

STATE OF DELAWARE

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

**AFFIRMATIVE ACTION / MANAGING
DIVERSITY PLAN
July 2002 - June 2003**

**Cari DeSantis, CABINET SECRETARY
September 15, 2002**

“Think of the Child First”

INTRODUCTION AND OVERVIEW

In FY 2002, the Department continued to honor its commitment to affirmative action, non-discrimination, diversity and managing diversity. Carol Ann (Cari) DeSantis, continued to model the Department's commitment to diversity. The Management Leadership Team (MLT), which consists of Directors and Deputy Directors remains highly diverse. Overall, the Department continues to have a highly diverse workforce complement, reflective of its leadership. Additionally, the Department was pleased to win the **Delaware Quality Commitment Award in 2001**. This award, demonstrates the Department's dedication to continuous improvement in all of its operations.

The current plan continues to adopt the principles of Executive Orders #28 and #83 and provides for an internal complaint process without fear of reprisals. In FY 2002, the Department continued to assess and focus attention on its workforce. The Department identified five strategic initiatives. These initiatives represent the directions in which the Department is placing significant effort to improve organizational performance. One of the initiatives involves enhancing an inspired workforce. The overall goal of the initiative is to improve the organizational culture and communication within the Department. The initiative will be successful when the Department has a competent, committed workforce that collaborates to produce improved outcomes for children and families in Delaware. During FY 2002, this group conducted the second annual employee satisfaction survey, introduced and coordinated communication events called Ideafest and County Chats, and identified five targeted action areas. Overall, employee satisfaction increased from 70% of survey respondents expressing satisfaction in FY 2001 to 78% expressing satisfaction in FY 2002. Employee satisfaction increased in every division and increased in the Division of Youth Rehabilitative Services by 15%. More importantly, within the Department the employee satisfaction rate increased over the preceding year in the protected classes of African American, Hispanic and Female. Ideafest is an annual event designed to enhance the two-way communication between management and staff and to solicit ideas to improve organizational performance. County Chats occur on a quarterly basis and afford additional opportunities for staff to get information, ask questions of leadership and provide suggestions for improvement. Finally, the Department conducts quarterly supervisor and manager meetings designed to enhance communication and information sharing around strategic initiatives and other organizational improvement activities.

The Department also created the Cultural Competency Work Group in FY 2002. This group was created through a grant to the Division of Child Mental Health Services and works in conjunction with the Department's Affirmative Action/Equal Employment Opportunity/Diversity Office. The work group is composed of representatives from throughout the Department and partner community agencies. Methods are being explored to include the participation of consumers of Department services in order to focus more intensely on both workforce performance and service provision competencies related to cultural diversity.

In FY 2002, the Department's Human Resources Unit developed and provided training on a supervisor's handbook, incorporating procedures and guidance on various Human Resources related processes. The Unit led a critical review of the training and professional development function within the Department, resulting in the establishment of team of training professionals attached to the Inspired Workforce Strategic Initiative. The Department's Affirmative Action Office, a part of the Human Resources Unit, designed and offered Consistent Positive Direction and Respect training. This training helps supervisors and staff to effectively communicate performance related issues to one another. Finally, the Unit continues to play a significant role on the State-wide Recruitment Committee.

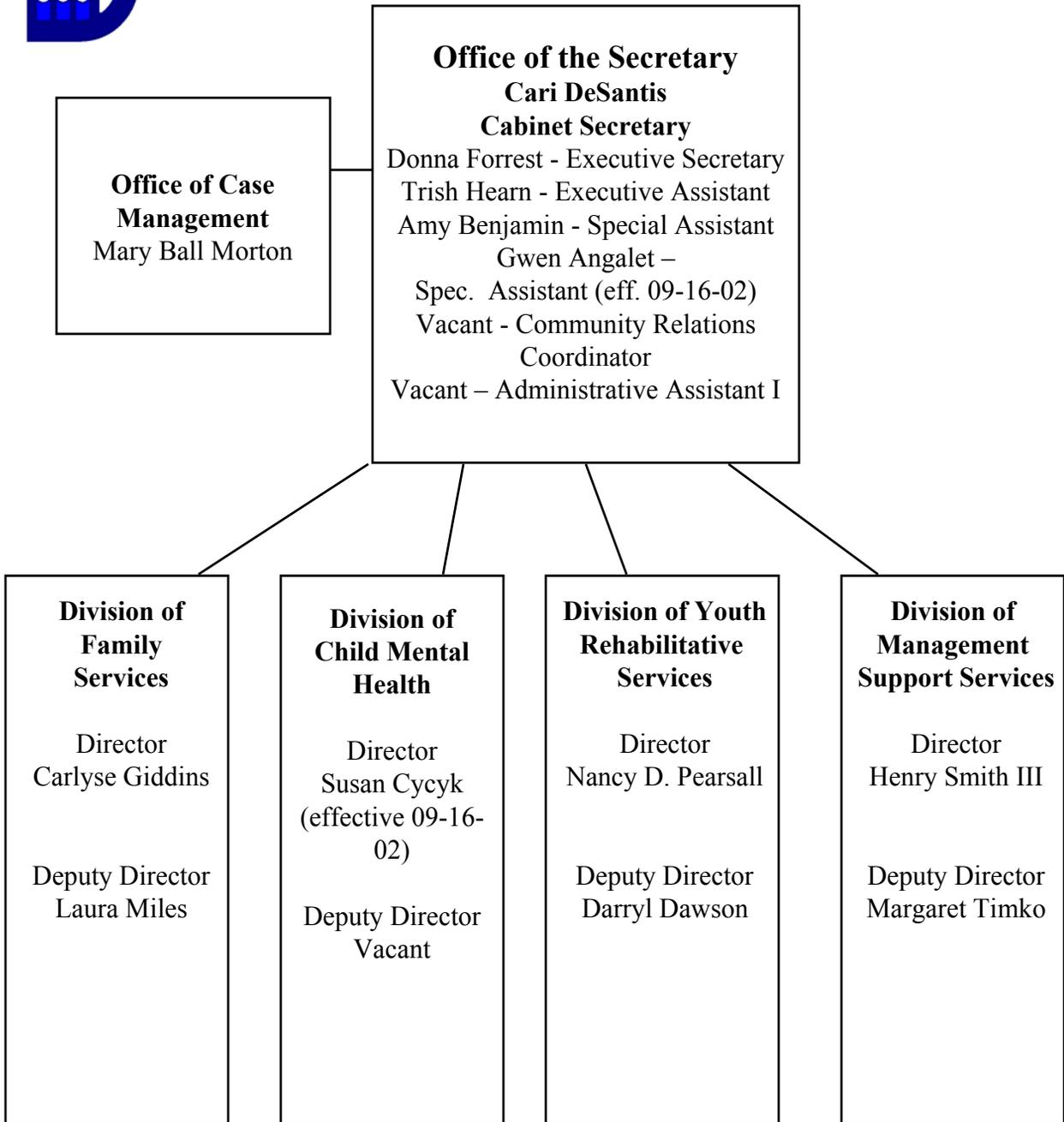
The minority workforce complement increased by approximately 1.3% during FY 2002. The minority complement increase is made more significant in that during the same period, the Department's total merit and merit comparable workforce decreased from 1110 to 1094, due no doubt to the hiring freeze. The Workforce Analysis section of this report will provide an in-depth analysis of these and other dynamics of the Department's workforce.

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

Department of Services for Children, Youth, and Their Families

VISION: Think of the Child First

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



DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

NUMBER OF EMPLOYEES

As of June 30, 2002

Division of Management Support Services	158
Division of Family Services	419
Division of Child Mental Health Services	206
Division of Youth Rehabilitative Services	311

DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

DIVERSITY/AFFIRMATIVE ACTION

POLICY STATEMENT

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

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

Through implementation of our Diversity/Affirmative Action Plan, the Department will ensure that all activities related to employment are free from discriminatory practices, sexual harassment and in full compliance with the Governor's Executive Order Number Twenty-eight and Eighty-three.

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

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

Secretary

Date

Human Resource Manager

Date

RESPONSIBILITIES FOR IMPLEMENTATION

The Cabinet Secretary continues to require that the four major components of Diversity and Affirmative Action implementation spelled out in previous plans - *commitment, authority and responsibility, administrative support, monitoring* - guide the implementation of the Department's FY 2003 Diversity/Affirmative Action Plan.

