

***STATE OF DELAWARE***

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

**AFFIRMATIVE ACTION / MANAGING  
DIVERSITY PLAN  
July 2004 - June 2005**

**Cari DeSantis, Cabinet Secretary  
September 15, 2004**

**“Think of the Child First”**

## Introduction and Overview

In FY 2004, the Department built upon previous foundational platforms to continue and expand diversity and managing diversity. Much of this work was accomplished at the Divisional level, while at the same time, the Department as a whole moved forward on many fronts. Plans for the coming Fiscal Year are equally exciting and promise to expand the practical definition of diversity within the Department along with the managing of diversity in the Department. While each of these concepts will be discussed in greater detail later, an example of the expansion of how the Department defines diversity will be demonstrated through a renewed emphasis on how the new State Personnel policy on the Selective Placement Program will be implemented. Within the context of managing diversity, the Department will continue to focus on increasing customer satisfaction and employee well-being as major indicators of efforts to improve the management of diversity in the Department.

As in previous years, this annual plan builds on several foundational platforms already existing within the Department. They recognize the current plan as significant in motivating and channeling organizational strategies toward new dimensions for managing and celebrating our diversity. One foundation is the Department's continued statistical diversity. Within the merit/merit comparable workforce complement of 1103,<sup>1</sup> 39.26% of the workforce complement are minorities and 65.10% of the workforce complement are females. Another foundational support from which the Department derives its diversity energy is the continued recognition of the Department's dedication to continuous improvement as demonstrated by the receipt of the Delaware Quality Award of Merit in 2002 and 2003. As cited in our 2003 Report to the Governor's EEO Council, this award recognizes the Department for organizational excellence in the following categories: Leadership, Strategic Planning, Customer/Stakeholder and Market Focus, Measurement, Analysis and Knowledge Management, Human Resource Focus, Process Management and Results.

Another platform from which the Department launches diversity efforts is the leadership of the organization and their diversity: Cari DeSantis, Cabinet Secretary; Henry Smith, III, Director, Division of Management Support Services (DMSS); Margaret Timko, Deputy Director, DMSS; Susan Cycyk, Director, Division of Child Mental Health Services (DCMHS); Nancy Pearsall, Director, Division of Youth Rehabilitative Services (DYRS); Darryl Dawson, Deputy Director, DYRS; Carlyse Giddins, Director, Division of Family Services (DFS); Laura Miles, Deputy Director, DFS. Three of four Division Directors are people of color, and three of four are female. Along with the leaders of the Department's five strategic initiative groups, the leaders cited above form The Guiding Coalition who provide strategic direction to the Department. The five strategic groups embody the acronym **CHILD**:

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<sup>1</sup> See EEO-4 Status Reports in the Appendix.

<b>Child Focused System –</b>	Making sure Delaware has what kids need to succeed
<b>Holistic Service -</b>	One child, one plan, one team
<b>Inspired Workforce -</b>	A happy workforce helping kids succeed
<b>Leading Edge Management -</b>	Getting the biggest bang for the buck for the kids' sake
<b>Dedicated Partnerships -</b>	Partnering with the Village to raise Delaware's children

During FY 2004, the Department accomplished several significant initiatives with respect to Diversity/Managing Diversity activities including the following:

- Participation in the planning and implementation of the First Annual Governor's Affirmative Action/Equal Employment Opportunity Summit (The Department's Diversity/AA/EEO Administrator was a member of the planning committee for the Summit);
- The development and implementation of a Department-wide Supervisory Training Program;
- The initiation of training on the Department's System of Care Initiative and the continued work of the Cultural Competence Committee;
- The training and certification of the Department's Diversity/Affirmative Action/Equal Employment Administrator as a Workplace Mediator;
- The 4<sup>th</sup> Annual Employee Satisfaction Survey including
  - The comparison of data with another State Agency, and
  - The Development of a Departmental Report Card Measure for employee satisfaction:
- The continued measurement of employee turnover;
- The continued analysis of employee exit interview data;
- The continuation of and expansion of the Department's Employee Recognition Program to include the recognition of employees of the Quarter at the Division and Departmental levels. For the third time in the last four years the Department was proud to have one of its employees receive the Delaware Award for Excellence and Commitment in State Service.

