	31.00	57.69	26.69
6 Office & Clerical	19.00	27.91	8.91
7 Skilled Craft	14.00	0.00	NA
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	39.00	73.68	34.68
2 Professionals	55.00	88.61	33.61
3 Technicians	45.00	0.00	NA
4 Protective Services	17.00	0.00	-17.00
5 Para Professional	84.00	84.62	0.62
6 Office & Clerical	83.00	97.67	14.67
7 Skilled Craft	12.00	0.00	NA
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

EEO-4 Status Report

DFS % Minority Representation



EEO-4 Status Report

DFS % Female Representation

