

***STATE OF DELAWARE***

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

**AFFIRMATIVE ACTION / MANAGING DIVERSITY  
PLAN**

**July 1998 - June 1999**

**THOMAS P. EICHLER, SECRETARY**

**September 15, 1998**

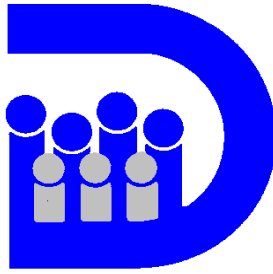
## **INTRODUCTION AND OVERVIEW**

The Department's workforce is comprised of 35% minority and 64% female. The percentage of minorities in the Department increased by approximately 3% in Fiscal Year 1998 from the previous year. The percentage of females dipped by one percentage point from 65% in Fiscal Year 1997 to the current 64%. With respect to minorities, the Department exceeds the Labor Market Availability in all EEO-4 categories. This is an improvement over Fiscal Year 1997 when Service Maintenance was the one underrepresented minority category which we successfully addressed.

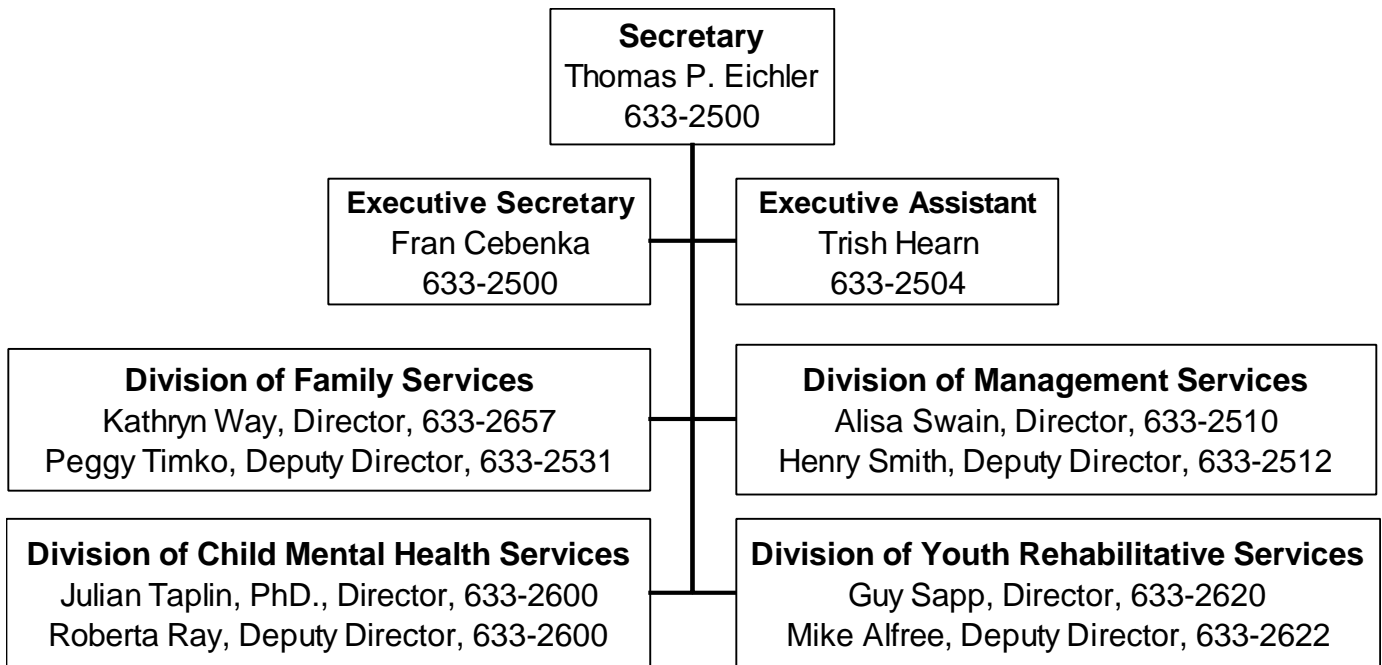
The Department continues to provide increased awareness of cultural diversity to managers and supervisors seeking to hire new staff in all categories. Sexual Harassment Prevention training was offered on twelve occasions, to managers and supervisors, between April and August 1998. Approximately two thirds (110 managers and supervisors) of all designated staff attended the training. Training in sexual harassment recognition and prevention for non-supervisory personnel will be offered in Fiscal Year 1999.

Human Resources staff continue to provide consultation to Department managers and supervisors on matters related to recruitment, selection and hiring. A list of predominately minority schools and social organizations is currently being used in recruitment efforts. Participation by Human Resources staff at job fairs and college recruitment events continue with the Department participating in six (6) job fairs in Fiscal Year 1998. We attended two State sponsored Job Fairs, one in New Castle County and one in Kent County, as well as, recruiting for applicants at Morgan State University, University of Delaware and Delaware State University. Additionally, the Department participated in the Kent County Business Industry and Education Job Fair.

The Department believes that it's efforts to attract and retain minorities and women is reflected in the diverse profile of it's workforce. Successfully managing diversity will be an ongoing challenge. The Department will seek to meet this challenge through the use of state of the art management and professional development techniques. By managing diversity the Department seeks to create a dynamic learning organization where people who are different from one another can make an effective contribution in helping the Department to carry out it's mission of facilitating positive change in the behavior and condition of the children and families in our care. Along these lines, the Department has embarked on a journey to improve the quality of the services it provides to it's customers. The initiative is called Quality '98 and it's ultimate goal is to understand what are reasonable customer requirements and improve Departmental processes to meet those requirements.



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



**DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES**

**NUMBER OF EMPLOYEES**

**AS OF July 15, 1998**

Division of Management Services	138
Division of Family Services	384
Division of Child Mental Health Services	205
Division of Youth Rehabilitative Services	319

**DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES**

**DIVERSITY/AFFIRMATIVE ACTION**

**POLICY STATEMENT**

The Delaware Department of Services for Children, Youth and Their Families is committed to delivering services and providing equal employment opportunities without regard to race, color, religion, sex, age, national origin, sexual preference, physical or mental disability and political affiliation. Further, the Department is committed to the concept of a diverse workforce and to the management of that workforce in the best way possible. In accordance with existing civil rights laws, no one shall be penalized in any way for making an affirmative action complaint or inquiry, valid or not.

The above statement is the full expression of the Department's philosophy which recognizes the value and worth of every individual and the potential contribution which can be made to both this organization and the clients we serve. Every individual who applies for employment or services will be provided consideration and services on a nondiscriminatory basis. This applies to all services whether provided directly by Department staff or through contractual services.

Through implementation of our Diversity/Affirmative Action Plan, the Department will ensure that all activities related to employment are free from discriminatory practices, sexual harassment and in full compliance with the Governors Executive Order Number Twenty-four as augmented by Executive Order Number Twenty-eight (attached).

As Secretary of the Department of Services for Children, Youth and Their Families, I commit myself and the Department to contributing and participating in the realization of our Diversity/Affirmative Action goals:

1. To recruit, retain and utilize a talented, diverse workforce that at a minimum reflects the diversity of the population of the State of Delaware and ideally reflects the diversity of the children, youth and families served by the Department.
2. To deliver services free of discrimination.

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

\_\_\_\_\_  
Human Resource Manager

\_\_\_\_\_  
Date

## **RESPONSIBILITIES FOR IMPLEMENTATION**

The Cabinet Secretary continues to require that the four major components of Diversity Affirmative Action implementation spelled out in previous plans - *commitment, authority and responsibility, administrative support, monitoring* - guide the implementation of the Department's Fiscal Year 1999 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 Administrator, examining personnel policies and practices for inconsistencies with the goal of achieving and managing a diverse workforce.
3. Advocating change in conjunction with other agencies and organizations when such change is deemed necessary.
4. Certifying candidate lists for diversity.
5. Monitoring employment and selection practices within the Department.
6. Coordinating with State Personnel to ensure that applicant pools and candidate pools reflect minimum standards of diversity.

7. In conjunction with the Diversity/Affirmative Action Administrator, monitor Performance Planing and Review documents for compliance with the Department's Diversity/Affirmative Acton Policy.
8. Provide monthly statistical data on staff additions, deletions, promotions, position availability and other data items necessary to assess the progress in achieving objectives of the plan.