As reported in previous years, each of our Divisions have carried out diversity initiatives directed toward managing a diverse workforce through recruitment and retention activities, the exploration of new approaches to making diversity in the Department a truly dynamic phenomenon, methods of moving beyond compliance toward leading edge human resource practices, and more. The Division of Management Support Services Employee Well-Being Committee, initially reported upon in last year's report, using direct input from staff, began several initiatives resulting in an Electronic Suggestion Board. Staff can share their ideas and concerns, alternative work schedule guidelines, trust building with the help of an expert on enhancing workplace trust, customer service training that will include skill building and creating a customer service culture and lunchtime speakers on topics to improve the health and well-being of employees are or will be instituted.

The Division of Youth Rehabilitative Services had a very active year with regard to diversity and staff improvement activities. The Division began FY 2004 by conducting a series of focus

groups designed to elicit from all levels of staff, issues of importance to improving management and supervision within the Division. This information was used to improve the cultural and supervisory environment within the Division. Next, the Division partnered with the Department's Diversity Administrator and the Department of Health and Social Services to deliver a course entitled *Creating a Respectful Workplace* to managers and supervisors throughout the Division. Other initiatives within the Division of Youth Rehabilitative Services included inviting a nationally recognized speaker to conduct a series of workshops on "Race and Race Relations." The speaker was Tim Wise and his presentations were well received. Additionally, Mr. Wise presented a workshop to the Department's Guiding Coalition.

Ten individuals from the Division were trained as Study Circles Facilitators in 2004 with one Study Circle session held to date. The Study Circles program will be fully implemented within the Division in FY 2005. Other Department staff will be invited to attend these sessions. Finally, the Division provided *Preventing Sexual Harassment* training to one of its twenty-four hour facilities. The training was provided by the Department's Diversity Administrator to staff on all three shifts.

The Division of Family Services held a workshop for managers on *Discrimination and Equal Employment Opportunity Compliance* conducted by the Department's Diversity/Affirmative Action/Equal Employment Administrator. Additionally, the Division sought and received consultation from the Human Resources Unit and the Diversity Administrator on issues related to the Americans with Disabilities Act and Title VII of the Civil Rights Act of 1964.

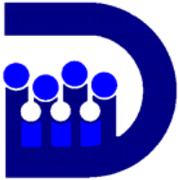
The Division of Child Mental Health Services continued to sponsor the Department's Cultural Competence Committee. This committee supports one of the seven principles of a System of Care that states that staff and services should be culturally competent. The committee expanded its membership to include participation from all four Divisions of the Department and from community partners and family members. The committee completed work on seven Cultural Competence Standards, three of which refer to employee conduct and diversity training. These standards have been presented to the System of Care Steering Committee for review.

As reported in previous plans, the Department takes seriously its role with regard to management accountability. Performance Plans are used to quantify staff performance with regard to Departmental, Divisional and Unit goals and missions. New Employee Orientation is used to welcome new or transferring employees to the Department and Divisions. The history of the Department is covered as well as key policies, values, strategic direction and initiatives and other information important to effective employment within the Department. Another accountability strategy is the use of three-person interview teams for selecting candidates for pay grade positions 15 and above. Diverse three person interview teams are also encouraged for positions below pay grade 15.

Further demonstrations of the Department's commitment to management accountability includes the increasing numbers of consultations by the Department's EEO/AA Administrator and Human Resource Specialists with supervisors, managers and senior officials on matters related to employee rights, preventing harassment and discrimination, understanding and applying the Americans with Disability Act, the Family Medical Leave Act and other employee related issues.

All of these activities move the Department toward creating a more respectful and productive work environment. The Department views the above activities as reflections of on going and dynamic transformation.

