

STATE OF DELAWARE

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

**AFFIRMATIVE ACTION / MANAGING
DIVERSITY PLAN
July 2005 - June 2006**

**Cari DeSantis, Cabinet Secretary
October 31, 2005**

“Think of the Child First”

Introduction and Overview

In FY 2005, the Department was able to resume many of the managing diversity functions suspended or cut back due to the hiring freeze in effect during FY 2004. Notably among these functions was the resumption of recruitment and hiring activities including participation in local and college level career fairs. A major initiative carried over from the previous Fiscal Year was Workforce Planning. Department Human Resources staff continued to refine this planning initiative to the extent that other agencies recognized these efforts both within and outside of the State of Delaware. As was predicted in the FY 2004 AA Plan, the Department continued to focus on customer satisfaction and employee well-being during FY 2005.

As in previous years, this annual plan builds on several foundational platforms already existing within the Department. One of the most concrete of these foundations is the Department's statistical diversity and the managing of that diversity. This is aptly demonstrated by reviewing the Department's merit/merit comparable workforce complement of 1181, of which 41.24% are minorities and 65.71% are females. Another foundational support from which the Department derives its diversity energy 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, 2003 and, most recently, 2004. As previously cited in our 2004 Diversity, Affirmative Action, EEO Report, the Award of Merit recognizes the Department for organizational excellence in the following categories: Leadership, Strategic Planning, Customer/Stakeholder and Market Focus, Measurement, Analysis and Knowledge Management, Human Resource Focus, Process Management and Results. From a human resources perspective, the ever growing diversity of the Department speaks to the essence of why the Award of Merit was received.

Another platform from which the Department launches diversity efforts is the leadership of the organization and their diversity: Cari DeSantis, Cabinet Secretary; Henry Smith, III, Director, Division of Management Support Services (DMSS); Margaret Timko, Deputy Director, DMSS; Susan Cycyk, Director, Division of Child Mental Health Services (DCMHS); Marc Richman, Deputy Director, DCMHS; Nancy Pearsall, Director, Division of Youth Rehabilitative Services (DYRS); Perry Phelps, Deputy Director, DYRS; Carlyse Giddins, Director, Division of Family Services (DFS); Laura Miles, Deputy Director, DFS. Three of four Division Directors are people of color, and three of four are female. Along with other leaders in the Department, the leaders cited above form The Guiding Coalition who provides strategic direction to the Department. This direction is embodied in the seven System of Care (SOC) principles:

One: Practice is individualized and includes strength-based solutions

Two: Services are appropriate, in type and duration

Three: Services are child-centered and family-focused

Four: Care is community-based

Five: Care is culturally competent

Six: Care is seamless, within and across systems

Seven: Teams develop and manage care

System of Care is on the leading edge of service delivery management approaches. National evaluation studies produced in the last ten years show that an effective system of care service approach will, indeed:

- Improve how children behave and function emotionally
- Improve school performance
- Reduce the number of costly out-of-home residential placements
- Reduce violations of the law
- Reduce 12 month recidivism in juvenile justice by 57 percent

In order to operationalize the System of Care principles and achieve the desired outcomes the Department has established six chartered workgroups. Each workgroup is championed by either the Cabinet Secretary, a Division Director or another high ranking Department official.

System of Care Workgroup	Summary of Objectives
Workforce Development Team	To provide comprehensive, skills-based training in System of Care principles to DSCYF staff.
Service Array Work Team	List the services that are in the DSCYF continuum, including formal services and supports, and as much as possible, informal supports.
Policy and Procedure Team	Ensure that every Policy & Procedure supports SOC principles
Barrier Buster Work Team	Gather information to identify barriers and elicit potential solutions to enhance SOC.
Technology Work Team	Plan a FACTS information system replacement that will support the new SOC business model.
Resourcing and Financing Team	Design a plan to enhance fiscal accounting and budget structure to support System of Care. Short-term objectives include identifying barriers to implementation of SOC in the Children’s Department’s financial, budgeting and tracking systems and recommend both short and long-term methods to begin addressing barriers.

During FY 2005, the Department accomplished several significant initiatives with respect to Diversity/Managing Diversity activities including the following:

- The Department developed, tested and implemented the DSCYF Workplace Mediation Program. This program is the result of an initiative begun several years ago when Norwood Coleman, the Diversity/Affirmative Action/Equal Employment Administrator, was dispatched to mediation training offered by the American Association for Affirmative Action. After completing the program as a certified Workplace Mediator, Mr. Coleman designed the Department's Mediation Program. Two cases were referred to the program for mediation during the third quarter, FY2005. In the first case, the parties achieved a successful mediation of their dispute within the context of the mediation. With regard to the second case, the parties in conflict voluntarily resolved their dispute prior to the mediation and reported this resolution to the mediator;
- Participation in the planning and implementation of the Second Annual Governor's Affirmative Action/Equal Employment Opportunity Summit (The Department's Diversity/AA/EEO Administrator was a member of the planning committee for the Summit);
- The continued implementation of a Department-wide Supervisory Training Program;
- The continued training of staff on the Department's System of Care Initiative and the continued work of the Cultural Competence Committee;
- The 5th Annual Employee Satisfaction Survey was conducted;
- The continued measurement of employee turnover;
- The continued analysis of employee exit interview data;
- The continuation of the Department's Employee Recognition Program including the recognition of employees of the Quarter at the Division and Departmental levels;
- The resumption of the Department's Human Resource staff in regional job and career fairs;
- The Diversity/AA/EEO Administrator led one of the Department's Divisions and a unit of another division in a workshop that resulted in both setting up a respectful workplace policy;
- The establishment of a Basic Math Class for maintenance staff as a prerequisite for the Department's Blue Collar Grant Maintenance Certification Program. The first certificate class, Small Engine Repair, is currently in progress.

As reported in previous years, each of our Divisions have carried out diversity initiatives directed toward managing a diverse workforce through recruitment and retention activities, the exploration of new approaches to making diversity in the Department a truly dynamic phenomenon, methods of moving beyond compliance toward leading edge human resource practices, and more.

The Division of Child Mental Health Services continued to sponsor the Department's Cultural Competence Committee. This committee supports one of the seven principles of a System of Care that states that staff and services should be culturally competent. The committee expanded its membership to include participation from all four Divisions of the Department and from community partners and family members.

As reported in previous plans, 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 missions. New Employee Orientation is used to welcome new or transferring employees to the Department and Divisions. The history of the Department is covered as well as key policies, values, strategic direction and initiatives and other information important to effective employment within the Department. Another accountability strategy is the use of three-person interview teams for selecting candidates for pay grade positions 15 and above. Diverse three person interview teams are also encouraged for positions below pay grade 15.

Further and continued demonstrations of the Department's commitment to management accountability includes the increasing numbers of consultations by the Department's Diversity/AA/EEO 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. The Department views the above activities as reflections of on going and dynamic transformation.

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 inquiries 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.

**Office of Case
Management**
Mary Ball Morton

Office of the Secretary
Cari DeSantis
Cabinet Secretary
Jeannie Rector - Executive Secretary
Trish Hearn - Executive Assistant
Susan Burns – Program Support Administrator
Kelly Savacool – Community Relations Coordinator
Vacant – Administrative Assistant II

**Prevention/Early
Intervention**
Amy Benjamin

**Division of
Family Services**

Director
Carlyse Giddins

Deputy Director
Laura Miles

**Division of
Child Mental Health**

Director
Susan Cycyk

Deputy Director
Marc Richman

**Division of Youth
Rehabilitative Services**

Director
Nancy D. Pearsall

Deputy Director
Perry Phelps

**Division of
Management
Support Services**

Director
Henry Smith III

Deputy Director
Margaret Timko

Department of Services for Children, Youth and Their Families
Number of Employees

As of June 30, 2005

Division of Management Support Services	248
Division of Family Services	359
Division of Child Mental Health Services	197
Division of Youth Rehabilitative Services	377

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 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 Order 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 to 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 Diversity/Affirmative Action Plan.