## **DIVERSITY \ AFFIRMATIVE ACTION ADMINISTRATOR**

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

1. Chairing an interdivisional monitoring team on Diversity/Affirmative Action (Council of Diversity Coordinators).
2. Drafting, maintaining and distributing the Department's Diversity/Affirmative Action Plan.
3. Developing training and staff development programs that promote compliance with applicable EEO/AA and State of Delaware laws and procedures.
4. Serving as official liaison with relevant State organizations as designated by the Department Secretary including, but not limited to, the State Human Rights Commission, the Office of the Coordinator of the Americans with Disabilities Act and the Office of State Personnel Affirmative Action Office.
5. Providing consultation assistance and advice to the Department and Divisions on workforce diversity issues and availability.
6. Ensuring that all Affirmative Action procedures set forth in this plan and due process requirements set forth in the plan are followed.
7. Promoting the concept that the management of diversity is not a human resource program but a fundamental component of organizational competence.
8. Reviewing the status of investigations and actions taken by the Affirmative Action Office with respect to enforcement of Department Diversity/Affirmative Action policies including, but not limited to, Equal Employment Opportunity, Americans with Disabilities Act, and the Handicapped Education Act.
9. Promoting diversity/affirmative action initiatives and providing technical assistance on such issues as developing recruitment pools, interviewing skills and procedures.
10. Participating in EEO/AA complaint proceedings.

## **POLICY DISSEMINATION**

The Department's Policy and Plan can be accessed by staff in several ways:

- New employees are advised of the Department's non-discriminatory employment at the time of sign-up.
- Training is provided and copies are distributed to all new employees at New Employee Orientation Training.
- The complete document is accessible electronically on the Department's "S Drive," Shared Files, Policy Folder, as document S:\Policy\DivPln98.doc. The Affirmative

Action/Diversity Report and Plan can also be viewed on the Department's Internet at the following address: <http://www.state.de.us/kids/careers.htm>.

- Copies are distributed to the Department's Management Leadership Team and to IPU managers.
- Performance agreements throughout the organization reflect the commitment to affirmative action and cultivating a diverse workforce.
- Copies are also available by request from the Diversity/Affirmative Action Office. Nondiscriminatory citations are reflected on all recruitment instruments; i.e., job announcements, advertisements, brochures.

### **AFFIRMATIVE ACTION STRATEGIES**

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

1. The Department has begun to implement the Integrated Management System (IMS). This will enhance our ability to retrieve local statistical data, i.e. race and gender, and to apprise Division's on an ongoing basis of diversity statistics and to assist in determining opportunities for improving the diversity of each Division's workforce.
2. Conclude the process of redefining the role and mission of the Council of Diversity Coordinators and look at ways of including employees from every level of the organization to encourage their participation and contribution will continue in Fiscal Year 1999.
3. Offer Sexual Harassment Prevention Training to supervisory (three additional sessions in addition to what was offered in Fiscal Year 1998) and non-supervisory staff in Fiscal Year 1999.
4. Explore the development of Diversity training with the help of the groups such as the Office of State Personnel's Minority Resources Group and the Delaware Workforce Diversity Group. Such training should derive from and expand on our current Diversity/Affirmative Action Policy training to include such topics as managing diversity in the workplace and cultural sensitivity in the workplace and other relevant topics.
5. Develop workshops for managers and supervisors on workplace diversity issues related to persons with disabilities and the Americans with Disability Act.
6. With respect to women in the EEO-4 Paraprofessional Category, study ways of increasing their utilization. Due to the small number of employees in other underrepresented categories, we will continue to monitor these positions to determine when vacancies occur, how the Department can best recruit qualified women and non-whites to fill the vacancies.
7. Continue to generate profiles on the Department's workforce for analysis and guidance purposes.
8. Promote the Department's Diversity/Affirmative Policy and philosophy through the mandatory New Employee Orientation Training.
9. Continue to participate in State-wide and Department-wide recruitment activities.
10. The Department will continue to encourage eligible staff to participate in the MinorityResources Group sponsored by SPO.
11. The Department will explore the feasibility of offering a Mentorship Program by reviewing these program as offered in other State Agencies.



12. The Study Circles Program implemented by the Department of Labor with the help of the YWCA and the State Personnel Office will be examined to determine the practicality of such a program, or some modification of it, for the Department.

## **WORKFORCE ANALYSIS**

Analysis of the Department's workforce shows:

- A total of 1046 Full Time Merit Equivalent.
- Minority men and women comprise 35% of the complement.
- There were no minority underrepresented categories in Fiscal Year 1998
- Minority representation in EEO-4 Category 30 (Professional) continue to exceed the State Labor market by +10.22%, an increase of 3.34% over Fiscal Year 1997.
- Other EEO-4 Categories where the Department's minority representation increased over State Labor Market Availability in Fiscal Year 1997 were Protective Services (up 2%), Paraprofessional (up 3.8%) and Service Maintenance (up 25%)
- Significantly, minorities make up 29% of officials and administrators (EEO-4 Code 10) which represents an approximate 1% increase from Fiscal Year 1997. A sample of the job titles included in this category are Dep. Principal Assistant (Deputy Director) Division Director, Family Crisis Therapist, Mental Health Program Administrators, Family Services Program Support Administrators which are historically at the higher pay grades.
- While minority representation is growing, men and women of Asian, Hispanic and Native American backgrounds have not come into the workforce in significant numbers.
- Women continue to occupy the highest percentage of the Department's workforce, 64%, despite a 1% dip from Fiscal Year 1997. Since data is reported as a snap shot for the Department during one month (data is reported for the end of June), it is reasonable to conclude that the drop is not significant. This is noteworthy since the Department's full time merit workforce grew by 96 individuals with little change in the female complement and a significant increase in its minority complement.
- Women exceed the Department of Labor availability percentages in all EEO-4 categories with the exception of Paraprofessionals, Skilled Craft and Service Maintenance.

## **PLAN OF ACTION**

- With respect to the filling of vacancies within those categories where we are underrepresented, the Department will continue to expand recruitment at the time of rare vacancies, utilize the Office of State Personnel's diversified list of interviewers if in-house capability is not available, and interview all candidates on certification list.
- The Department will continue to participate in job fairs, to recruit widely throughout the State and the Mid-Atlantic Region.
- Continue participation in forums such as the Governors Council for Persons with Disabilities, the State-wide Coalition on the American's with Disabilities Act and other similar organizations.

- Training will continue on an ongoing basis and all other activities associated with achieving and maintaining a diverse workforce will continue.
- Hiring and promotional practices have been, and will continue to be in accordance with the provisions of Executive Order 28.
- Through the Department's Management Information System and the Internet, job announcements, hiring information and other human resources information exists to enhance user friendly policies.
- Recognizing the difficulty in recruiting men and women of Asian, Hispanic and Native American backgrounds due to their small numbers in the overall population of Delaware, through the strategies described above, we will avail ourselves of as many opportunities as possible to attract these individuals to our applicant pool.

### **NEW HIRES**

Almost 33% of the vacancies within the Department were filled by minorities and 59% were filled by women of all races through new hires or transfers. As a highlight, within the Officials/Administrators EEO-4 category, 38% of the vacancies were filled by minorities as either new hires, transfers or promotions. Minorities accounted for half of the vacancies filled by new hires only in the Official/Administrators category. 54% of vacancies filled through new hires and transfers were women. In the Professional Category, 27% of the vacancies were filled by minorities. 63% of the vacancies in the Professional Category were filled by women.

Analysis of the applicant flow for merit system positions in Fiscal Year 1998 where the Affirmative Action/Diversity declaration was completed shows:

- 55% of applications processed were received from minorities in Fiscal Year 1998 verses 46% in Fiscal Year 1997.
- Minorities submitted 43% of the applications received for Official/Administrator positions.
- 46% of the applications for positions within the Professional category were received from minorities in Fiscal Year 1998 verses 39% in Fiscal Year 1997.
- Of the thirty-six persons hired from applicant status in the Para-Professional category, 34% were minorities.
- 72% of applications were received from women.
- It is noteworthy that while the Department experiences a 40% female underrepresentation in the Para-Professional EEO-4 category, in Fiscal Year 1998, 64% of the applicants hired in this category were women.