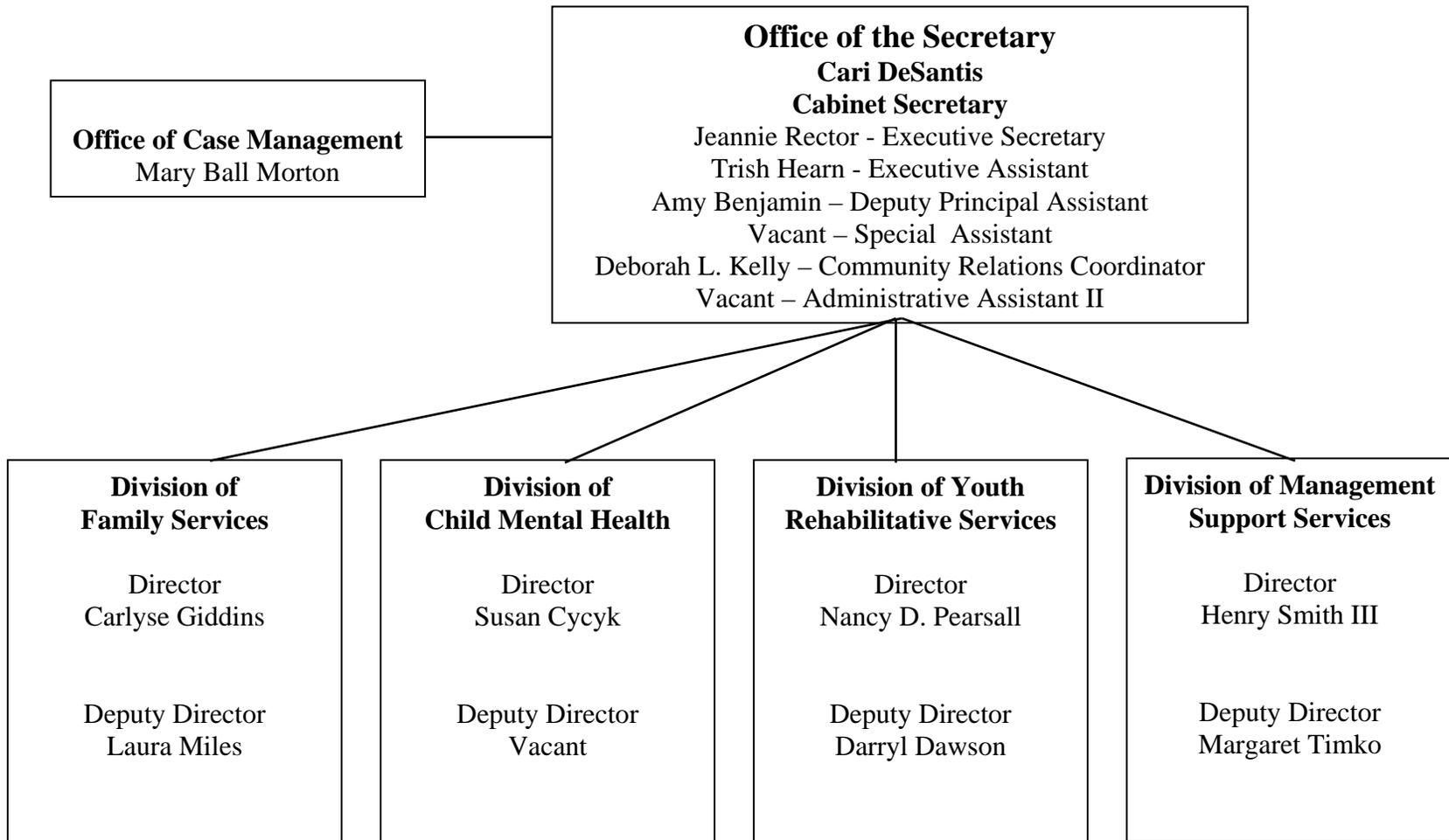
The current plan continues to adopt the principles of Executive Orders #10 and #83. Lastly, this plan includes the Department's internal complaint process that allows employees to file complaints or inquiries about their rights without fear of reprisal.



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

**VISION:** Think of the Child First

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



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

**As of June 30, 2004**

<b>Division of Management Support Services</b>	<b>173</b>
<b>Division of Family Services</b>	<b>393</b>
<b>Division of Child Mental Health Services</b>	<b>196</b>
<b>Division of Youth Rehabilitative Services</b>	<b>341</b>

# Department of Services for Children, Youth and Their Families

## Diversity/Affirmative Action

### Policy Statement

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

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

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

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

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

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Secretary

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Date

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Human Resource Manager

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Date

## **Responsibilities for Implementation**

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

### **Cabinet Secretary**

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

### **Division Directors**

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

### **Human Resource Manager**

Human resource management responsibility for the Plan and Policy includes:

1. Providing human resources data for preparing Diversity/Affirmative Action statistical reports.
2. In collaboration with the 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.

### **Diversity/Affirmative Action/Equal Employment Opportunity Administrator**

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

1. Providing oversight to Departmental compliance with Executive Order Number Ten and Eighty-three.
2. Drafting, maintaining and distributing the Department's Diversity/Affirmative Action Plan.
3. Developing training and staff development programs that promote compliance with applicable EEO/AA and State of Delaware laws and procedures.
4. Serving as official liaison with relevant State organizations as designated by the Department Secretary including, but not limited to, the State Human Rights Commission, the Office of the Coordinator of the Americans with Disabilities Act and the Office of 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 and brochures.