Cabinet Secretary

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

Division Directors

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

Human Resource Manager

Human resource management responsibility for the Plan and Policy includes:

1. Providing human resources data for preparing Diversity/Affirmative Action statistical reports.
2. In collaboration with the Diversity/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 the Office of Management and Budget (OMB) 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.

Diversity/Affirmative Action/Equal Employment Opportunity Administrator

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

1. Providing oversight to Departmental compliance with Executive Order 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 Management and Budget's 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.
11. Develop and administer the Department's Workplace Mediation Program.

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.
- 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 and 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.
- It was noted earlier that the Diversity/Affirmative Action/Equal Employment Administrator was trained and certified during FY2004 as a workplace mediator. The Department has continued its participation in mediations carried out by the Delaware Department of Labor (DOL) and the U. S. Equal Employment Opportunity Commission (EEOC). In FY2005, the Department developed and implemented an in-house mediation program. It is the goal of this program that most disputes will be resolved successfully in-house and in a mutually respectful manner before they escalate to formal departmental, DOL or EEOC level.
- 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 remains vital to the success of the Department. In FY 2006, training and staff development activities will continue to focus on developing and maintaining a respectful workplace with special emphasis on System of Care principles and values. Training, discussion group programs such as Study Circles, consultations and other activities will be employed as 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 relevant issues.
- With respect to females in the EEO-4 underrepresented categories (technicians and para-professionals) the Department will continue to look for opportunities to increase female representation and utilization in these categories and maintain our high rate of representation and utilization in all other categories. **It should be noted that the female skilled crafts category which has been chronically underrepresented as of FY2005 is no longer an underrepresented category.**
- 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 OMB.
- Advance and enhance career ladder expansion in concert with OMB to foster employee retention.
- Diverse three person interview panels are utilized in interviews for all positions pay grade 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 will continue to support the Department’s Systems of Care Initiative.

Workforce Analysis

An analysis of the Department’s workforce shows:

DSCYF Workforce					
	Total	Minorities		Females	
	#	#	%	#	%
30-Jun-05	1181	487	41.24	776	65.71
30-Jun-04	1103	433	39.26	718	65.1
Difference	78	54	1.98	58	0.61

- A total of 1181 Full Time Merit and Merit Comparable employees, up by 78 from June 2004. This is attributable to the lifting of the hiring freeze in FY2004 and the Department’s efforts to recruit and retain staff needed to meet the needs of children served by the Department.
- Minority males and females comprise 41.24% of the complement. This represents an increase of 1.98% almost 2% over FY 2004. This is the seventh year of eight in which the Department’s minority representation has increased.
- The female complement continues to increase. Females comprise 65.71% of the workforce complement compared to 65.1% in June 2004.

	Administrators					Professionals				
	Total	Minorities		Females		Total	Minorities		Females	
	#	#	%	#	%	#	#	%	#	%
30-Jun-05	292	115	39.38	190	65.07	516	149	28.88	368	71.32
30-Jun-04	271	100	36.9	178	65.68	271	100	36.9	178	65.68
Difference	21	15	2.48	12	-0.61	245	49	-8.02	190	5.64

- Minority representation in the Officials and Administrators category has increased by almost 2.5% over FY2004. The increase represents 15 individuals over FY2004 in real numbers. Minorities in the Professional category decreased to 28.88% in FY2005; this drop is the first in this category for minorities in four years. Both categories continue to reflect a strong minority workforce component in traditional decision-making positions within the Department.
- The Department’s female complement continues to be strong. In FY 2005, females comprised 65.71% of the workforce complement compared to 65.1% in FY 2004. In the Officials and Administrators category, females made up 65.07% of the workforce. In the Professionals category, females made up 71.32% of the workforce in FY2005. This was a 5.64% gain for females in this category over FY2004. As reported in previous plans, the high percentage of minorities and females in these two categories continue to place the Department among the most diverse agencies in the State of Delaware.
- While there continues to be no underrepresentations for minorities, underrepresentations continue among females in Para-professional. The underrepresentation in the Skilled Craft category was erased. However, there is now an underrepresentation in the female Technicians category. The Department will continue to monitor opportunities in these categories for recruiting and placing qualified females.

Plan of Action

- Continue the momentum of the Department's Workforce Planning initiative inspired by the Human Resource Unit. A core element of effective workforce (succession) planning is to enhance the workplace environment through a diverse culture and flexible environment.
- The Department continues to promote Employee Well Being. As a part of this effort the Human Resource Unit sponsored an "Informational Exchange" to give employees an opportunity to address Division of Management Support Service's management staff and provide an opportunity to mingle with other staff.
- In an effort to resolve disputes before they escalate into formal complaints, when a potential complaint is brought to the Department's AA/EEO Office or to Human Resources, in-house mediation will be discussed as a possible alternative to a formal complaint investigation. It is noted that some complaints may not be suitable for mediation, however, most are.
- The Department will continue to expand recruitment at the time of vacancies, utilize the Office of Management and Budget'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: 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 and to recruit widely throughout the State and the Mid-Atlantic Region.
- With respect to recruitment efforts for persons with disabilities – we send announcements to Easter Seals Rehabilitation, Delaware Disadvantage Foundation, YWCA Home Life Management Program, Delaware Dislocated Workers Program, Division of Mental Retardation in Pennsylvania, The Opportunity Center, Veterans Administration Center Wilmington, Delaware Skills Center and Elwyn Institute.
- Importantly, the Department has taken steps to more actively promote the Selective Placement Program which is designed to provide hiring opportunities for persons with disabilities. The Department will continue to track progress on this initiative.
- The Department's representative to the State Council for Persons with Disabilities was elected to the Executive Committee of the State Council for Persons with Disabilities. Other members of the Department serve on the Governor's newly formed "Executive Order 50 Committee on Alternatives for Persons with Disabilities."
- 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 Advisory Network of Delaware, the State's EEO/AA Representatives Forum and similar organizations.
- The Human Resource Unit continues to implement its action plan referenced in the FY 2004 AA 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 recruitment strategies,
 - soliciting customer input on announcement distribution lists and procedures,
 - advertising on the Internet, TV, 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 trained Department facilitators.

- Hiring and promotional practices have been, and will continue to be, in accordance with the provisions of Executive Order #10 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

Of the 117 merit new hires in FY 2005, minority group members filled 36.61% of the merit positions in the Department. 72.5% were filled by females. Of merit positions filled by transfers, minority group members filled 62% and females filled 58%.

Analysis of the applicant flow for merit system positions in FY 2005 where the Affirmative Action/Diversity declaration was completed shows:

- 57.98% of applications processed were received from minorities, an increase from last year.
- Minorities submitted 55.36% of the applications received for Official/Administrator positions, a slight decrease from last year.
- 53.13% of the applications for positions within the Professional category were received from minorities in FY 2005, a significant increase over FY2004.
- 73% of all applications were received from females in FY 2005, a decline from FY2004.