## TRAINING

The Department has chartered *The Departmental Training Professionals Team* that has a mandate to:

- Increase the level of awareness and knowledge about training initiatives and activities that are occurring both inside and outside the department.
  - Plan for and encourage the combining and sharing of resources among the four divisions in a way that models service integration.
  - Clarify common training goals across the four divisions, and encourage collaboration to achieve common goals.
  - Interact with other individuals and units within the department that are dealing with issues that involve training and performance.
  - Plan and implement professional development activities for departmental staff that are involved with training.
- 
- Family Focus Training and Consultation continues to be available to all Departmental staff. It is a collaborative systems-based model for helping families, agencies, and communities work together for positive change. Among other things, Family Focus promotes the respect for all differences - ideas, culture, gender, work styles and coping mechanisms in serving our clients and the interaction with our co-workers. A survey of trainees, supervisors and Division Directors strongly supported the continuation of this program. A major focus in Fiscal Year 1999 is to provide special training to supervisors.
  - The Department continues to provide numerous training programs and opportunities to its staff. Classroom training, on site consultations, educational tuition reimbursements opportunities are also included in the Department's array of training opportunities.
  - The Department's Tuition Assistance Policy continues to encourage staff to attend area colleges and universities. During Fiscal Year 1998, 31 individuals received reimbursements, 15 were minorities, 24 were women of all races.
  - The Department will review the Tuition Assistance Policy to determine what, if any, revisions are needed to continue to encourage staff to avail themselves of educational opportunities that will enhance their skills and knowledge.
  - All Divisions now have a training administrator leading divisional training which allows the divisions to focus on specific program related staff training and development.
  - The Department continues to work to put into place a computer training data base system.

## Department of Services for Children, Youth and Their Families

### Applicant Flow - Real Numbers

**From 07/01/97 to 06/30/98**

EEO-4 Category	White M	White F	Black M	Black F	Hispanic M	Hispanic F	Asian Pac M	Asian Pac F	Am Indian M	Am Indian F	Total
10 Off/Admn	29	61	34	40	1	4	0	1	0	1	171
30 Prof	143	373	100	293	4	18	5	8	7	2	953
40 Techn	13	18	2	5	0	0	0	0	0	0	38
50 Protec Serv	28	108	62	165	1	6	0	6	0	3	379
60 ParaProf	39	121	102	248	3	25	0	3	0	6	547
70 Office/Cleri	0	10	1	15	0	2	0	0	0	0	28
80 Skilled Craft	6	0	2	0	0	0	0	0	0	0	8
90 Serv Maint	1	3	7	6	0	0	0	0	0	0	17
<b>TOTAL</b>	<b>259</b>	<b>694</b>	<b>310</b>	<b>772</b>	<b>9</b>	<b>55</b>	<b>5</b>	<b>18</b>	<b>7</b>	<b>12</b>	<b>2141</b>

## **PROMOTIONS**

- With respect to promotions in Fiscal Year 1998, eighteen percent (18%) were minorities. Fifty-four percent (54 %) were women of all races.
- The Department promoted a black female psychologist to the position of Child Psychologist Supervisor (PG 20), a woman was promoted to the position of Director of Drug and Alcohol Service (PG 21) and a black male was promoted into the position of Information Systems Manager (PG 22).

## **DISCIPLINE AND SEPARATION**

Of the staff who have left the Department in Fiscal Year 1998, 32% were minorities. This represents a 8% increase from the separation of minorities last year. During the same period, we hired over 33% minorities. Women represented 89% of staff who separated which represents a 33% increase in the separation of women from last year. The number of women hired during the same period was 54%. These figures are indicative of the large percentage of women in our workforce. As can be seen by the overall Department profile, the Department remains predominately female.

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

The Department continues to employ various strategies aimed at retaining employees:

- In an attempt to attract and retain qualified applicants, the Division of Family Services has acquired legislative approval to promote qualified employees to the Family Crisis Therapist level (PG 15) for critical investigation and treatment functions.
- The establishment of career ladders for some of our key position classifications (Family Service Specialist Series established in Fiscal Year 1989 and updated in Fiscal Year 1996, Youth Rehabilitation Counselors established in Fiscal Year 1995 and the Family Service Assistant established in Fiscal Year 1997). These career ladders allow for professional growth within a function, allowing employees to compete against performance based criteria controlling their own progression.
- The development of a policy that provides educational opportunities and learning experience for all full time employees.
- The Division of Family Services in conjunction with Delaware State University and the University of Pennsylvania provides funding to enable a limited number of staff within the Family Service Specialist series to pursue an MSW degree.
- Exit Interviews are conducted to ascertain why individual are leaving the Department.
- The Interview and Selection Guide is used to help to hire those individuals most likely to succeed.
- Meaningful and timely performance reviews are held.
- The New Employee Orientation Program was modified to give new staff needed information and heightened motivation at the beginning of the tenure with the Department.
- The Department's management philosophy has focused on
  - open communications training
  - providing constructive feedback
  - identify employee needs

## COMPLAINT PROCESS

### INTRODUCTION

The purpose of this Internal Complaint Procedure is to afford every opportunity for resolving Affirmative Action complaints within the Department. To this end, these procedures insure that:

1. Everyone's rights are respected and protected.
2. Complaints are dealt with in a timely fashion.
3. All appropriate staff members are involved in the process.

These procedures were developed as another step in the Department's ongoing efforts to effectively deal with and eliminate Affirmative Action concerns within this agency. These procedures provide a format for handling all complaints through a uniform system. They also give Department employees an improved in-house system for resolving complaints without outside assistance.

If an Affirmative Action complaint is filed outside the Department at any time before, during or after this procedure, the Department's Human Resources Manager shall manage the Department's response(s) to said complainant.

**STEP I**      **THE INQUIRY** - When the complainant first contacts the Affirmative Action Representative. The Inquiry Step is an informal stage in which information is exchanged and grounds for potential complaints are explored.

**STEP II**      **FORMAL COMPLAINT** - A formal complaint is signed. The Department's Human Resource Manager is notified, who in turn notifies the Division(s) involved that a formal complaint has been filed. Efforts to resolve the complaint in an amicable manner are pursued through the Affirmative Action Office.

**STEP III**      **COMPLAINT RESEARCH AND INVESTIGATION** - Additional meetings between the complainant, the respondent, Affirmative Action Representative and others needed to obtain facts and resolve the situation are held. The Affirmative Action Representative shall consult with the Department's Human Resource Manager who in turn will keep the Division apprised of the case's progress during this step. At the discretion of the complainant, Step IV may be substituted for Step III.

**STEP IV**      **PANEL REVIEW** - If the complaint cannot be resolved at any of the above steps, a panel is convened to make a final decision on the complaint. The panel will be comprised of the Affirmative Action Representative who will serve as chair, the Personnel Officer representing the Division of the respondent and a representative of the Division in which the respondent works appointed by the Division Director.

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

DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES  
FY98 NEW HIRE/SEPARATION ACTIVITY

Department of Services for Children, Youth and Their Families - New Hires & Transfer Ins										
EEO	Females					Males				
	A	B	H	I	W	A	B	H	W	
10 Off/Admn		2		1	4		2		4	
30 Professional		13	2		40		9		24	
40 Technician					1				3	
50 Protect Serv		9	1		9		12		5	
60 Para Prof		1	2		1				10	
70 Office/Cler		3			14				1	
80 Skilled Craft			1							
90 Serv Main					1		1		2	
Totals		28	6	1	70		24		49	178

Department of Services for Children, Youth and Their Families - Separations & Transfer Outs										
EEO	Females					Males				
	A	B	H	I	W	A	B	H	W	
10 Off/Admn		2			5				2	
30 Professional	1	9	1		41			5	20	
40 Technician			1						1	
50 Protect Serv		10	2		9		10		5	
60 Para Prof					1		1		1	
70 Office/Cler		4	1		14	1	1			
80 Skilled Craft										
90 Serv Main					3					
Totals	1	25	5		73	1	12	5	29	151





## **ATTACHMENTS**

STATE OF DELAWARE



EXECUTIVE DEPARTMENT  
DOVER

EXECUTIVE ORDER

NUMBER TWENTY-EIGHT

TO: HEADS OF ALL STATE DEPARTMENTS AND AGENCIES

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

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

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

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

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

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

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

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

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

WHEREAS, if the State, of Delaware is to make real progress in improving the diversity of its workforce, it must establish and implement a practical and efficient equal employment

opportunity program that proliferates sound recruitment and promotion practices throughout state government and holds Executive Branch Agencies accountable for their failure to use such practices.