## **Affirmative Action Strategies**

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

- The Department will continue to use the Payroll/Human Resource Statewide Technology (PHRST) system as its primary source of statistical data on workforce diversity.
- The Department will continue to maintain the integrity of its internal complaint process and foster open communication as promoted by the Inspired Workforce Strategic Initiative.
- It was noted earlier that the Diversity/Affirmative Action/Equal Employment Administrator was trained and certified during FY2004 as a workplace mediator. The Department has increased its participation in mediations carried out by the Delaware Department of Labor (DOL) and the U. S. Equal Employment Opportunity Commission (EEOC). In FY2005, the Department will explore the feasibility of offering in-house mediation to allow for the resolution of some complaints that in the past were taken to DOL or EEOC.
- The Department will continue to participate in college/university and community initiated job fairs with continued heightened focus on participation in minority organization sponsored events and institutions. The Department will continue to maintain an application center accessible to employees and to the public in the Delaware Youth and Family Center Administration Building.
- As stated in previous plans and reports, training remains vital to the success of the Department. In FY 2005, training and staff development activities will continue to focus on developing and maintaining a respectful workplace. Training, discussion group programs such as Study Circles, consultations and other activities will be employed as strategies used to accomplish goals in this area. The Department's New Employee Orientation Training contains a segment on diversity. Within this segment, new employees review the Department's Complaint Process, the Americans with Disabilities Act of 1990 and other relevant issues.
- With respect to females in the EEO-4 underrepresented categories (para-professionals and 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 pay grade 15 and above and the Department will continue to encourage the use of diverse three person interview panels for other positions.
- The Department's Cultural Competency Work Group will build upon the work it accomplished in FY2004 by promoting cultural competence standards forwarded to the Department's Systems of Care Steering Committee.

## **Workforce Analysis**

An analysis of the Department's workforce shows:

- A total of 1103 Full Time Merit and Merit Comparable employees, up by 28 from June 2003. This is attributable to the lifting of the hiring freeze by the Governor.
- Minority males and females comprise 39.26% (433) of the complement. This represents an increase of 1.21% (24 in real numbers) over FY 2003. This is the sixth year of seven in which the Department's minority representation has increased.
- Minority representation in the Officials and Administrators category has dropped slightly to 36.90% (37.97% in FY 2003). Minorities in the Professional category increased to 27.74% (26.29% in FY 2003); this increase is reflective of a three year trend in the Professional category. Both categories continue to reflect a strong minority workforce component in traditional decision-making positions within the Department.
- The Department's female complement continues to be strong. In FY 2004, females comprised 65.10% of the workforce complement compared to 65.67% in FY 2003. In the Officials and Administrators category, females made up 65.68% of the workforce in this category (66.17% in FY 2003). In the Professional category, females made up 70.60% of the workforce, 71.01% in FY 2003. As reported in previous plans, the high percentage of minorities and females in the these two categories continue to place the Department among the most diverse in the State of Delaware.
- While there continues to be no underrepresentations for minorities, underrepresentations continue among females in Para-professional and Skilled Craft categories. However, the Department has experienced positive change in the Para-professional category. In FY 2003 the Delaware Labor Market v. Department comparison ratio for females in this category was 40.99%. In FY 2004 it has dropped to 37.99%. This was accomplished as a result of the Department's commitment to monitor hiring in this category and an increase of 18 females working in this category. The Department will continue to monitor opportunities in these categories for recruiting and placing qualified females.

## 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: West End Community Center in Wilmington; the Wilmington Branch, NAACP; West Center City Neighborhood Planning Advisory Council, Korean Baptist Church of Dover.
- The Department will continue to participate in job fairs and to recruit widely throughout the State and the Mid-Atlantic Region.
- With respect to recruitment efforts for persons with disabilities – we send announcements to Easter Seals Rehabilitation, Delaware Disadvantage Foundation, YWCA Home Life Management Program, Delaware Dislocated Workers Program, Division of Mental Retardation in Pennsylvania, The Opportunity Center, Veterans Administration Center Wilmington, Delaware Skills Center and Elwyn Institute.
- Importantly, the Department has taken steps to promote, more actively, the Selective Placement Program which is designed to provide hiring opportunities for persons with disabilities. In FY 2004, the Department will implement strategies to track progress on this initiative.
- The Department's representative to the State Council for Persons with Disabilities was elected to the Executive Committee of the State Council for Persons with Disabilities. Other members of the Department serve on the Governor's newly formed "Executive Order 50 Committee on Alternatives for Persons with Disabilities."
- The Department will continue to participate in forums such as the Governors Council for Persons with Disabilities, the Delaware Workforce Diversity Group, the State-wide Training Advocacy Network, the State's EEO/AA Representatives Forum and similar organizations.
- The Human Resource Unit continues to implement its action plan referenced in the FY 2004 AA Plan with key goals of client and employee safety, respect and caring. The HR Action Plan is built upon the Department's and the Division of Management Support Services Action Plans. Key items related to the Department's Diversity/Affirmative Action efforts include:
  - reviewing recruitment strategies,
  - soliciting customer input on announcement distribution lists and procedures,
  - advertising on the Internet, TV, in professional publications and at job fairs,
  - developing affirming relationships with minority institutions, and
  - developing personal contacts with university placement officers
- Training will continue on an ongoing basis and all other activities associated with achieving and maintaining a diverse workforce will continue including expanding the Department's offerings of Study Circles by utilizing trained Department facilitators.
- Hiring and promotional practices have been, and will continue to be, in accordance with the provisions of Executive Order #10 and Executive Order #83.