CABINET SECRETARY

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

DIVISION DIRECTORS

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

HUMAN RESOURCE MANAGER

Human resource management responsibility for the Plan and Policy includes:

1. Providing human resources data for preparing Diversity/Affirmative Action statistical reports.
2. In collaboration with the Affirmative Action/Equal Employment Opportunity Administrator, examining personnel policies and practices for inconsistencies with the goal of achieving and managing a diverse workforce.
3. Advocating change in conjunction with other agencies and organizations when such change is deemed necessary.
4. Certifying candidate lists for diversity.
5. Monitoring employment and selection practices within the Department.
6. Coordinating with State Personnel to ensure that applicant pools and candidate pools reflect minimum standards of diversity.

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

AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY ADMINISTRATOR

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

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

POLICY DISSEMINATION

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

- New employees are advised of the Department's non-discriminatory employment at the time of sign-up.
- Training is provided and copies are distributed to all new employees at New Employee Orientation Training.

- The complete document is accessible electronically on the Human Resources web site at <http://intranet.state.de.us/kids/hrhome.htm>.
- Copies are distributed to the Department's Management Leadership Team and to IPU managers.
- Performance agreements throughout the organization reflect the commitment to affirmative action and cultivating a diverse workforce.
- Copies are also available upon request from the Diversity/Affirmative Action Office. Nondiscriminatory citations are reflected on all recruitment instruments; i.e., job announcements, advertisements, brochures.

AFFIRMATIVE ACTION STRATEGIES

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

- The Department will continue to use the Payroll/Human Resource Statewide Technology (PHRST) system as its primary source of statistical data on workforce diversity.
- The Department will continue to maintain the integrity of its internal complaint process and foster open communication as promoted by the Inspired Workforce Strategic Initiative.
- The Department will continue high levels of recruitment activities including participation in State of Delaware sponsored job fairs, 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.
- Training will remain a vital part of the Department's Affirmative Action and promoting respect strategy along with Equal Employment Opportunity law compliance. In FY 2003, training on gender respect (sexual harassment prevention), along with training adapted from T.A.L.K. Associates entitled "How to Exercise Complete Respect in a Positive Direction"© will be offered. 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 materials.
- With respect to females in the EEO-4 underrepresented categories (females – para-professionals, skilled crafts), the Department will continue to look for opportunities to increased female representation and utilization in these categories and maintain our high rate of representation and utilization in all other categories.
- The Department will continue to generate quarterly diversity profiles on the Department's workforce for analysis and guidance purposes.
- The Department will continue to encourage eligible staff to participate in the Minority Resources Group sponsored by SPO.
- Advance and enhance career ladder expansion in concert with SPO to foster employee retention.
- Diverse three person interview panels are utilized in interviews for all positions paygrade 15 and above and the Department will continue to encourage the use of diverse three person interview panels for other positions.
- Through the work of the Department's Cultural Competency Work Group methods for increasing staff's cultural competency will be explored.

WORKFORCE ANALYSIS

An analysis of the Department's workforce shows:

- A total of 1094 Full Time Merit and Merit Comparable employees, down by 16 from June 2001, no doubt due to the hiring freeze.
- Minority males and females comprise 38.3% (419) of the complement. This represents an increase in of 1.3% (11 in real numbers) over FY 2001. This is the fifth year in which the Department's minority representation has increased.
- Minority representation in the Officials and Administrators category remains stable at 36.54%. Minorities in the Professional category increased from 23.72% in FY 2001 to 26.4% in FY 2002, a significant increase. Both categories continue to reflect a strong minority workforce component in traditional decision-making positions within the Department.
- Females comprised 66.36% of the Department's workforce in FY 2002 a slight increase from 65.86% in FY 2001. Female representation in the Officials and Administrators category is 67.69%. Females in the Professional category represent 71.31%. As with minority representation, female representation in these two categories places the Department among the top State of Delaware agencies with regard to a diverse workforce.
- For females, underrepresentations continue to exist in the Para Professional and Skilled Craft categories. The Department continues to monitor opportunities in these categories for recruiting and placing qualified females.
- With the exception of the underrepresentations listed above, the Department exceeds all other Delaware Labor Market Availability statistics.

PLAN OF ACTION

- The Department will continue to expand recruitment at the time of vacancies, utilize the Office of State Personnel's diversified list of interviewers if in-house capability is not available, and interview all candidates on certification list in order to address underrepresentations where they exist. The following are examples of the additions to the list of places where Department job announcements are sent include: West End Community Center in Wilmington; the Wilmington Branch, NAACP; West Center City Neighborhood Planning Advisory Council, Korean Baptist Church of Dover.
- The Department will continue to participate in job fairs, to recruit widely throughout the State and the Mid-Atlantic Region.
- 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.
- The Department will continue to participate in forums such as the Governors Council for Persons with Disabilities, the Delaware Workforce Diversity Group, the State-wide Training Advocacy Network and similar organizations.

- The Department has been requested to have its representative to the State Council for Persons with Disabilities to serve on the newly formed Commission on Community-Based Alternatives for Persons with Disabilities created by House Resolution 90. The “Commission” is part of Delaware’s response to the 1999 Olmstead decision. Participation on the “Commission” may help to expand employment opportunities for persons with disabilities in the Department.
- The Human Resource Unit continues to implement its action plan referenced in the FY 2002 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 of recruitment strategies,
 - soliciting customer input on announcement distribution lists and procedures,
 - advertising on the Internet, TV, radio, in professional publications and at job fairs,
 - developing affirming relationships with minority institutions, and
 - developing personal contacts with university placement officers
- Training will continue on an ongoing basis and all other activities associated with achieving and maintaining a diverse workforce will continue including expanding the Department’s offerings of Study Circles by utilizing Department facilitators trained during the past fiscal year and similar workforce diversity enhancing initiatives.
- Hiring and promotional practices have been, and will continue to be, in accordance with the provisions of Executive Order #28 and Executive Order #83.
- Through the Department's Management Information System and the Internet, job announcements, hiring information and other human resources information will continue to be used in the process of recruiting and maintaining a diverse workforce.
- Recognizing the difficulty in recruiting men and women of Asian, Hispanic and Native American backgrounds, due to their small numbers in the overall population of Delaware, we will continue to avail ourselves of as many opportunities as possible to attract these individuals to our applicant pool.

HIRES

Of the 61 new hires FY 2002, minority group members filled 33% of the merit new hires within the Department and 79% were filled by females. Of positions filled by transfers, minority group members filled 36% and females filled 73%. A hiring freeze was imposed upon State agencies during part of FY 2002 due to a down turn in the economy, thereby reducing the total number of new hires for the year.

Analysis of the applicant flow for merit system positions in FY 2002 where the Affirmative Action/Diversity declaration was completed shows:

- 53% of applications processed were received from minorities in FY 2002, an increase from last year.
- Minorities submitted 49% of the applications received for Official/Administrator positions, an increase from last year.

- 46% of the applications for positions within the Professional category were received from minorities in FY 2002.
- 73% of all applications were received from females in FY 2002.

TRAINING

- New Employee Orientation continued in FY 2002. 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 values, goals and strategic initiatives.
- As mentioned earlier, Consistent Positive Direction and Respect training was piloted in the Department in FY 2002 and additional sessions will be offered in FY 2003.
- 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 2002, 53 individuals received reimbursements, 26 (49%) were minorities, 41 (77%) 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 for Professional Development (CPD) and the Affirmative Action/Equal Employment Office, part of the Department's Human Resources Unit, assisted in the development of a two-day multicultural training conference. As previously mentioned, a Cultural Competency Work Group has been established with the goal of developing a culturally competent workforce.
- The Human Resource Unit is providing training to supervisors and managers on its new Supervisory Training Manual. The manual depicts policies, procedures, "how to" processes, merit rules, and non-discriminatory interviewing and selection guides.
- In 2002, the Department initiated a project designed to determine if globalization or centralization of the training and professional development function would result in increased effectiveness or efficiency. The project resulted in a complete assessment of the Department's training capabilities and identified a need for enhanced communication and information sharing, as it relates to training and professional development. As a result, a team of training professionals will begin regular meetings designed address global training needs.
- The CPD continues to offer training and consultation to various divisional managers and supervisors on Equal Employment Opportunity laws including the Americans with Disabilities Act.