Training

- In 2004 the Department trained over 1000 staff on the principles of the System of Care. Most of these employees were direct service employees. Based on participant input from the 2004 training sessions, the Department initiated a four module training series for over 100 supervisors and experienced workers on specific skills related to leading and facilitating teams in a System of Care environment in 2005. Modules include Leading the Team, Engagement and Alignment, Managing the Team and Coaching and Support. Cultural diversity issues are incorporated in all four modules. Because the Department has developed in-house training capability in specific areas of expertise, there are plans to expand the training to include approximately 300 direct service staff in 2006.
- The Human Resources Unit continues to provide training to Department managers and supervisors on various HR related policies, procedures and practices.
- New Employee Orientation continued in FY 2005. New employees to the Department continued to receive an orientation to the services offered by the Department and to gain fundamental knowledge of the Department's history, values, goals and strategic directions.
- 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 2005, \$17,497 in reimbursements were approved for forty-six individuals. Twenty or 43% were minorities; forty or 87% were females of all races. This program will continue to play a significant role in the Department's retention strategy.
 - Divisional training staff continued to offer an array of training for staff within their divisions. These training sessions are designed to increase employee productivity and effectiveness, as

well as 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 forth 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.

- The Center Professional Development (CPD) continues to offer training and consultation to various divisional units, managers and supervisors on respectful workplace issues and topics.
- The Education Unit within the Division of Management Support Services initiated an ambitious series of training designed to increase leadership and establish a positive, respectful workplace using funds to engage T.A.L.K. Association, a local consulting firm specializing in diversity and establishing positive, respectful and productive workplaces.
- As stated earlier, the Department continues to offer a mandatory training curriculum for managers and supervisors. Included in this series is a course dedicated to increasing the knowledge and skill base of supervisors and managers related to respectful workplace issues, and a module dedicated to Performance Planning, Review and Professional Development Planning.
- The Division of Youth Rehabilitative Services continued to sponsor and support Study Circles.

Department of Services for Children, Youth and Their Families

Applicant Flow - Real Numbers

From 06/01/04 to 06/30/05

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
Off/Admn	98	241	147	277	6	22	5	5	2	1	804
Prof	190	702	274	650	16	41	3	18	2	7	1903
Techn	36	9	16	6	2	0	4	0	2	0	75
Protec Serv	13	32	21	65	1	3	0	0	0	0	135
ParaProf	67	344	203	540	4	34	3	10	0	3	1208
Office/Cleri	0	4	0	2	0	0	0	0	0	0	6
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0
Serv Maint	0	0	0	0	0	0	0	0	0	0	0
TOTAL	404	1332	661	1540	29	100	15	33	6	11	4131

Promotions

Of positions filled through promotions in FY 2005, minority group members filled 44% and females filled 66%. There were a total of 115 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 2001 through FY 2005.

	Minorities	Females
Fiscal Year 2001:	33 %	59 %
Fiscal Year 2002:	27 %	75 %
Fiscal Year 2003:	38%	72%
Fiscal Year 2004:	38%	72%
Fiscal Year 2005:	44%	66%

Disciplines and Separations

There were 78 merit separations in the Department in FY 2005 compared to 63 merit separations in FY 2004. There were 46 female separations in FY 2005 compared to the same amount in FY 2004.

Sex	Ethnic Group	Terminations	% of Total
M	Caucasian	12	15%
M	Black	18	22%
M	Hispanic	1	.01%
M	Asian	1	.01%
M	Indian	0	0%
M	Unknown	0	0%
F	Caucasian	33	42%
F	Black	8	10%
F	Hispanic	2	.01%
F	Asian	1	.01%
F	Indian	0	0%
F	Unknown	2	.03%
	Total:	78	

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 deployed 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 of managers and supervisors in the new Supervisors Certification Training Program which includes a focus on building a respectful workplace and a practical understanding of Affirmative Action/Equal Employment Opportunity and Diversity laws will continue in FY 2005.

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

Attachments



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.

Tables and Charts

State of Delaware EEO-4 Status Report

Department - 370000000
Svs fr Children, Youth, Families
June 30, 2005

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	52	0	0	50	0	102	3	55	3	2	127	0	190	65.07	292	115	39.38
2 Professionals	4	43	1	0	100	1	148	4	93	4	0	267	2	368	71.32	516	149	28.88
3 Technicians	0	1	0	0	6	0	7	1	4	0	0	2	0	7	50.00	14	6	42.86
4 Protective Services	0	5	0	0	4	0	9	0	7	0	0	2	0	9	50.00	18	12	66.67
5 Para Professional	1	93	2	0	24	1	120	0	60	6	0	39	0	105	46.67	225	162	72.00
6 Office & Clerical	0	3	0	0	2	0	5	0	30	3	1	60	0	94	94.95	99	37	37.37
7 Skilled Craft	0	2	1	0	11	0	14	0	0	1	0	0	0	1	6.67	15	4	26.67
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	5	199	4	0	197	2	405	8	250	18	3	497	2	776	65.71	1181	487	41.24

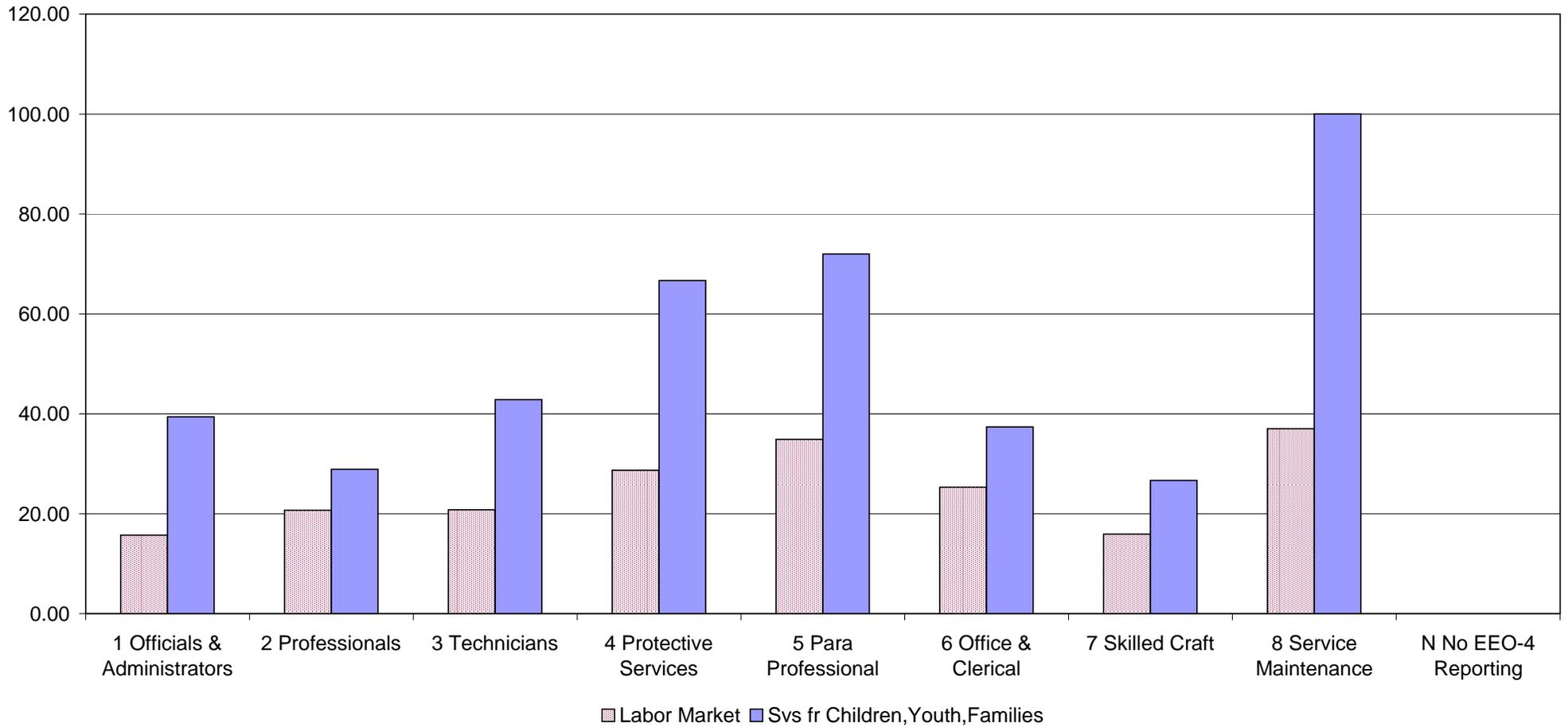
Minority Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	15.70	39.38	23.68
2 Professionals	20.70	28.88	8.18
3 Technicians	20.80	42.86	22.06
4 Protective Services	28.70	66.67	37.97
5 Para Professional	34.90	72.00	37.10
6 Office & Clerical	25.30	37.37	12.07
7 Skilled Craft	15.90	26.67	10.77
8 Service Maintenance	37.00	100.00	63.00
N No EEO-4 Reporting	0.00	0.00	NA