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

#### A. POLICY

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

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

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

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

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

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

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

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

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

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

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

requirements; and

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

## B. AFFIRMATIVE ACTION PLANS

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

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

i. a specific statement of goals and objectives designed to assure equal employment opportunities in hiring and promotion and to eliminate any unlawful discrimination in Agency employment; and

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

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

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

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

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

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

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

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

## C. RECRUITMENT AND PROMOTION OF A DIVERSE WORKFORCE

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

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

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

statewide directory of organizations that can serve as resources for the identification of qualified women and minority candidates in particular fields, so that these organizations can be notified regarding specific vacant positions.

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

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

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

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

#### D. REPORTING REQUIREMENTS

1. Each Executive Branch Agency shall:

a. be held accountable for compliance with this Order by including measures/statements in all managers' performance plans and Agency strategic plans; and

b. retain a record of all applicants who voluntarily divulge protected class information in order to provide a means of comparison of rejection rates among applicants. The information required shall be prescribed by the State Personnel Office and, to the extent practicable, shall be in a format consistent with the terminology and categories utilized in federal EEO Standard Form; and

c. request each terminating employee to participate in an exit interview in order to determine the reasons for employee turnover and to give each employee a chance to explain his or her reasons for leaving state service and shall retain records of such interviews; and

d. report to the State Personnel Office quarterly statistical and other information as required by State Personnel Office concerning its Affirmative Action Plan, status and progress.

2. The State Personnel Office shall:

a. establish a comprehensive, statewide, on-line, user-friendly system that allows continuous monitoring of the diversity of the State's workforce across all paygrades; and

b. work with the Council to ensure the publication of clear and understandable information regarding the composition of the State's workforce; and

c. submit a quarterly report to the Council; and

d. assist the Council in preparing its annual report.

#### E. PUBLIC ACCOUNTABILITY

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

a. Establish a schedule for conducting an intensive review of each Executive Branch Agency every three years to assess compliance with the terms of this Executive Order, the

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

b. Publish, as a part of its annual report, an overall report on the composition of the State's workforce and the State's effectiveness in complying with equal employment laws and this Order.

## F. COMPLAINTS

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

2. The Office of State Personnel shall:

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

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

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

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

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

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

#### G. REPEAL OF PREVIOUS EXECUTIVE ORDERS

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

#### H. APPLICABILITY OF EXECUTIVE ORDER

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

APPROVED this 10th day of March, 1995.

Governor Thomas R Carper



## Department of Services for Children, Youth and Their Families FY 1998 Diversity Profile

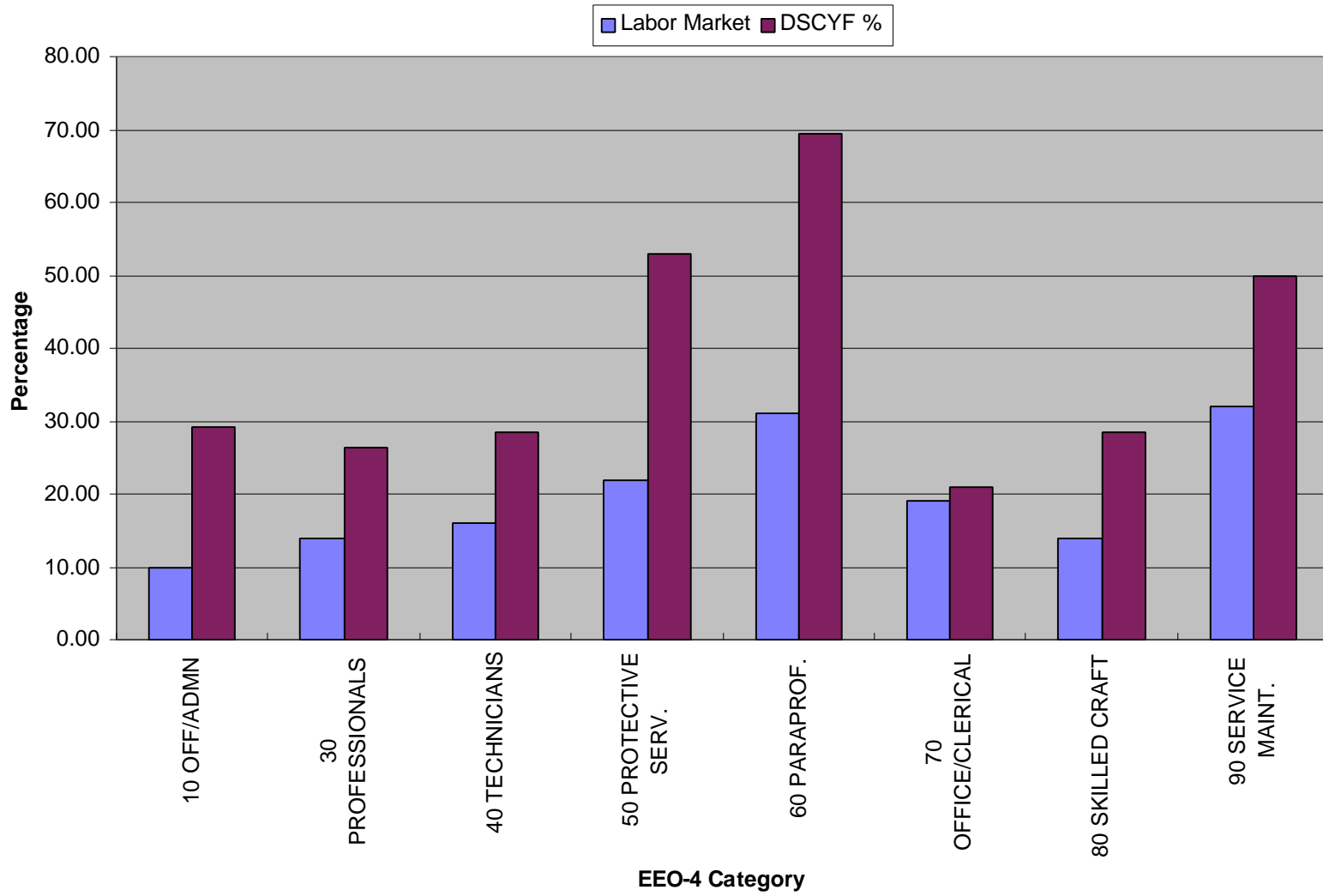
Svs fr Children, Youth, Families EEO-4 Category	Male						EEO-4 Category	Female						Total %	Total		Minority	
	A	B	H	I	W	Total		A	B	H	I	W	Total		Employees	Count	%	
10 OFF/ADMN	1	26	0	0	45	72	10 OFF/ADMN	1	23	1	1	83	<b>109</b>	<b>60</b>	181	53	29	
30 PROFESSIONALS	2	48	2	0	102	154	30 PROFESSIONALS	2	74	3	1	269	<b>349</b>	<b>69</b>	503	132	26	
40 TECHNICIANS	0	0	0	0	4	4	40 TECHNICIANS	0	2	2	0	6	<b>10</b>	<b>71</b>	14	4	29	
50 PROTECTIVE SERV	0	17	0	0	17	34	50 PROTECTIVE SERV	0	18	1	0	15	<b>34</b>	<b>50</b>	68	36	53	
60 PARAPROF	0	67	0	0	21	88	60 PARAPROF	0	37	5	0	27	<b>69</b>	<b>44</b>	157	109	69	
70 OFFICE/CLERICAL	0	3	0	0	1	4	70 OFFICE/CLERICAL	0	16	3	0	82	<b>101</b>	<b>96</b>	105	22	21	
80 SKILLED CRAFT	0	2	1	0	10	13	80 SKILLED CRAFT	0	1	0	0	0	<b>1</b>	<b>1</b>	14	4	29	
90 SERVICE MAINT	0	2	0	0	2	4	90 SERVICE MAINT	0	0	0	0	0	<b>0</b>	<b>0</b>	4	2	50	
<b>TOTAL</b>	<b>3</b>	<b>165</b>	<b>3</b>	<b>0</b>	<b>202</b>	<b>373</b>	<b>TOTAL</b>	<b>3</b>	<b>171</b>	<b>15</b>	<b>2</b>	<b>482</b>	<b>673</b>	<b>64</b>	<b>1046</b>	<b>362</b>	<b>35</b>	