Department of Services for Children, Youth and Their Families

Applicant Flow - Real Numbers

From 06/30/01 to 06/30/02

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	51	161	57	129	2	12	1	1	1	3	418
30 Prof	144	431	122	308	6	24	4	18	5	3	1065
40 Techn	16	6	4	4	0	0	0	0	0	0	30
50 Protec Serv	22	123	54	170	4	5	0	2	0	2	382
60 ParaProf	25	76	79	167	3	6	0	1	0	2	359
70 Office/Cleri	0	3	0	0	0	0	0	0	0	0	3
80 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0
90 Serv Maint	0	0	0	0	0	0	0	0	0	0	0
TOTAL	258	800	316	778	15	47	5	22	6	10	2257

PROMOTIONS

Of positions filled through promotions in FY 2002, minority group members filled 27% and females filled 75%. There were a total of 118 promotions. The table below represents the percentage of promotions that went to minorities and females from FY 2000 through FY 2002.

	Minorities	Females
Fiscal Year 2000:	26 %	71 %
Fiscal Year 2001:	33 %	59 %
Fiscal Year 2002	27%	75%

DISCIPLINE AND SEPARATION

There were 116 merit separations in the Department in FY 2002. Minority group members accounted for 30% percent of these separations which is significantly less than last year. Minorities accounted for 47% of separations in FY 2001. The female merit separation percentage for FY 2002 was 66% compared to 61% in FY 2001.

Sex	Ethnic Group	Separations	% of Total
M	Caucasian	21	18.10%
M	Black	17	14.66%
M	Hispanic	1	.86%
M	Asian	1	.86%
M	Indian	0	0.00%
F	Caucasian	59	50.86%
F	Black	12	10.34%
F	Hispanic	2	1.72%
F	Asian	2	1.72%
F	Indian	0	0.00%
F	Unknown	1	1.72%
	Total:	116	

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

- The Department continues to employ various strategies targeted at retaining employees. With the Inspired Workforce Strategic Initiative employee retention will be a core objective.

Other factors influencing the Department's retention strategies include:

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

COMPLAINT PROCESS

INTRODUCTION

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

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

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

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

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

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

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

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

FORM AA #1

DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

AFFIRMATIVE ACTION COMPLAINANT FORM

Date of Inquiry: _____

1. Employee: _____ **Job Title:** _____

2. Age: _____ **DOB:** _____ **Color:** _____ **Race:** _____

Disability: _____ **Sex:** _____ **Religion:** _____

3. Division: _____

4. Location: _____

5 National Origin: _____ **Sexual Harassment:** _____

Retaliation/Reprisal: _____

6. Description of

Complaint: _____

6. Has a grievance or an appeal been filed on the same matter?

Yes: _____ **No:** _____ **If "yes," what is the status?** _____

7. Action taken on this complaint:

Complainant

Date

Affirmative Action Representative

Date

ATTACHMENTS

STATE OF DELAWARE



EXECUTIVE DEPARTMENT
DOVER

EXECUTIVE ORDER

NUMBER TWENTY-EIGHT

TO: HEADS OF ALL STATE DEPARTMENTS AND AGENCIES

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

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

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

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

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

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

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

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

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

WHEREAS, if the State, of Delaware is to make real progress in improving the diversity of its workforce, it must establish and implement a practical and efficient equal employment opportunity program that proliferates sound recruitment and promotion practices throughout state government and holds Executive Branch Agencies accountable for their failure to use such practices.

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

A. POLICY

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

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

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

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

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

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

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

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

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

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

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

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

B. AFFIRMATIVE ACTION PLANS

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

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

i. a specific statement of goals and objectives designed to assure equal employment

opportunities in hiring and promotion and to eliminate any unlawful discrimination in Agency employment; and

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

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

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

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

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

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

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

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

C. RECRUITMENT AND PROMOTION OF A DIVERSE WORKFORCE

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

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

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

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

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

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

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

D. REPORTING REQUIREMENTS

1. Each Executive Branch Agency shall:

- a. be held accountable for compliance with this Order by including measures/statements in all managers' performance plans and Agency strategic plans; and
- b. retain a record of all applicants who voluntarily divulge protected class information in order to provide a means of comparison of rejection rates among applicants. The information required shall be prescribed by the State Personnel Office and, to the extent practicable, shall be in a format consistent with the terminology and categories utilized in federal EEO Standard Form; and
- c. request each terminating employee to participate in an exit interview in order to determine the reasons for employee turnover and to give each employee a chance to explain his or her reasons for leaving state service and shall retain records of such interviews; and
- d. report to the State Personnel Office quarterly statistical and other information as required by State Personnel Office concerning its Affirmative Action Plan, status and progress.

2. The State Personnel Office shall:

- a. establish a comprehensive, statewide, on-line, user-friendly system that allows continuous monitoring of the diversity of the State's workforce across all pay grades; and
- b. work with the Council to ensure the publication of clear and understandable information regarding the composition of the State's workforce; and
- d. submit a quarterly report to the Council; and
- c. assist the Council in preparing its annual report.

E. PUBLIC ACCOUNTABILITY

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

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

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

F. COMPLAINTS

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

2. The Office of State Personnel shall:

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

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

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

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

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

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

G. REPEAL OF PREVIOUS EXECUTIVE ORDERS

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

H. APPLICABILITY OF EXECUTIVE ORDER

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

APPROVED this 10th day of March, 1995.

Governor Thomas R Carper

STATE OF DELAWARE



EXECUTIVE DEPARTMENT
DOVER

**EXECUTIVE ORDER
NUMBER EIGHT-THREE**

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

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

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

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

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

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

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

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

SECTION I. NONDISCRIMINATION IN EMPLOYMENT OPPORTUNITIES.

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

SECTION II. APPLICABILITY OF EXECUTIVE ORDER.

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

SECTION III. . EFFECTIVE DATE.

- A. This Order shall become effective immediately.

State of Delaware EEO-4 Status Report

Department - 370000000
Svs fr Children, Youth, Families
June 30, 2002

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	2	35	0	0	47	0	84	2	51	3	2	118	0	176	67.69	260	95	36.54
2 Professionals	3	43	0	0	92	0	138	4	72	5	0	262	2	343	71.31	481	127	26.40
3 Technicians	0	1	0	0	5	0	6	1	3	0	0	3	0	7	53.85	13	5	38.46
4 Protective Services	0	22	1	0	14	0	37	0	19	0	0	10	0	29	43.94	66	42	63.64
5 Para Professional	1	67	1	0	16	1	85	0	40	5	0	25	0	70	45.16	155	114	73.55
6 Office & Clerical	0	3	0	0	1	0	4	1	21	4	0	72	0	98	96.08	102	29	28.43
7 Skilled Craft	0	3	1	0	10	0	14	0	1	0	0	0	0	1	6.67	15	5	33.33
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	6	174	3	0	185	1	368	8	208	18	2	490	2	726	66.36	1094	419	38.30