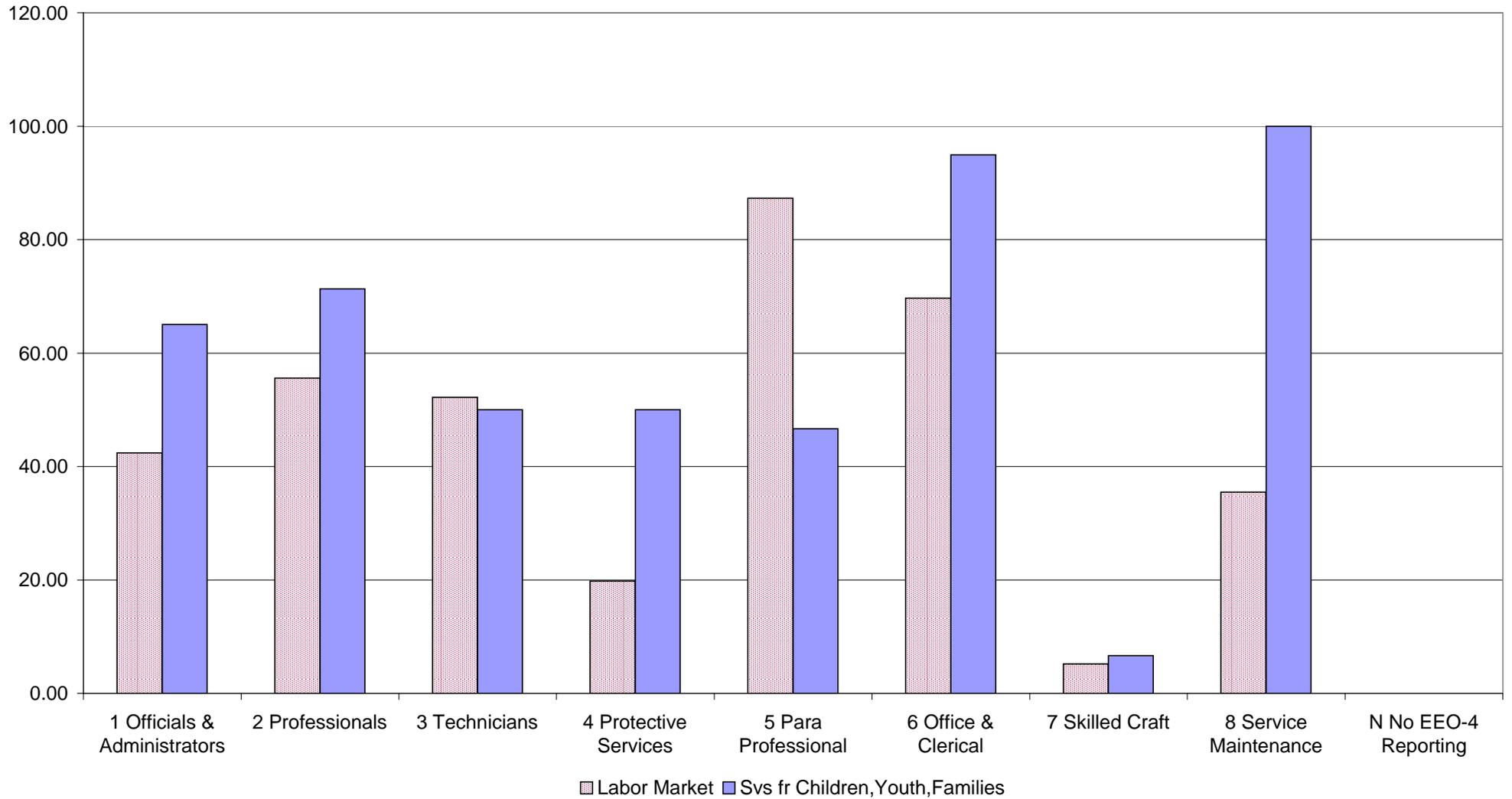
Female Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	42.40	65.07	22.67
2 Professionals	55.60	71.32	15.72
3 Technicians	52.20	50.00	-2.20
4 Protective Services	19.80	50.00	30.20
5 Para Professional	87.30	46.67	-40.63
6 Office & Clerical	69.70	94.95	25.25
7 Skilled Craft	5.20	6.67	1.47
8 Service Maintenance	35.50	100.00	64.50
N No EEO-4 Reporting	0.00	0.00	NA

State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report

Department - 370100000
SCYF/Mgt Support Services
June 30, 2005

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	12	0	0	7	0	19	2	19	2	2	34	0	59	75.64	78	37	47.44
2 Professionals	2	3	0	0	31	0	36	2	13	0	0	56	2	71	66.36	107	20	18.69
3 Technicians	0	1	0	0	6	0	7	1	3	0	0	2	0	6	46.15	13	5	38.46
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	1	0	0	2	0	3	0	1	0	0	8	0	9	75.00	12	2	16.67
6 Office & Clerical	0	0	0	0	1	0	1	0	9	0	0	13	0	22	95.65	23	9	39.13
7 Skilled Craft	0	2	1	0	11	0	14	0	0	1	0	0	0	1	6.67	15	4	26.67
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	19	1	0	58	0	80	5	45	3	2	113	2	168	67.74	248	77	31.05