- Through the Department's Management Information System and the Internet, job announcements, hiring information and other human resources information will continue to be used in the process of recruiting and maintaining a diverse workforce.
- Recognizing the difficulty in recruiting men and women of Asian, Hispanic and Native American backgrounds due to their small numbers in the overall population of Delaware, we will continue to avail ourselves of as many opportunities as possible to attract these individuals to our applicant pool.

## **Hires**

Of the 66 merit new hires in FY 2004, minority group members filled 41% of the merit positions in the Department. 72% were filled by females. Of merit positions filled by transfers, minority group members filled 46% and females filled 63%.

Analysis of the applicant flow for merit system positions in FY 2004 where the Affirmative Action/Diversity declaration was completed shows:

- 55.48% of applications processed were received from minorities in FY 2004, an increase from last year.
- Minorities submitted 59% of the applications received for Official/Administrator positions, an increase of 10% over last year.
- 47% of the applications for positions within the Professional category were received from minorities in FY 2004.
- 77% of all applications were received from females in FY 2004.

## **Training**

- The Department continues to have an active training and staff development program. The Department Training and Professional Team (DTPT), comprised of training and staff development professionals from throughout the Department including the Management Information Services and each division, have come together to share resources and information related to training and staff development. This collaboration has resulted in more coordinated training programs throughout the Department. The following highlights some of the Department's training accomplishments for FY 2004:
- New Employee Orientation continued in FY 2004. 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, the Human Resources Unit has implemented training on its Supervisory Manual. Some Divisions have requested that refresher training be carried out in FY 2005.
- The development and implementation of the Department's Supervisory Training Program has been and will continue to be a primary focus for training in FY 2005. Major components of this training include sexual harassment prevention, the building of respectful workplaces and practical knowledge of affirmative action, diversity and equal employment laws, policies and practices.

- Beyond the Supervisory Training Program, sexual harassment prevention and positive respect training were conducted in one of the Department's twenty-four hour facilities to staff on all shifts. The feedback, especially from the late night shifts, was that the training was beneficial and more such training would be welcomed. The Department plans to offer other trainings to shift staff at times that meets their needs in the coming Fiscal Year.
- One such training will be Study Circles. A number of Department staff from three of four Divisions have been trained and certified as Study Circles facilitators. Several sessions were held in FY 2004. Plans are underway to continue to offer Study Circles in a variety of time formats in FY 2005 and beyond. The Division of Youth Rehabilitative Services will take the lead to coordinate the scheduling of Study Circles sessions.

Tuition Reimbursement continues to be a popular Department level program. In FY 2004, \$20,000 was budgeted for this purpose. \$20,629 in reimbursements were approved. Fifty-six reimbursements were approved in FY 2004. Minority group members received 54% (30) and females received 68% (38) of all reimbursements authorized in FY 2004.

Divisional training staff continued to offer an array of training. As noted above, staff from other Divisions often participate in Divisional trainings. As reported in previous Plans and Reports, the Department's three operating divisions have training staff dedicated to developing and implementing training specific to their division's needs. With respect to diversity matters, the following activities were carried out specifically by these divisions:

- The Division of Youth Rehabilitative Services held focus groups with staff from throughout the Division to help determine needs for Diversity/EEO/AA training and consultation. From information gained through these sessions, training in partnership with the Department's Diversity/EEO/AA Administrator and the Department of Health and Social Services was carried out for managers and supervisors on creating and maintaining a respectful workplace. The Division also held sexual harassment prevention training and Study Circles sessions. The culmination of the Division's diversity training was to bring in a nationally known speaker on race and race relations to address division staff. The Division also made this speaker available to staff from other divisions and to the Department's Guiding Coalition. Additionally, the Division offered American Correctional Association approved training to its staff including new employee and juvenile corrections training.
- The Division of Child Mental Health Services offered numerous trainings to its staff, to its sister divisions, to provider agencies, and to others. During FY-04, two workshops were delivered by nationally renowned presenters and co-sponsored by the Delaware Psychological Association. Other sessions, using primarily internal subject matter experts, were offered throughout the year. Much of this training was directed at skill building in child mental health areas. The Department's Cultural Competence Committee is sponsored by the Division of Child Mental Health Services' FACT Grant Project and, as noted above, has promulgated standards for training and staff development in FY 2004 that are to be reviewed and possibly adopted by the Department's Systems of Care Committee in FY 2005.
- In addition to division specific new employee orientation, the Division of Family Services offer ten core classes to Family Services workers with diversity incorporated into each core. Much of this work includes cultural competence. Refresher courses for experienced staff also incorporate cultural competence materials. Additionally, the Division held a workshop

for managers/administrators that included lectures and facilitated discussions by the Department's Deputy Human Resources Manager and the Department's Diversity/AA/EEO Administrator. In FY 2005, the Division will engage in a considerable amount of training to support the Department's Systems of Care.

- The Division of Management Support Services while not considered an operations division within the Department, nevertheless has an operational function in its Education unit. As the Division's name suggests, it views itself as support to each of the other divisions. Each unit of the Division carries out training specific to the skills and knowledge needs of that unit.
- 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.

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

**Applicant Flow - Real Numbers**

**From 06/30/03 to 07/01/04**

<b>EEO-4 Category</b>	<b>White M</b>	<b>White F</b>	<b>Black M</b>	<b>Black F</b>	<b>Hispanic M</b>	<b>Hispanic F</b>	<b>Asian Pac M</b>	<b>Asian Pac F</b>	<b>Am Indian M</b>	<b>Am Indian F</b>	<b>Total</b>
<b>10 Off/Admn</b>	45	221	107	243	4	15	1	8	1	1	646
<b>30 Prof</b>	150	595	157	463	9	19	3	19	0	2	1417
<b>40 Techn</b>	0	0	0	0	0	0	0	0	0	0	0
<b>50 Protec Serv</b>	0	0	7	25	0	2	0	0	0	0	34
<b>60 ParaProf</b>	24	112	99	247	1	11	1	4	0	2	501
<b>70 Office/Cleri</b>	7	79	7	88	0	8	0	2	0	1	192
<b>80 Skilled Craft</b>	0	9	10	2	1	0	0	0	0	0	22
<b>90 Serv Maint</b>	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	235	1017	379	1067	14	55	5	33	1	6	2812

## Promotions

Of positions filled through promotions in FY 2004, minority group members filled 38% and females filled 72%. There were a total of 104 promotions. The ethnicity of four females and one male promotees were unknown. The table below represents the percentage of promotions that went to minorities and females from FY 2001 through FY 2004.

	Minorities	Females
<b>Fiscal Year 2001:</b>	<b>33 %</b>	<b>59 %</b>
<b>Fiscal Year 2002:</b>	<b>27 %</b>	<b>75 %</b>
<b>Fiscal Year 2003:</b>	<b>38%</b>	<b>72%</b>
<b>Fiscal Year 2004:</b>	<b>38%</b>	<b>72%</b>

## Disciplines and Separations

There were 63 merit separations in the Department in FY 2004 compared to 75 merit separations in FY 2003. There were 46 female separations in FY 2004 compared to 54 in FY 2003.

Sex	Ethnic Group	Terminations	% of Total
M	Caucasian	6	10%
M	Black	9	14%
M	Hispanic	0	0%
M	Asian	1	.02%
M	Indian	0	0%
M	Unknown	1	.02%
F	Caucasian	27	43%
F	Black	18	29%
F	Hispanic	0	0%
F	Asian	0	0%
F	Indian	0	0%
F	Unknown	1	.02%
	<b>Total:</b>	<b>63</b>	

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

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

- Exit interviews conducted to ascertain why individuals are leaving the Department
- The use of the Interview and Selection Guide deployed by Human Resources to help in selecting individuals most likely to succeed
- The use of meaningful and timely performance reviews
- The use of individualized Professional Development Plans

- The use of the New Employee Orientation Program
- The training of managers and supervisors in the new Supervisors Certification Training Program which includes a focus on building a respectful workplace and a practical understanding of Affirmative Action/Equal Employment Opportunity and Diversity laws will be fully implemented in FY 2005.