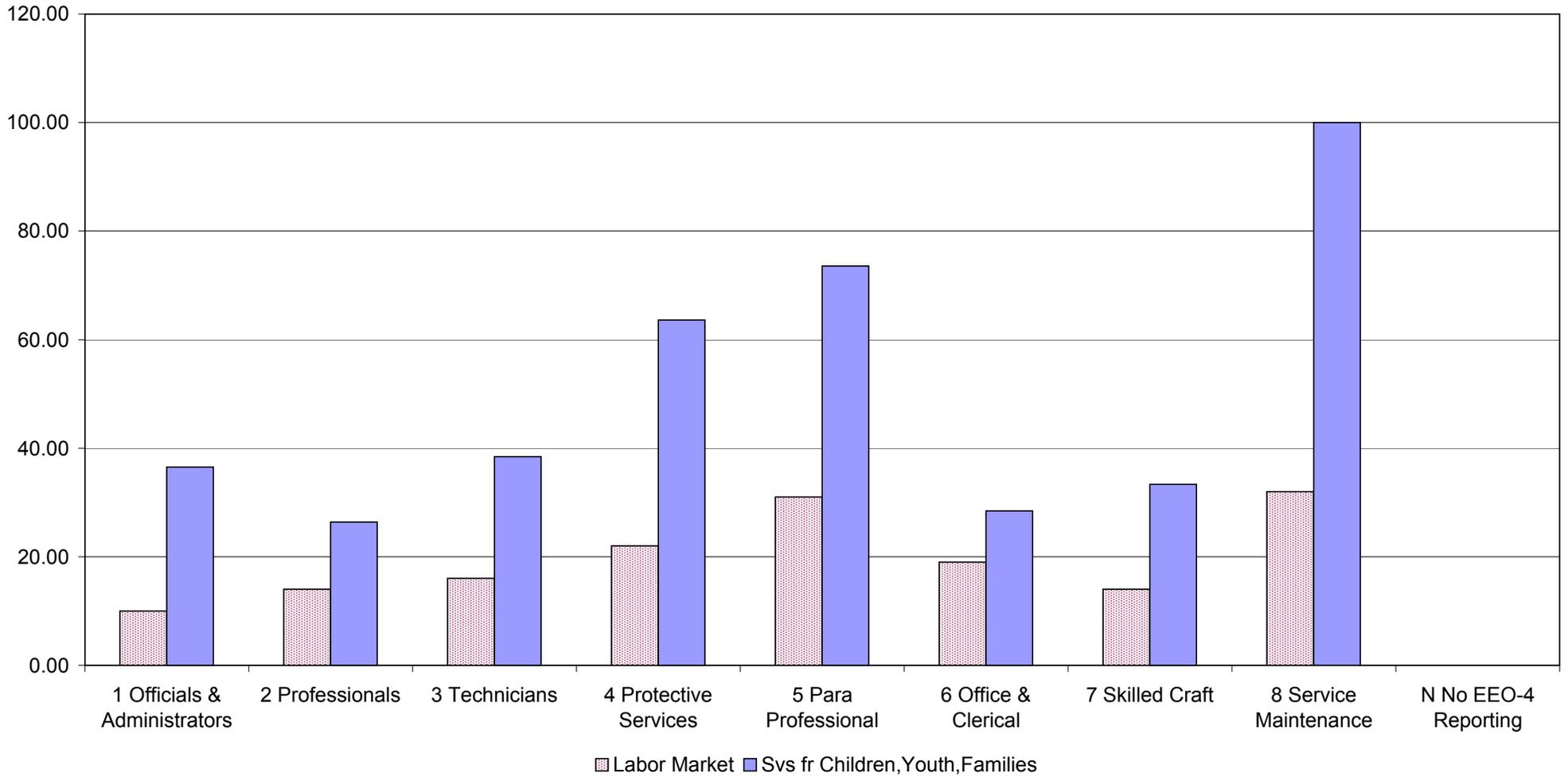
Minority Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	10.00	36.54	26.54
2 Professionals	14.00	26.40	12.40
3 Technicians	16.00	38.46	22.46
4 Protective Services	22.00	63.64	41.64
5 Para Professional	31.00	73.55	42.55
6 Office & Clerical	19.00	28.43	9.43
7 Skilled Craft	14.00	33.33	19.33
8 Service Maintenance	32.00	100.00	68.00
N No EEO-4 Reporting	0.00	0.00	NA

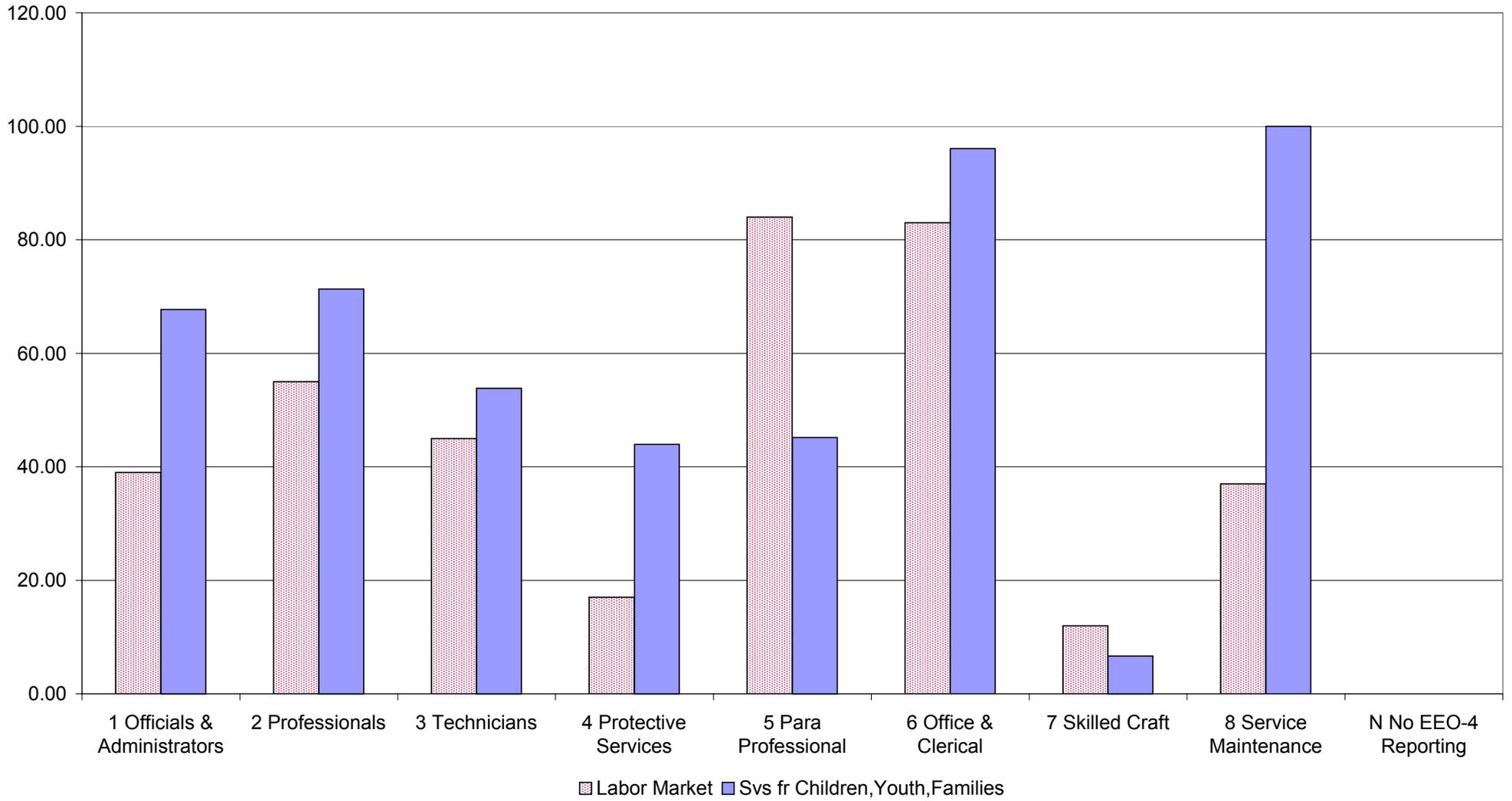
Female Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	39.00	67.69	28.69
2 Professionals	55.00	71.31	16.31
3 Technicians	45.00	53.85	8.85
4 Protective Services	17.00	43.94	26.94
5 Para Professional	84.00	45.16	-38.84
6 Office & Clerical	83.00	96.08	13.08
7 Skilled Craft	12.00	6.67	-5.33
8 Service Maintenance	37.00	100.00	63.00
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, 2002

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	2	0	0	4	0	6	0	1	0	0	11	0	12	66.67	18	3	16.67
2 Professionals	2	6	0	0	24	0	32	2	9	0	0	52	2	63	66.32	95	19	20.00
3 Technicians	0	1	0	0	5	0	6	1	2	0	0	3	0	6	50.00	12	4	33.33
4 Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
5 Para Professional	0	1	0	0	1	0	2	0	4	0	0	6	0	10	83.33	12	5	41.67
6 Office & Clerical	0	0	0	0	0	0	0	1	4	0	0	13	0	18	100.00	18	5	27.78
7 Skilled Craft	0	1	0	0	2	0	3	0	0	0	0	0	0	0	0.00	3	1	33.33
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	11	0	0	36	0	49	4	20	0	0	85	2	109	68.99	158	37	23.42