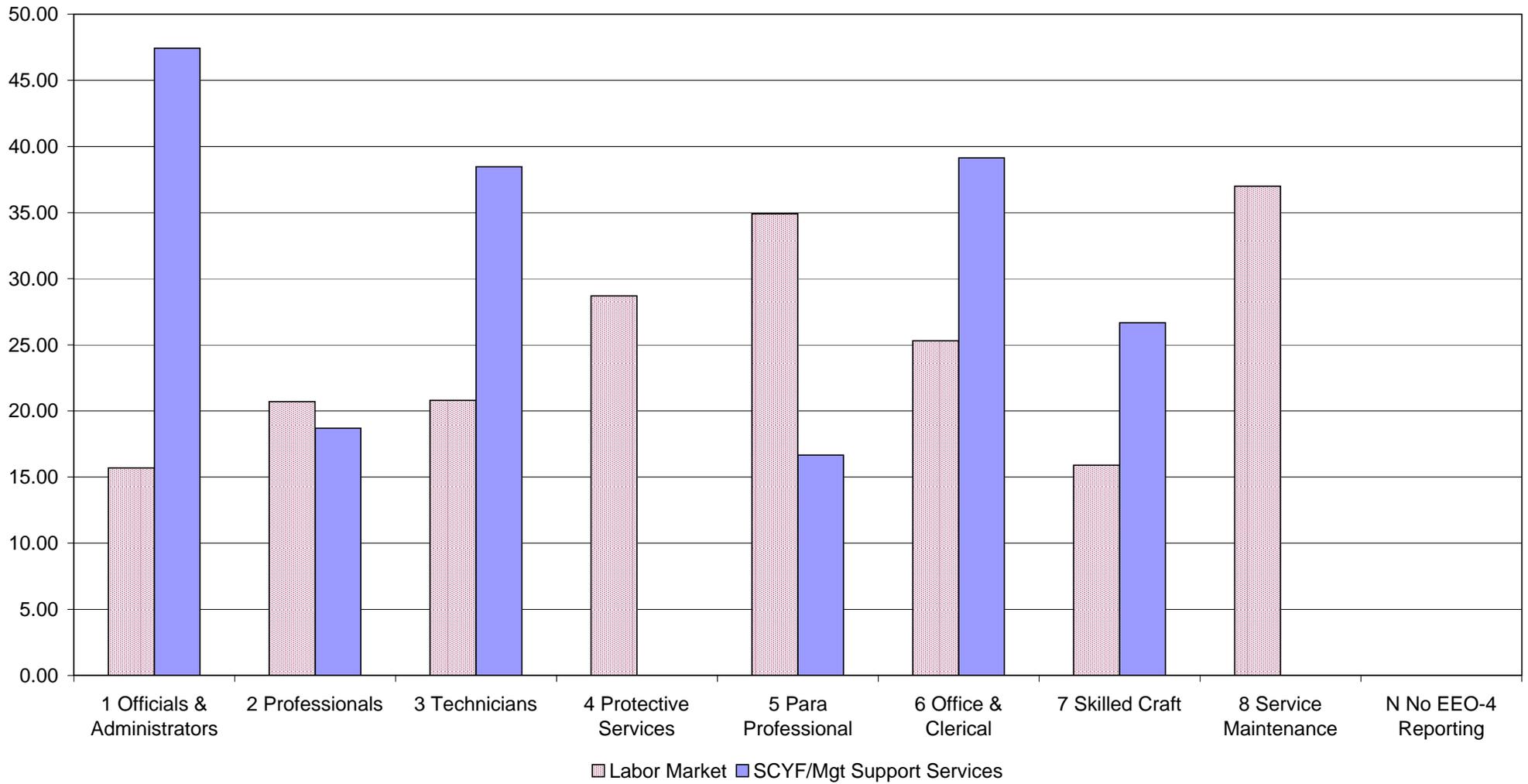
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	15.70	47.44	31.74
2 Professionals	20.70	18.69	-2.01
3 Technicians	20.80	38.46	17.66
4 Protective Services	28.70	0.00	NA
5 Para Professional	34.90	16.67	-18.23
6 Office & Clerical	25.30	39.13	13.83
7 Skilled Craft	15.90	26.67	10.77
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

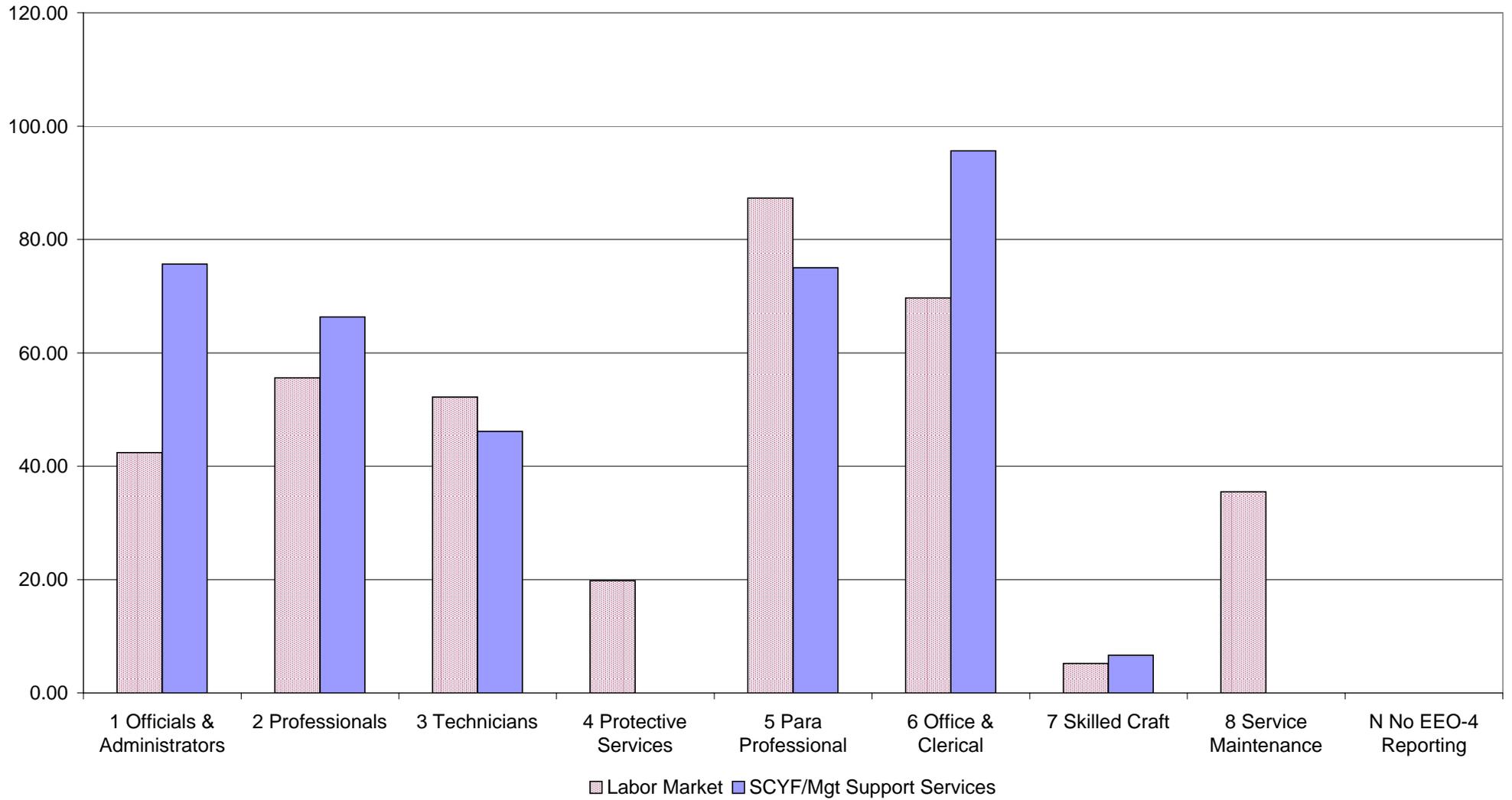
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	42.40	75.64	33.24
2 Professionals	55.60	66.36	10.76
3 Technicians	52.20	46.15	-6.05
4 Protective Services	19.80	0.00	NA
5 Para Professional	87.30	75.00	-12.30
6 Office & Clerical	69.70	95.65	25.95
7 Skilled Craft	5.20	6.67	1.47
8 Service Maintenance	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report

Department - 370400000
SCYF/Child Mental Health Svcs
June 30, 2005

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	4	0	0	8	0	12	0	7	0	0	16	0	23	65.71	35	11	31.43
2 Professionals	1	2	0	0	20	0	23	2	14	3	0	51	0	70	75.27	93	22	23.66
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	0	0	0	1	0	1	50.00	2	0	0.00
5 Para Professional	0	13	2	0	6	0	21	0	10	1	0	13	0	24	53.33	45	26	57.78
6 Office & Clerical	0	0	0	0	1	0	1	0	5	1	0	12	0	18	94.74	19	6	31.58
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	19	2	0	36	0	58	2	38	6	0	93	0	139	70.56	197	68	34.52