EEO-4 Category	Minority Representation		
	Labor Market	State %	State vs. Available Job Market
10 OFF/ADMN	10.00	29.28	+19.28%
30 PROFESSIONALS	14.00	26.24	+12.24%
40 TECHNICIANS	16.00	28.57	+12.57%
50 PROTECTIVE SERV	22.00	52.94	+30.94%
60 PARAPROF	31.00	69.43	+38.43%
70 OFFICE/CLERICAL	19.00	20.95	+1.95%
80 SKILLED CRAFT	14.00	28.57	+14.57%
90 SERVICE MAINT	32.00	50.00	+18.00%

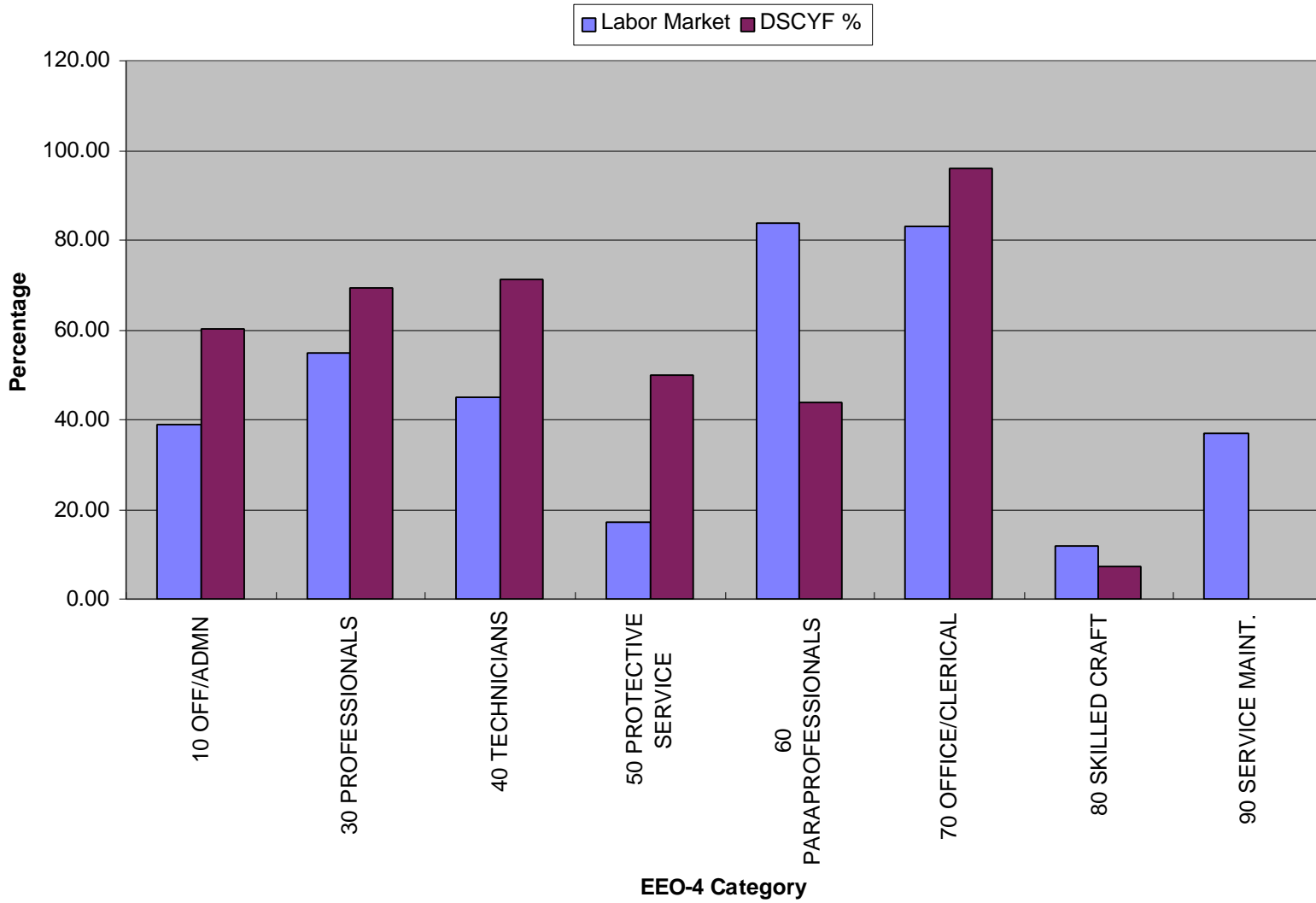
EEO-4 Category	Female Representation		
	Labor Market	State %	State vs. Available Job Market
10 OFF/ADMN	39.00	60.22	+21.22%
30 PROFESSIONALS	55.00	69.38	+14.38%
40 TECHNICIANS	45.00	71.43	+26.43%
50 PROTECTIVE SERV	17.00	50.00	+33.00%
60 PARAPROF	84.00	43.95	-40.05%
70 OFFICE/CLERICAL	83.00	96.19	+13.19%
80 SKILLED CRAFT	12.00	7.14	-4.86%
90 SERVICE MAINT	37.00	0.00	-37.00%