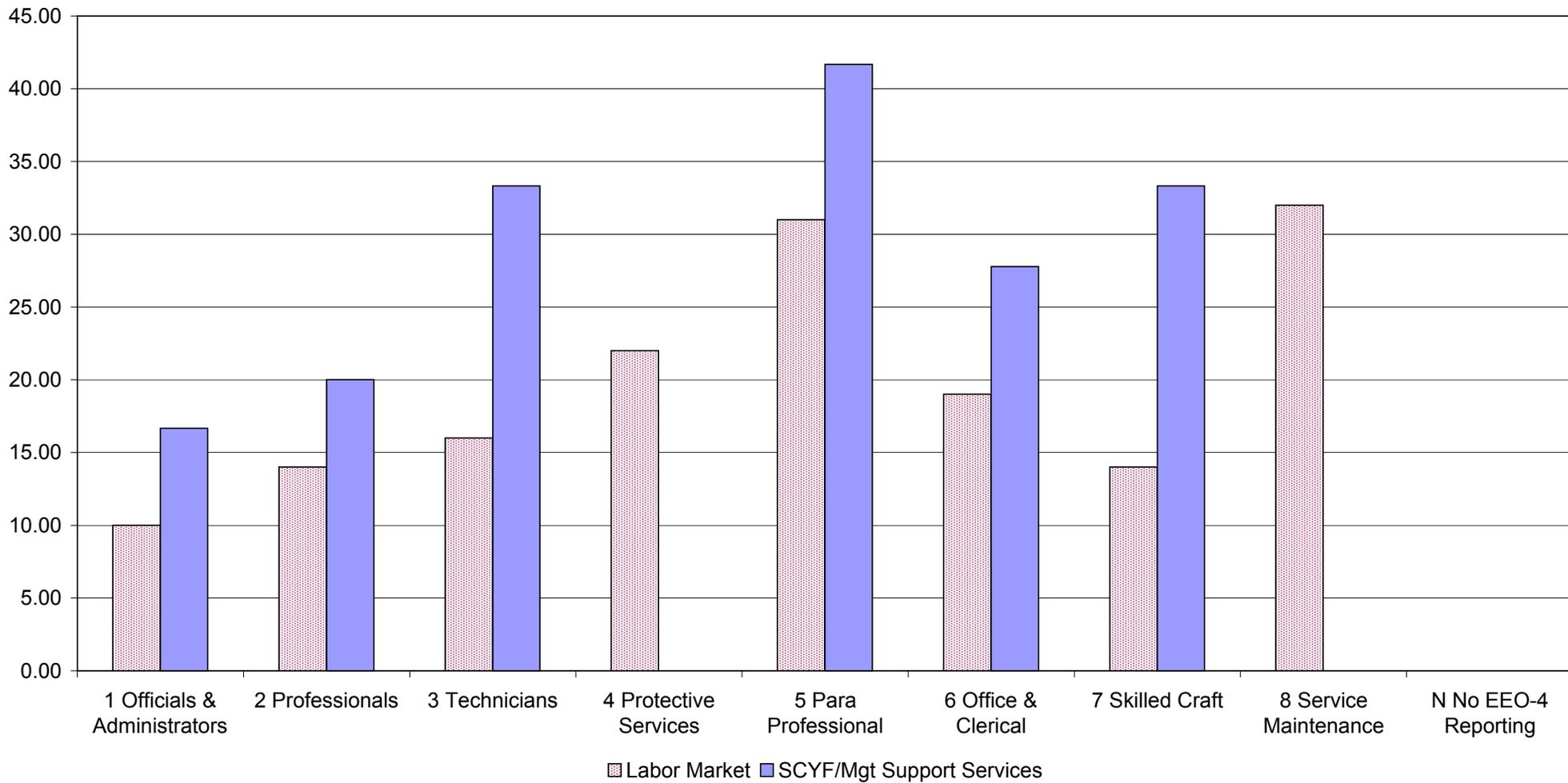
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	10.00	16.67	6.67
2 Professionals	14.00	20.00	6.00
3 Technicians	16.00	33.33	17.33
4 Protective Services	22.00	0.00	NA
5 Para Professional	31.00	41.67	10.67
6 Office & Clerical	19.00	27.78	8.78
7 Skilled Craft	14.00	33.33	19.33
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

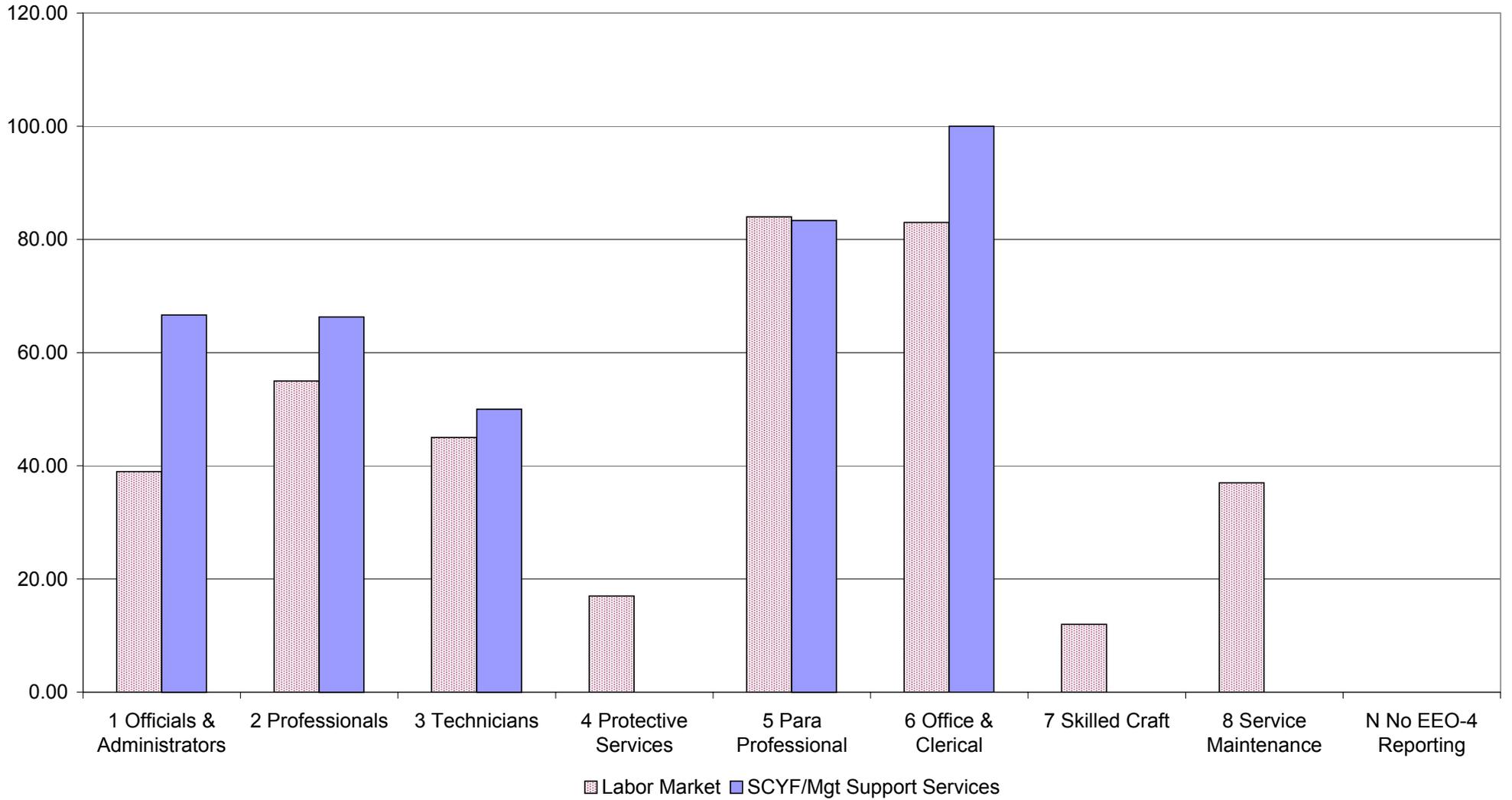
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	39.00	66.67	27.67
2 Professionals	55.00	66.32	11.32
3 Technicians	45.00	50.00	5.00
4 Protective Services	17.00	0.00	NA
5 Para Professional	84.00	83.33	-0.67
6 Office & Clerical	83.00	100.00	17.00
7 Skilled Craft	12.00	0.00	-12.00
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