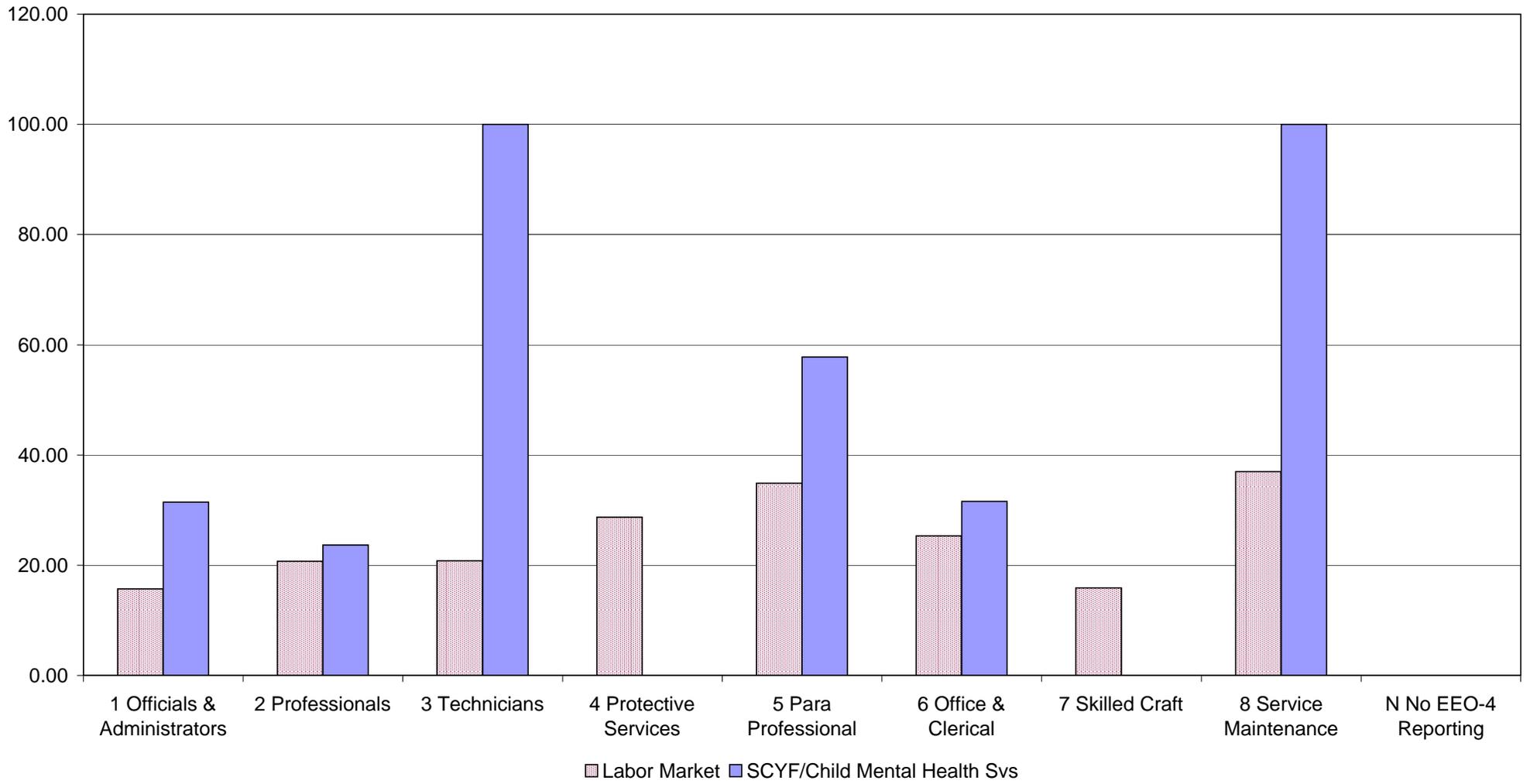
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	15.70	31.43	15.73
2 Professionals	20.70	23.66	2.96
3 Technicians	20.80	100.00	79.20
4 Protective Services	28.70	0.00	-28.70
5 Para Professional	34.90	57.78	22.88
6 Office & Clerical	25.30	31.58	6.28
7 Skilled Craft	15.90	0.00	NA
8 Service Maintenance	37.00	100.00	63.00
N No EEO-4 Reporting	0.00	0.00	NA

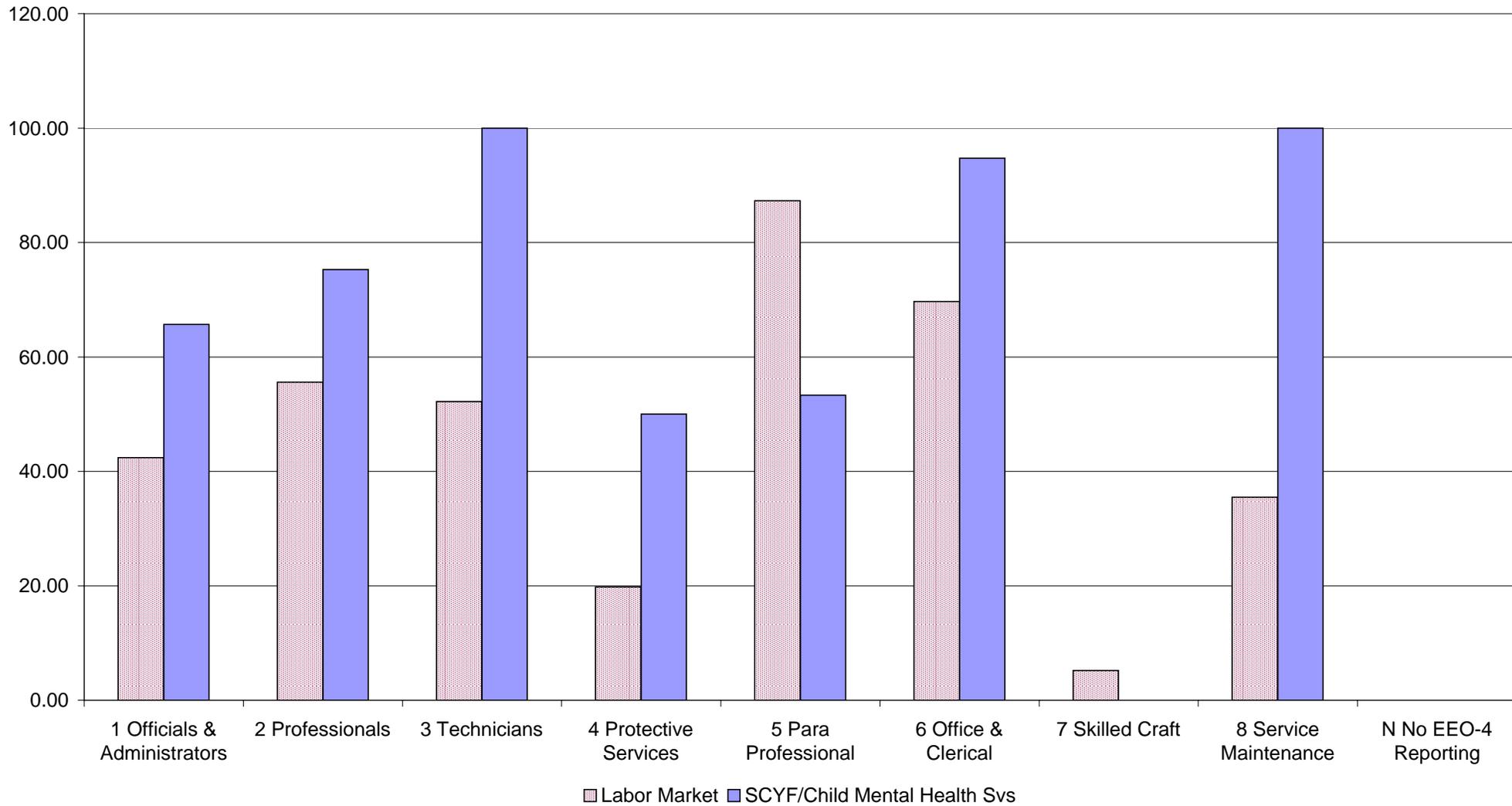
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	42.40	65.71	23.31
2 Professionals	55.60	75.27	19.67
3 Technicians	52.20	100.00	47.80
4 Protective Services	19.80	50.00	30.20
5 Para Professional	87.30	53.33	-33.97
6 Office & Clerical	69.70	94.74	25.04
7 Skilled Craft	5.20	0.00	NA
8 Service Maintenance	35.50	100.00	64.50
N No EEO-4 Reporting	0.00	0.00	NA