# Complaints Process

## Introduction

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

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

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

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

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

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

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

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

**FORM AA #1**

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

**AFFIRMATIVE ACTION COMPLAINANT FORM**

**Date of Inquiry:** \_\_\_\_\_

**1. Employee:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_

**2. Age:** \_\_\_\_\_ **DOB:** \_\_\_\_\_ **Color:** \_\_\_\_\_ **Race:** \_\_\_\_\_

**Disability:** \_\_\_\_\_ **Sex:** \_\_\_\_\_ **Religion:** \_\_\_\_\_

**3. Division:** \_\_\_\_\_

**4. Location:** \_\_\_\_\_

**5 National Origin:** \_\_\_\_\_ **Sexual Harassment:** \_\_\_\_\_

**Retaliation/Reprisal:** \_\_\_\_\_

**6. Description of Complaint:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

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

**7. Action taken on this complaint:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
**Complainant**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Affirmative Action Representative**

\_\_\_\_\_  
**Date**

# Attachments



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

*WHEREAS, Delaware law and/or executive order prohibit discrimination in state employment based on gender, race, color, religion, national origin, marital status, disability, sexual orientation, or Vietnam Era veterans status; and*

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

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

*WHEREAS the State of Delaware has succeeded over the past several years in diversifying its workforce; and*

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

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

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

- 1. The State of Delaware's commitment to equal employment opportunity is hereby affirmed and heads of each Department and Agency within the Executive Branch (collectively "Executive Branch Agencies") are directed to pursue diligently the recruitment and promotion of qualified women and minorities and to be vigilant in complying with the laws prohibiting discrimination in employment.*
- 2. The work atmosphere in executive branch agencies shall be one that fosters mutual respect and understanding among persons of different races, sexes, and faiths.*
- 3. Paragraphs 1 and 2 of this Executive Order are directives from the Governor to Executive Branch Agencies. They will be vigorously enforced by the Governor. However, they are not*

*intended to and shall not create independent causes of action for or on behalf of persons who allege a lack of compliance with those paragraphs.*

*4. The Governor's Council on Equal Employment Opportunity (hereinafter "Council") is continued. The function of the Council shall be to assist in the monitoring and evaluation of the Executive Branch Agencies' implementation of and compliance with this Executive Order, and to provide advice and recommendations to the Director of State Personnel and the Governor.*

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

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

*5. The State Personnel Office shall maintain the central managerial role over all diversity and equal employment matters in the Executive Branch and shall bear overall responsibility for the implementation and management of the policies and procedures set forth in this Order. The Director of the State Personnel Office shall:*

*a. establish the duties and responsibilities of the Equal Employment Opportunity/Affirmative Action Administrator and of Agency equal employment officers ("EEO officers"); b. prepare and submit an annual Executive Department Affirmative Action plan, to include short and long term strategies;*

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

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

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

#### **AFFIRMATIVE ACTION PLANS**

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

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

*a. A specific statement of goals and objectives designed to assure equal employment opportunities in hiring and promotion and to eliminate any unlawful discrimination in Agency employment; b. A specific statement of action steps designed to maximize the degree to which qualified minorities and women are represented in the Agency as compared to Delaware's labor pool. Such action steps shall include:*

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

*(ii.) Specific proposals for assuring that hiring practices are conducted consistently with the objectives of this Order.*

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

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

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

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

*A. Job fairs*

*B. College and university outreach*

*C. Professional group outreach*

*D. Advertising*

*E. Employee recognition programs*

*F. Formal and informal mentoring*

*G. Internal leadership programs*

*H. Participation in statewide programs*

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

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

*K. Statements of Agency policy*

*L. Creation or continuation of Agency committees.*

*M. Specific efforts of top leadership within the Agency*

*N. Internal communications efforts within the Agency*

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

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

**RECRUITMENT AND PROMOTION OF A DIVERSE WORKFORCE**

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

*a. Assist Executive Branch Agencies in updating their Affirmative Action Plans in accordance with federal guidelines. b. Develop, coordinate, and implement professional recruiting efforts throughout State government designed to increase the number of qualified women and minority candidates for state employment. The State Personnel Office shall develop a statewide directory of organizations that can serve as resources for the identification of qualified women and minority candidates in particular fields, so that these organizations can be notified regarding specific vacant positions.*

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

*d. Require agencies filling merit positions at paygrade 15 and above to use an interview team of at least three members. When feasible, such a team should be diverse in its composition.*