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, 2002

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	1	1	0	0	10	0	12	0	4	0	0	16	0	20	62.50	32	6	18.75
2 Professionals	1	1	0	0	20	0	22	1	12	2	0	55	0	70	76.09	92	17	18.48
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	15	1	0	10	0	26	0	13	0	0	8	0	21	44.68	47	29	61.70
5 Para Professional	0	0	0	0	3	0	3	0	2	1	0	3	0	6	66.67	9	3	33.33
6 Office & Clerical	0	0	0	0	1	0	1	0	5	0	0	15	0	20	95.24	21	5	23.81
7 Skilled Craft	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0.00	2	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	2	17	1	0	46	0	66	1	38	4	0	97	0	140	67.96	206	63	30.58

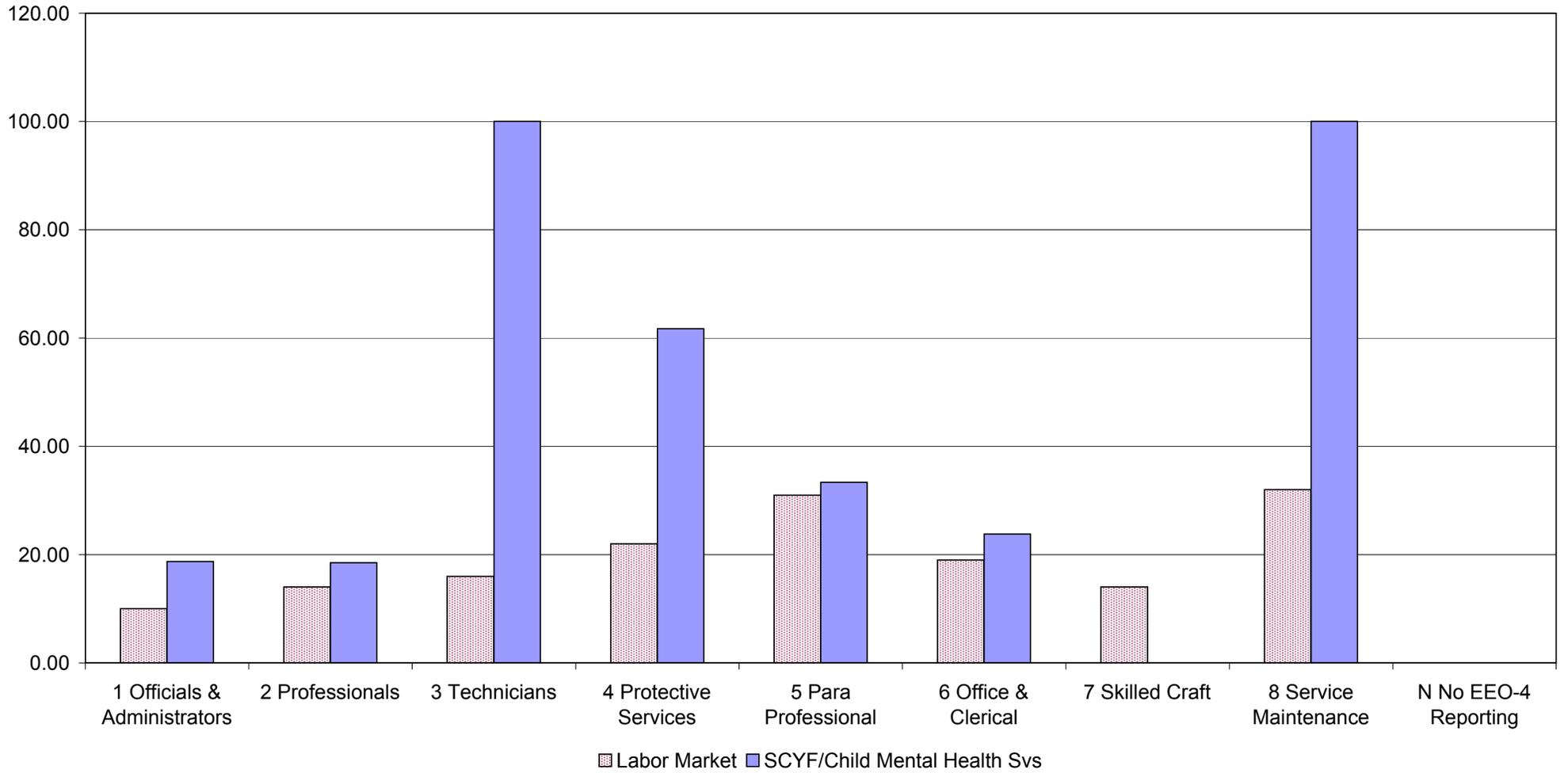
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	10.00	18.75	8.75
2 Professionals	14.00	18.48	4.48
3 Technicians	16.00	100.00	84.00
4 Protective Services	22.00	61.70	39.70
5 Para Professional	31.00	33.33	2.33
6 Office & Clerical	19.00	23.81	4.81
7 Skilled Craft	14.00	0.00	-14.00
8 Service Maintenance	32.00	100.00	68.00
N No EEO-4 Reporting	0.00	0.00	NA

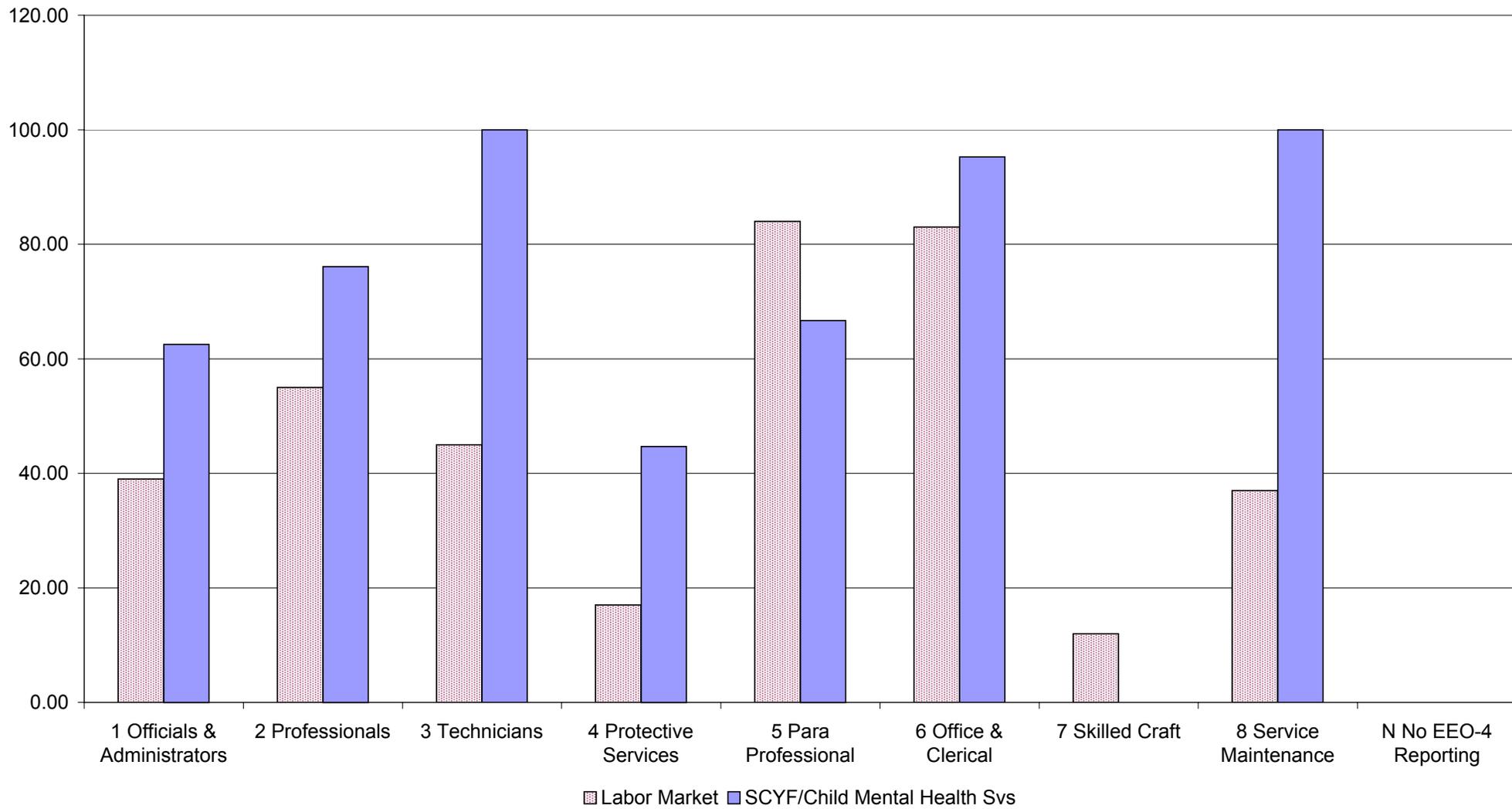
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	39.00	62.50	23.50
2 Professionals	55.00	76.09	21.09
3 Technicians	45.00	100.00	55.00
4 Protective Services	17.00	44.68	27.68
5 Para Professional	84.00	66.67	-17.33
6 Office & Clerical	83.00	95.24	12.24
7 Skilled Craft	12.00	0.00	-12.00
8 Service Maintenance	37.00	100.00	63.00
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, 2002