State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report

Department - 370500000
SCYF/Youth Rehabilitative Svcs
June 30, 2005

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	27	0	0	14	0	41	0	12	0	0	8	0	20	32.79	61	39	63.93
2 Professionals	0	33	1	0	36	1	70	0	26	0	0	50	0	76	52.05	146	60	41.10
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	2	0	6	0	7	0	0	1	0	8	57.14	14	11	78.57
5 Para Professional	1	76	0	0	15	1	92	0	38	1	0	11	0	50	35.21	142	116	81.69
6 Office & Clerical	0	1	0	0	0	0	1	0	3	0	1	9	0	13	92.86	14	5	35.71
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	141	1	0	67	2	210	0	86	1	1	79	0	167	44.30	377	231	61.27

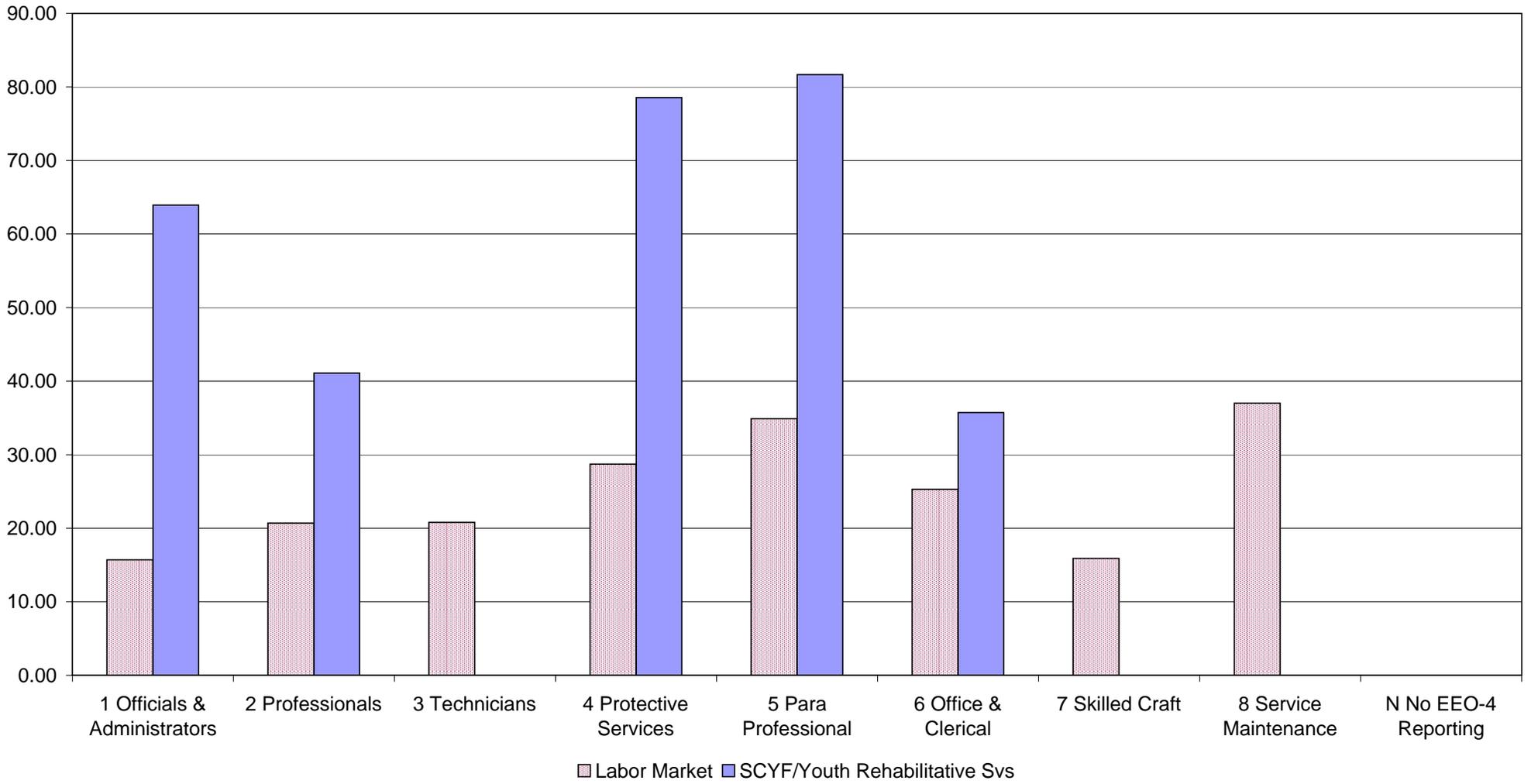
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	15.70	63.93	48.23
2 Professionals	20.70	41.10	20.40
3 Technicians	20.80	0.00	NA
4 Protective Services	28.70	78.57	49.87
5 Para Professional	34.90	81.69	46.79
6 Office & Clerical	25.30	35.71	10.41
7 Skilled Craft	15.90	0.00	NA
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