# 1998 EEO-4 Availability Comparison Report

## DSCYF % Minority Representation

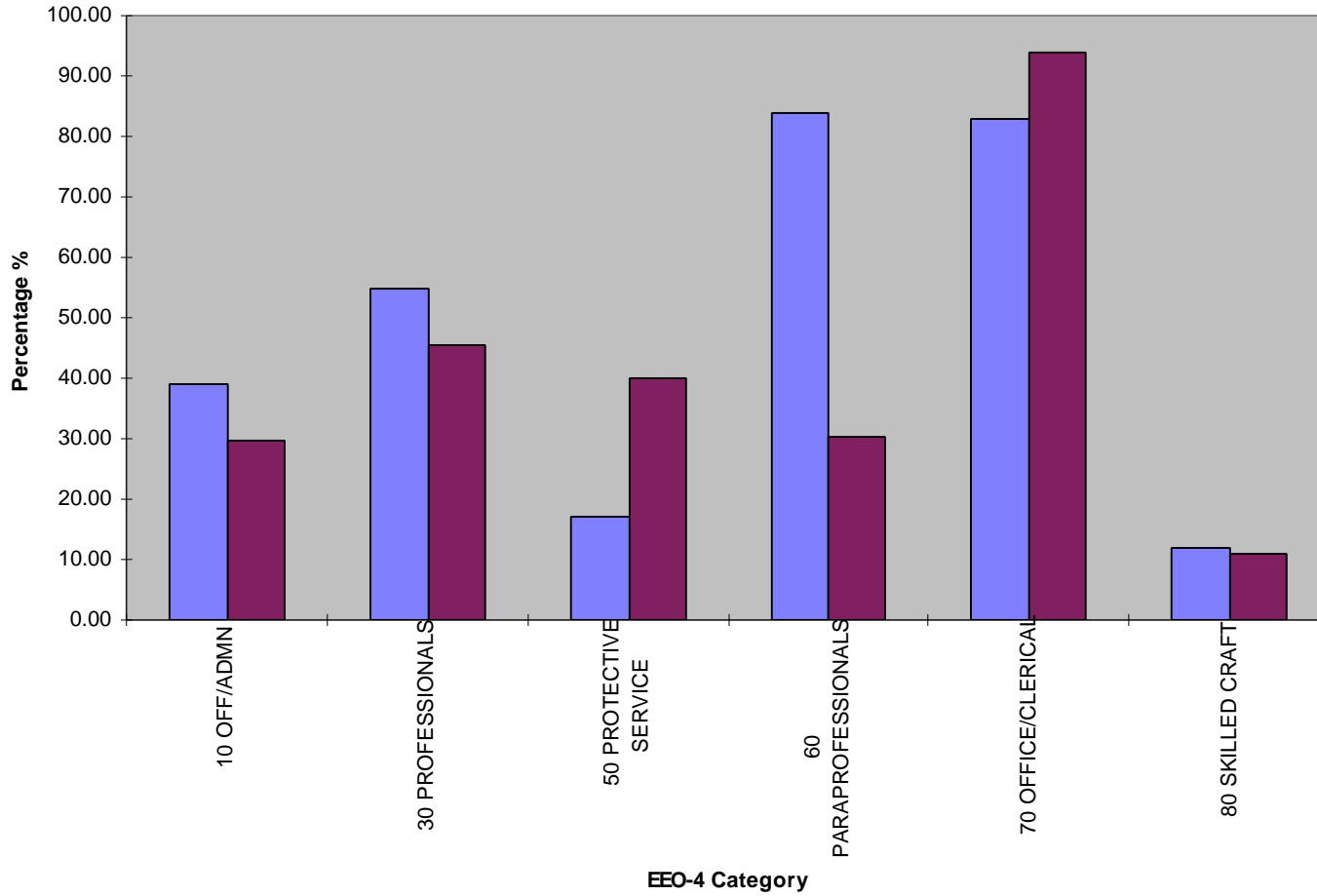


### 1998 EEO-4 Availability Comparison Report DSCYF % Female Representation



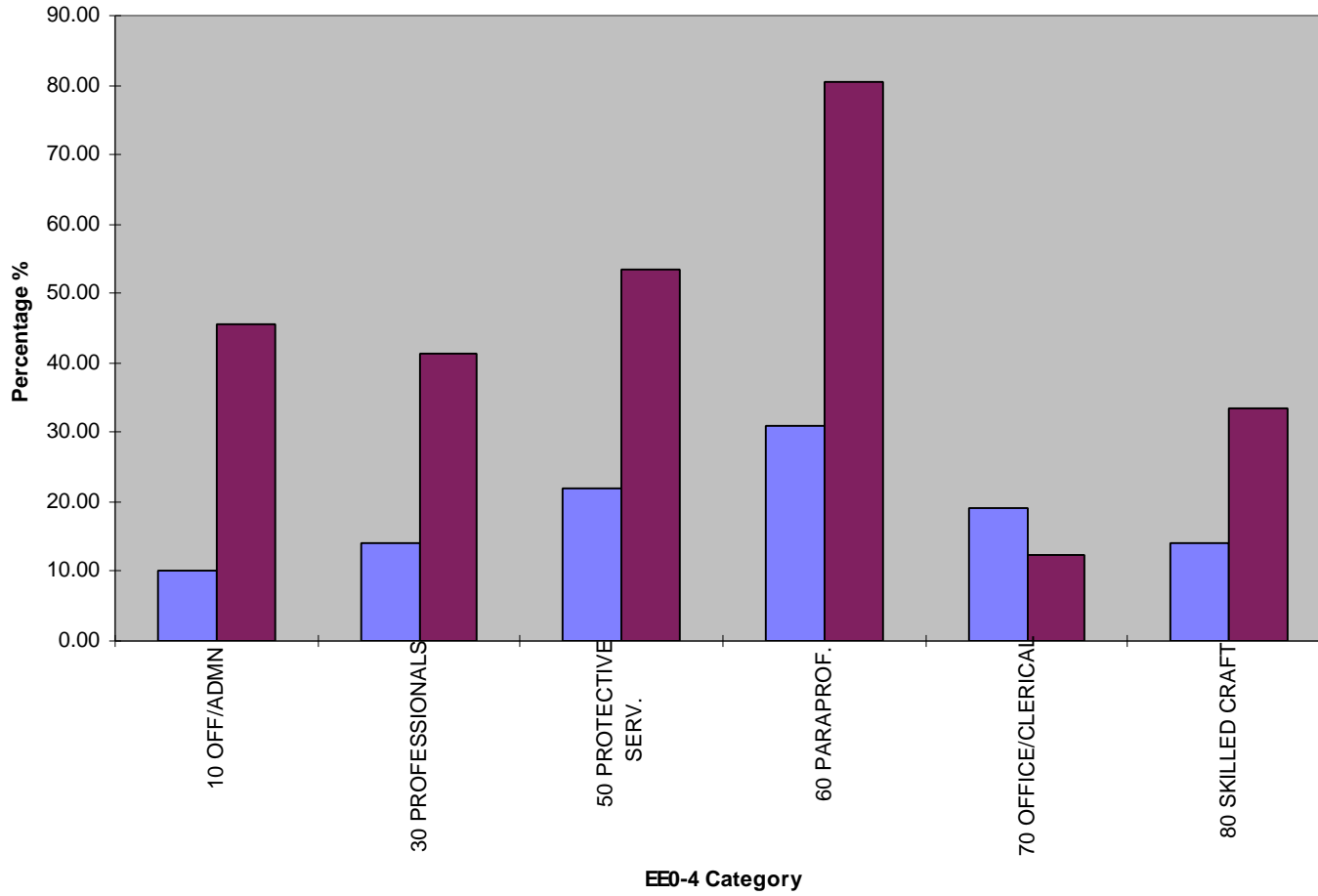
### DYRS Female Representation

Labor Market DSCYF %