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	15	0	0	10	0	25	0	11	0	0	7	0	18	41.86	43	26	60.47
2 Professionals	0	30	0	0	29	0	59	1	19	0	0	40	0	60	50.42	119	50	42.02
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	6	0	0	3	0	9	0	6	0	0	2	0	8	47.06	17	12	70.59
5 Para Professional	1	64	1	0	10	1	76	0	24	1	0	7	0	32	29.63	108	91	84.26
6 Office & Clerical	0	2	0	0	0	0	2	0	3	1	0	9	0	13	86.67	15	6	40.00
7 Skilled Craft	0	1	1	0	6	0	8	0	1	0	0	0	0	1	11.11	9	3	33.33
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	118	2	0	58	1	179	1	64	2	0	65	0	132	42.44	311	188	60.45

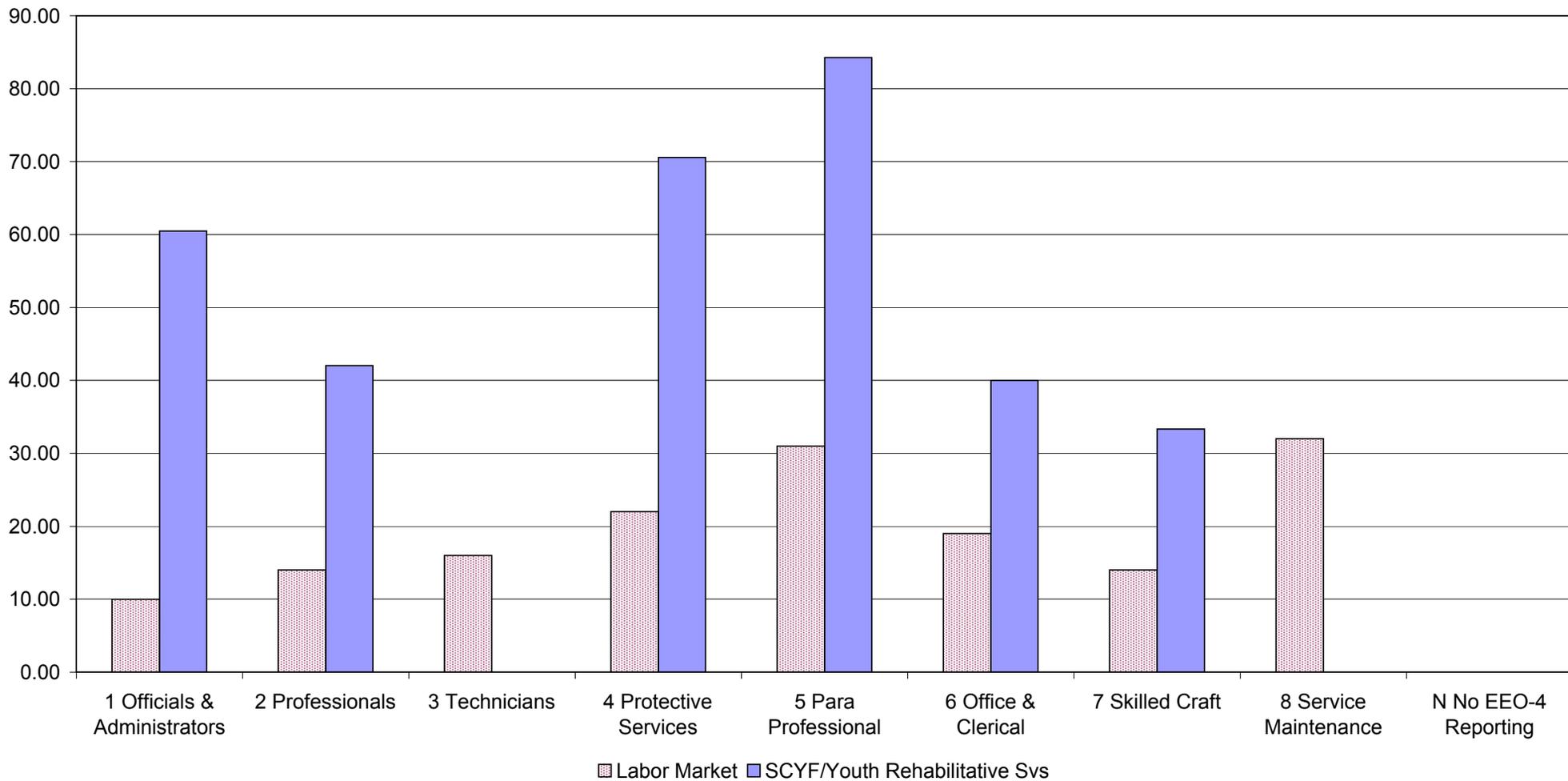
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	10.00	60.47	50.47
2 Professionals	14.00	42.02	28.02
3 Technicians	16.00	0.00	NA
4 Protective Services	22.00	70.59	48.59
5 Para Professional	31.00	84.26	53.26
6 Office & Clerical	19.00	40.00	21.00
7 Skilled Craft	14.00	33.33	19.33
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