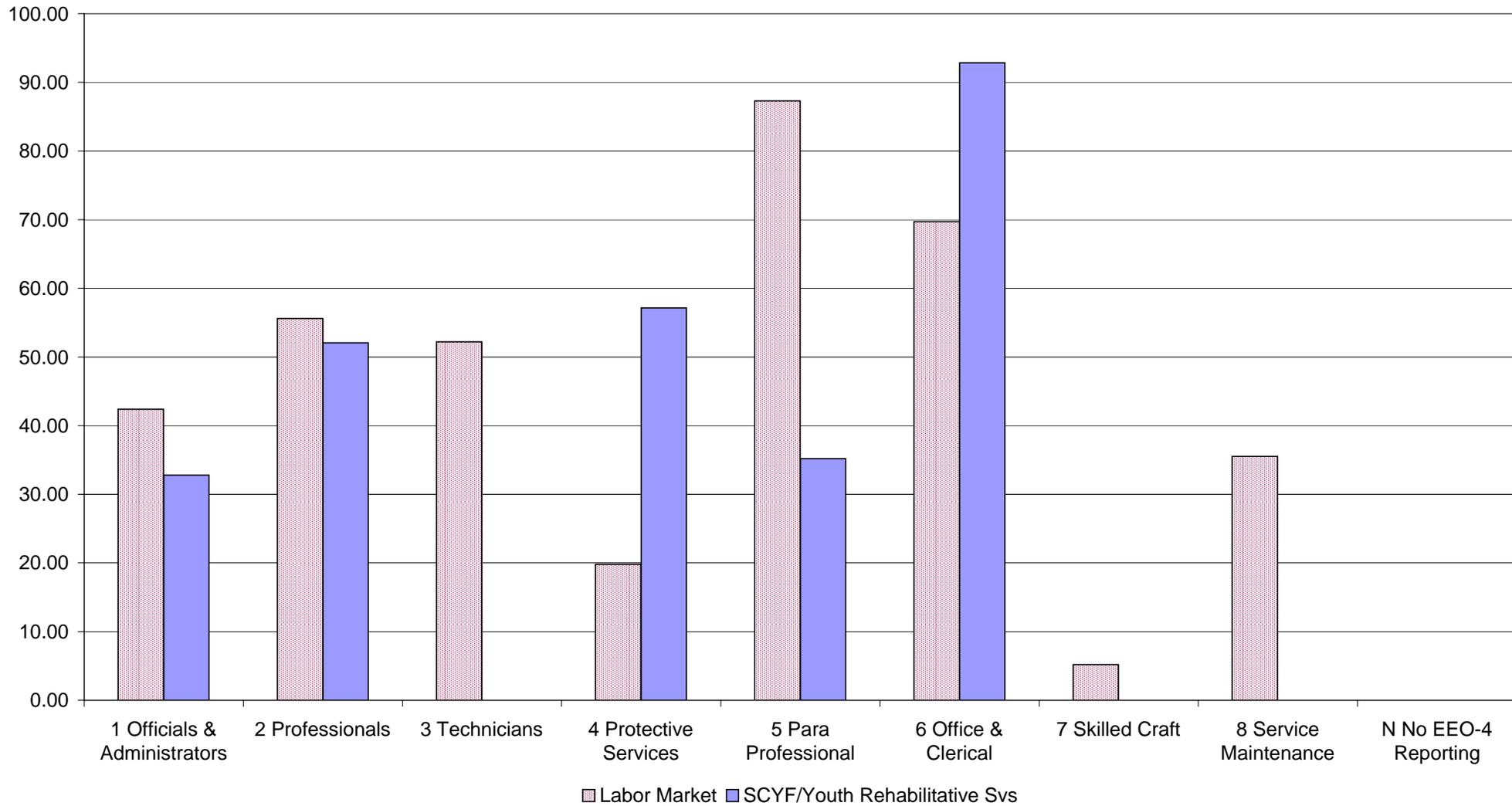
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	42.40	32.79	-9.61
2 Professionals	55.60	52.05	-3.55
3 Technicians	52.20	0.00	NA
4 Protective Services	19.80	57.14	37.34
5 Para Professional	87.30	35.21	-52.09
6 Office & Clerical	69.70	92.86	23.16
7 Skilled Craft	5.20	0.00	NA
8 Service Maintenance	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report

Department - 370600000
SCYF/Family Services
June 30, 2005

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	9	0	0	21	0	30	1	17	1	0	69	0	88	74.58	118	28	23.73
2 Professionals	1	5	0	0	13	0	19	0	40	1	0	110	0	151	88.82	170	47	27.65
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	3	0	0	1	0	4	0	11	4	0	7	0	22	84.62	26	18	69.23
6 Office & Clerical	0	2	0	0	0	0	2	0	13	2	0	26	0	41	95.35	43	17	39.53
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	20	0	0	36	0	57	1	81	8	0	212	0	302	84.12	359	111	30.92

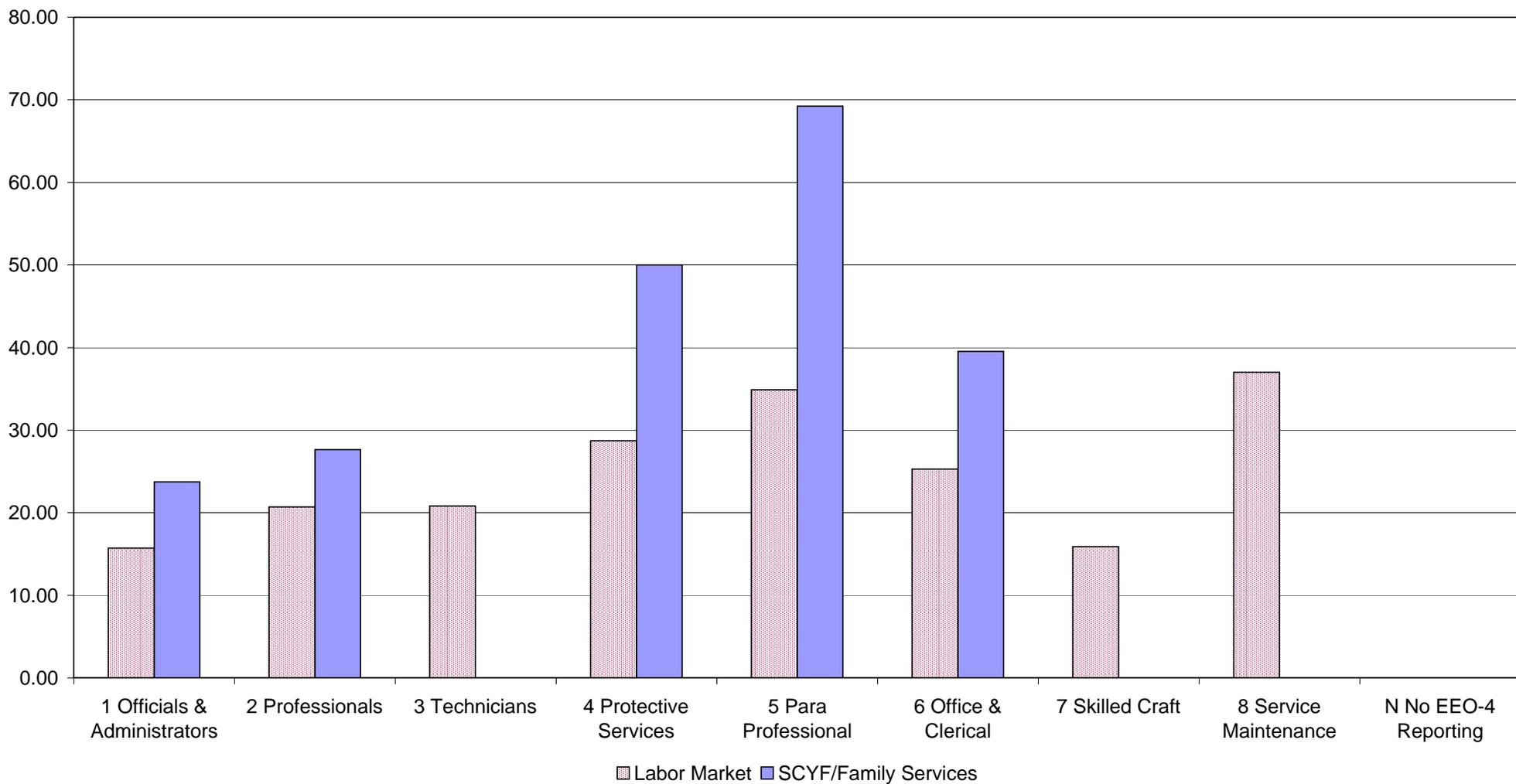
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	15.70	23.73	8.03
2 Professionals	20.70	27.65	6.95
3 Technicians	20.80	0.00	NA
4 Protective Services	28.70	50.00	21.30
5 Para Professional	34.90	69.23	34.33
6 Office & Clerical	25.30	39.53	14.23
7 Skilled Craft	15.90	0.00	NA
8 Service Maintenance	37.00	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	42.40	74.58	32.18
2 Professionals	55.60	88.82	33.22
3 Technicians	52.20	0.00	NA
4 Protective Services	19.80	0.00	-19.80
5 Para Professional	87.30	84.62	-2.68
6 Office & Clerical	69.70	95.35	25.65
7 Skilled Craft	5.20	0.00	NA
8 Service Maintenance	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

State of Delaware EEO-4 Status Report



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