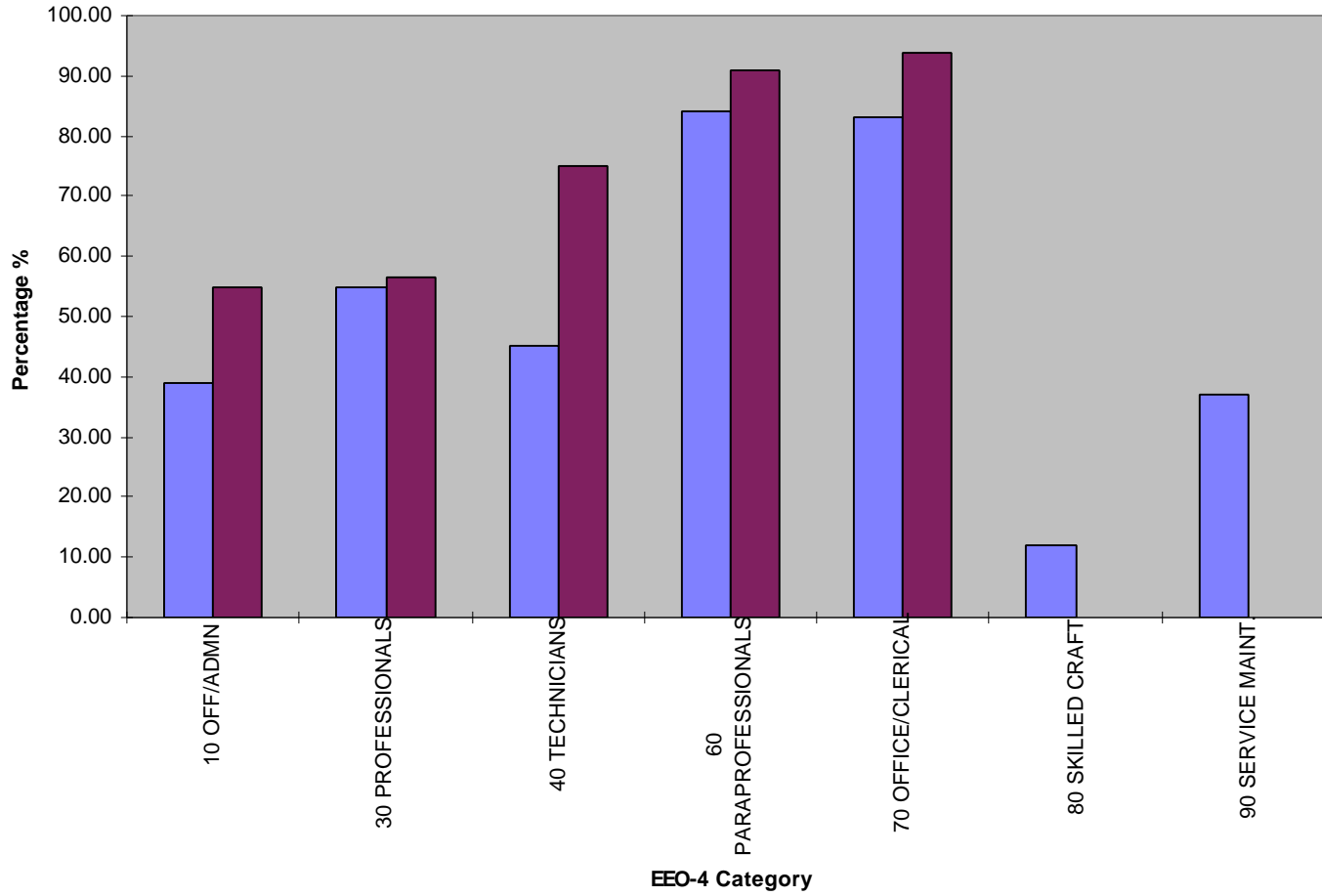
### DYRS Minority Representation

Labor Market DSCYF %



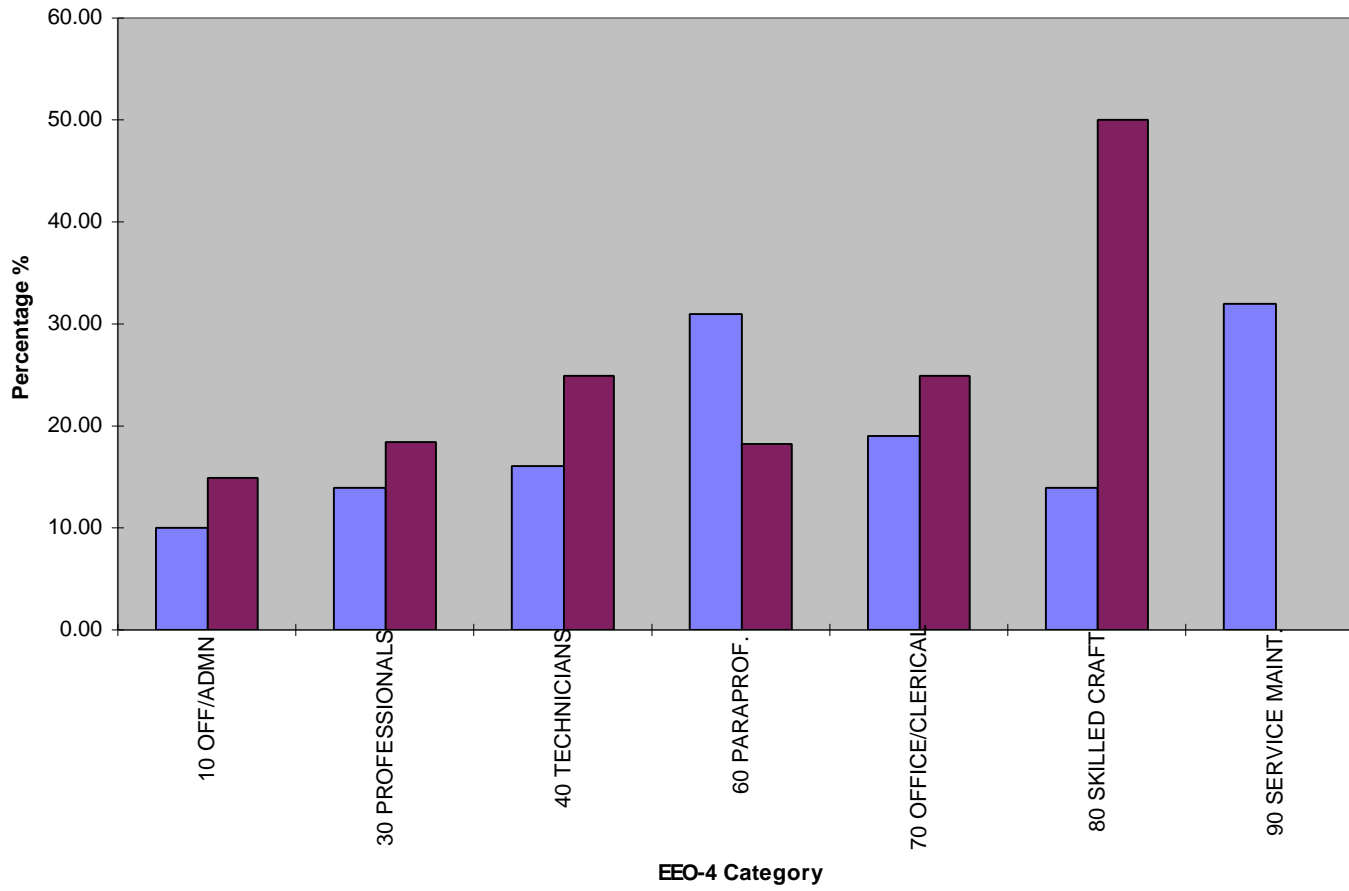
### DMS Female Representation

Labor Market DSCYF %

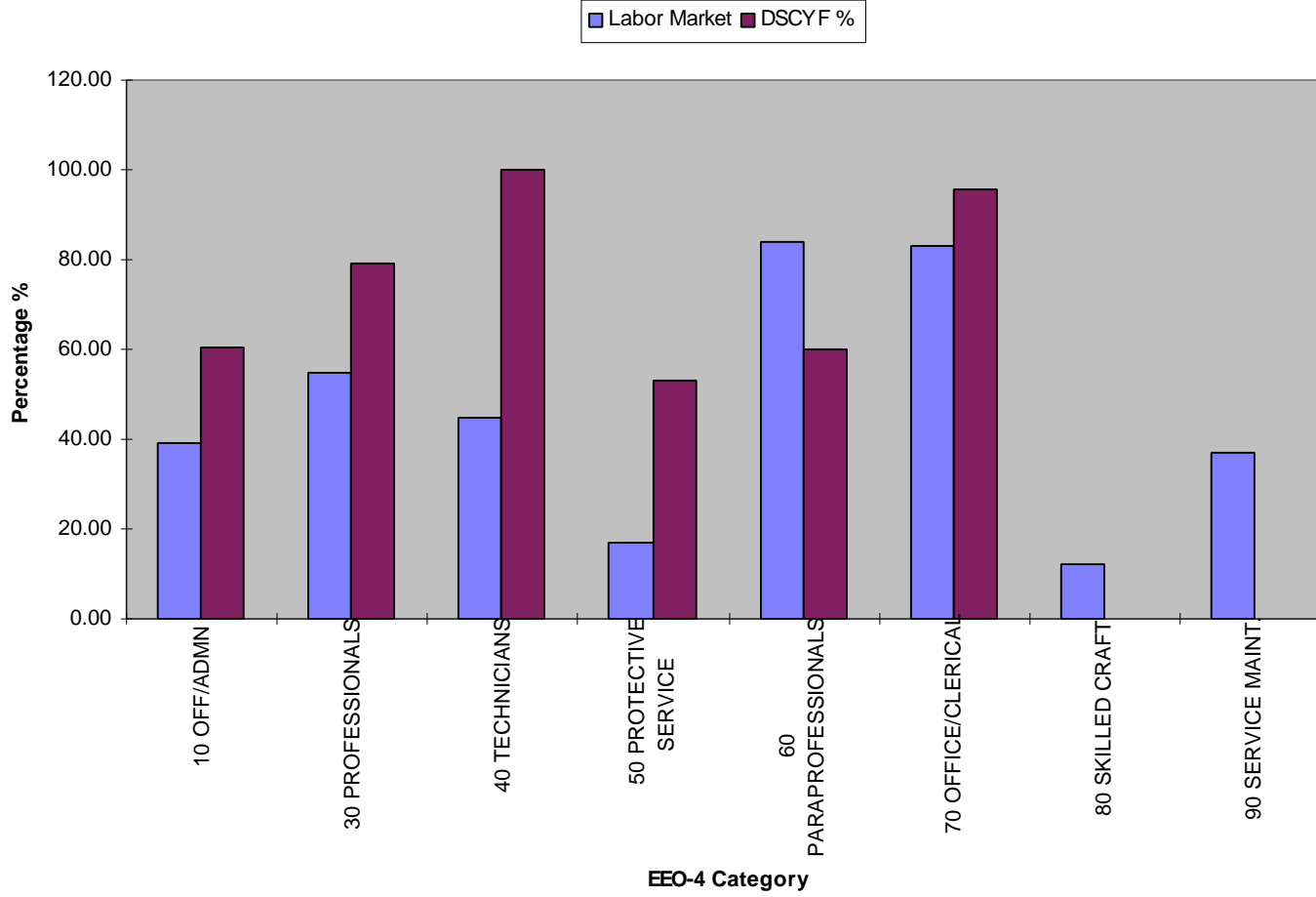


### DMS Minority Representation

Labor Market DSCYF %