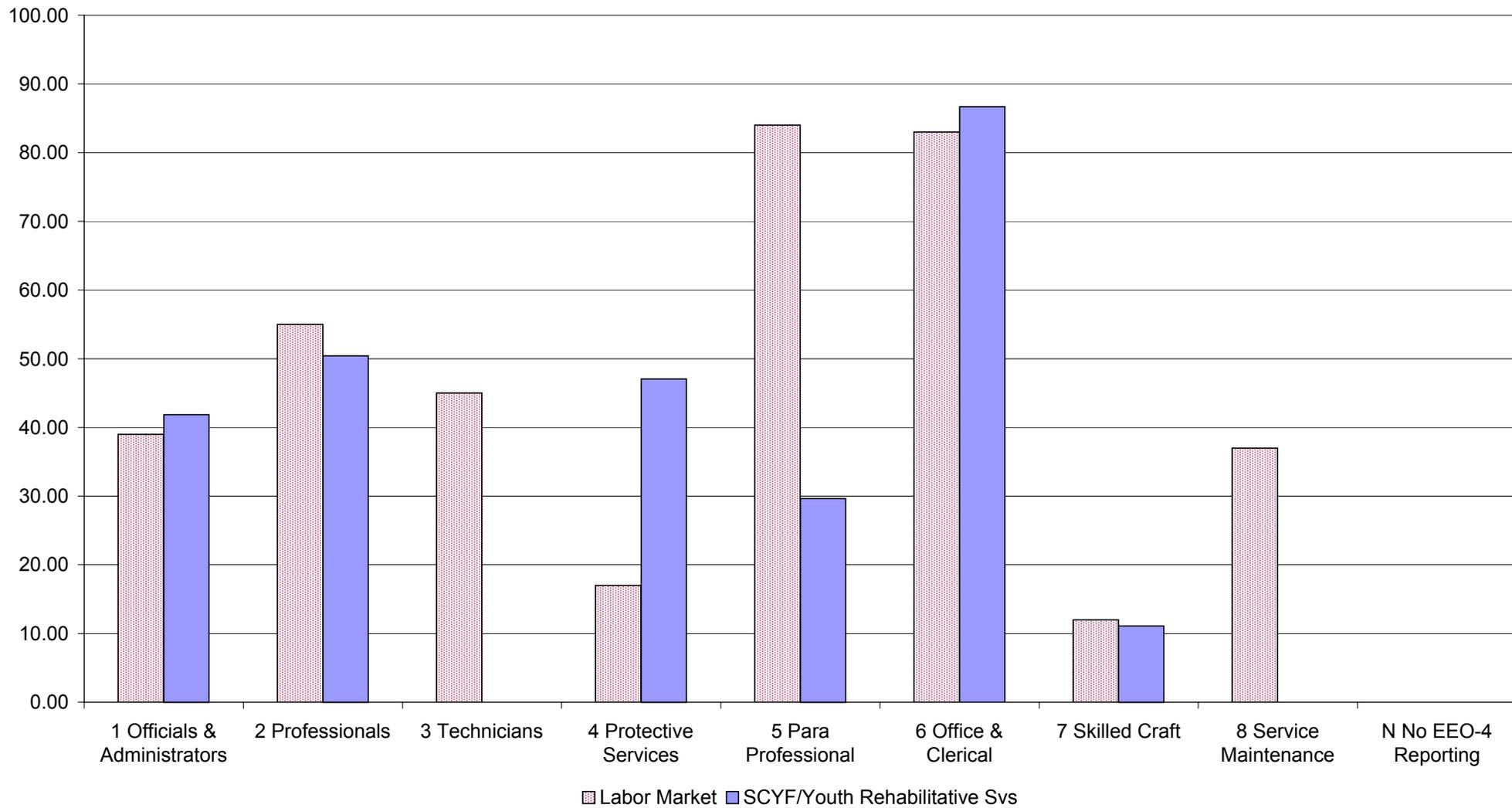
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	39.00	41.86	2.86
2 Professionals	55.00	50.42	-4.58
3 Technicians	45.00	0.00	NA
4 Protective Services	17.00	47.06	30.06
5 Para Professional	84.00	29.63	-54.37
6 Office & Clerical	83.00	86.67	3.67
7 Skilled Craft	12.00	11.11	-0.89
8 Service Maintenance	37.00	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, 2002

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	1	17	0	0	23	0	41	2	35	3	2	84	0	126	75.45	167	60	35.93
2 Professionals	0	6	0	0	19	0	25	0	32	3	0	115	0	150	85.71	175	41	23.43
3 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
4 Protective Services	0	1	0	0	1	0	2	0	0	0	0	0	0	0	0.00	2	1	50.00
5 Para Professional	0	2	0	0	2	0	4	0	10	3	0	9	0	22	84.62	26	15	57.69
6 Office & Clerical	0	1	0	0	0	0	1	0	9	3	0	35	0	47	97.92	48	13	27.08
7 Skilled Craft	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0.00	1	1	100.00
8 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
TOTAL	1	28	0	0	45	0	74	2	86	12	2	243	0	345	82.34	419	131	31.26

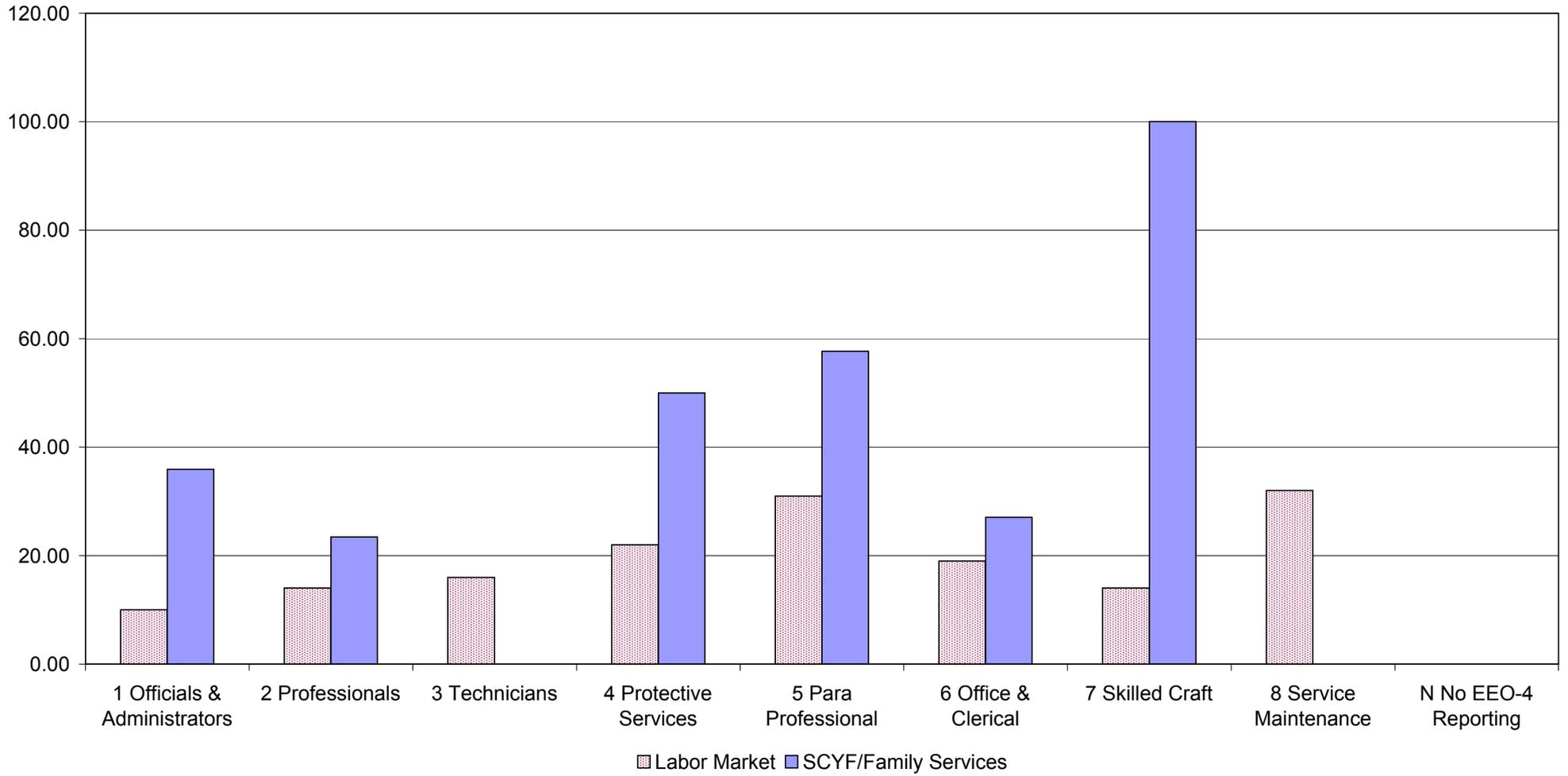
Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	10.00	35.93	25.93
2 Professionals	14.00	23.43	9.43
3 Technicians	16.00	0.00	NA
4 Protective Services	22.00	50.00	28.00
5 Para Professional	31.00	57.69	26.69
6 Office & Clerical	19.00	27.08	8.08
7 Skilled Craft	14.00	100.00	86.00
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	39.00	75.45	36.45
2 Professionals	55.00	85.71	30.71
3 Technicians	45.00	0.00	NA
4 Protective Services	17.00	0.00	-17.00
5 Para Professional	84.00	84.62	0.62
6 Office & Clerical	83.00	97.92	14.92
7 Skilled Craft	12.00	0.00	-12.00
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

State of Delaware EEO-4 Status Report



State of Delaware EEO-4 Status Report