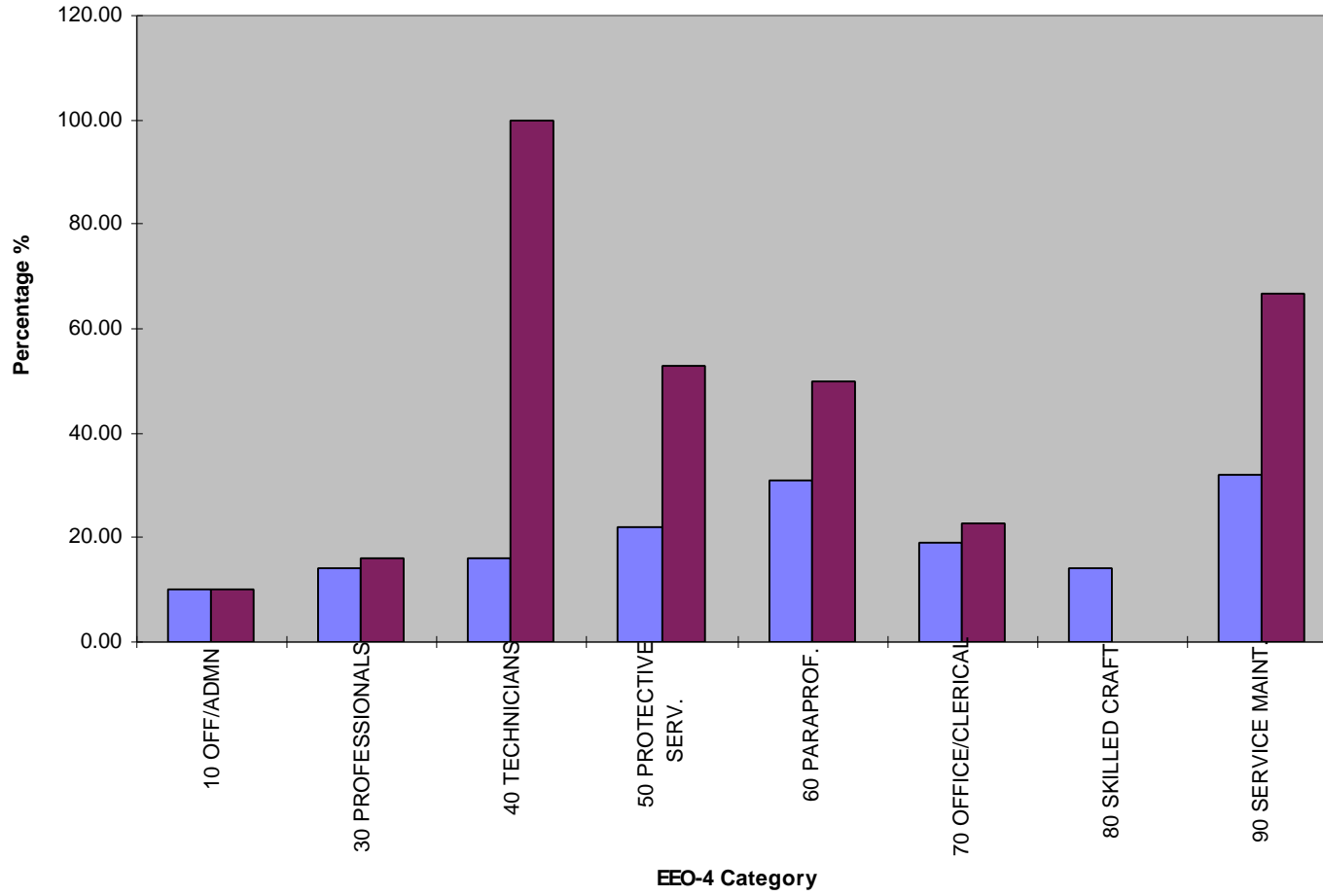
### DCMHS Female Representation





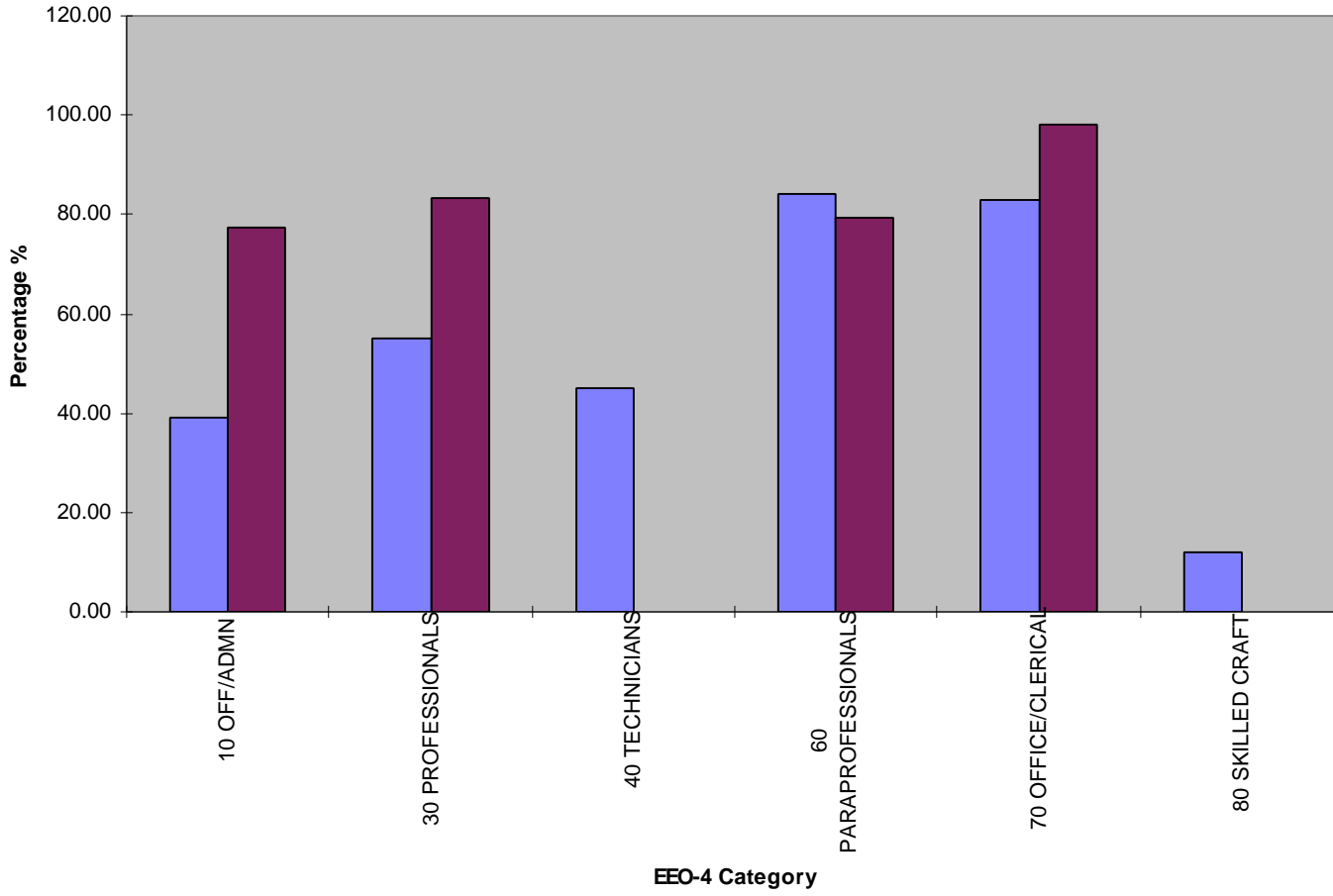
### DCMHS Minority Representation

Labor Market DSCYF %



### DFS Female Representation

Labor Market DSCYF %



### DFS Minority Representation

Labor Market DSCYF %