*e. Work with the State Manager of Training and Development to facilitate statewide training and technical assistance programs to ensure compliance with state and federal equal opportunity laws and this Order, and to inculcate effective recruitment and career development procedures.*

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

**REPORTING REQUIREMENTS**

*10. Each Executive Branch Agency shall:*

*a. Be held accountable for compliance with this Order by including the measures and statements required in this Order in each manager's performance plan and each relevant Agency strategic plan; b. Retain a record of all applicants who voluntarily divulge protected class information. The information required shall be prescribed by the State Personnel Office and, to the extent practicable, shall be in a format consistent with the terminology and categories used in federal EEO standard forms;*

*c. Ask each terminating employee to participate in an exit interview to determine the reasons for that employee's termination and retain records of such interviews;*

*d. Report to the State Personnel Office information requested by the State Personnel Office concerning the Agency's Affirmative Action Plan.*

*11. The State Personnel Office shall:*

*a. Maintain a comprehensive, statewide, on-line, user-friendly system that allows continuous monitoring of the diversity of the State's workforce across all paygrades; b. Work with the Council to ensure the publication of clear information regarding the composition of the State's workforce;*

*c. Submit a quarterly report to the Council; and*

*d. Assist the Council in preparing its annual report.*

#### **PUBLIC ACCOUNTABILITY**

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

*a. Establish a schedule for conducting an intensive review of each Executive Branch Agency every three years to assess compliance with the terms of this Executive Order, the Agency's Affirmative Action Plan, and equal opportunity laws. The review shall involve an in-depth consideration of Agency promotion, hiring and recruiting practices. Each reviewed Agency shall receive a detailed report identifying those practices and policies of the Agency that are constructive and those practices and policies which need improvement or elimination, with specific recommendations for the Agency to consider. The Council shall incorporate a summary of the results of these reviews in its annual report, as required by paragraph 4 of this Order. From these annual reviews, the State Personnel Office shall submit to each Executive Branch Agency a guidance memorandum identifying successful practices used by the reviewed agencies to increase the diversity of their workforce and examples of policies and practices that hindered the State's attempt to create a more diverse workforce. b. Publish, as a part of its annual report, an overall report on the composition of the State's workforce and the State's effectiveness in complying with equal employment laws and this Order.*

#### **COMPLAINTS**

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

*14. The Office of State Personnel shall:*

*a. Post a public notice, in conspicuous locations or bulletin boards, of all cabinet Departments, major offices, divisions or agencies which shall affirm the State's commitment to equal*

*opportunity and advise all State employees and applicants for State employment that any complaints of discrimination should be promptly reported to the State Equal Employment Opportunity/Affirmative Action Program Administrator and the Labor Law Enforcement Section of the Department of Labor; b. Provide on the application form for state employment a statement of the state's commitment to equal employment opportunity and instructions as to how complaints of discrimination may be reported.*

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

*a. An informal complaint is filed with the State Personnel Office by written or oral communication with the State Equal Employment Opportunity/Affirmative Action Program Administrator requesting the State Equal Employment Opportunity/Affirmative Action Program Administrator to attempt to facilitate resolution of the complaint. The State Personnel Office shall determine whether or not the complaint appears to fall within the jurisdiction of the Labor Law Enforcement Section of the Department of Labor and may require a formal charge of discrimination within the time limits prescribed by statute. b. The State Equal Employment Opportunity/Affirmative Action Program Administrator will inquire into such cases by working through the designated Agency EEO officer and appropriate management staff, as deemed appropriate by the Cabinet Secretary. Based on the determination, the State Equal Employment Opportunity/Affirmative Action Program Administrator will respond in writing to the complainant. If there is an apparent violation of Title VII of the Civil Rights Act of 1964 as amended, the Age Discrimination in Employment Act of 1967 as amended, Vietnam Era Veterans Readjustment Assistance Act of 1979, the Americans with Disabilities Act of 1990, or Title 19 of the Delaware Code relating to discrimination in employment, the complainant shall be referred to the Labor Law Enforcement Section of the Department of Labor to file a formal complaint. Cases which appear to violate discrimination laws shall be referred to the Labor Law Enforcement Section of the Department of Labor, even if resolution is reached by the State Personnel Office. Nothing in this Order shall be construed to bar mediation of a complaint by the State Human Relations Commission; however, such mediation shall not affect or in any way toll relevant time limitations.*

#### **REPEAL OF PREVIOUS EXECUTIVE ORDERS**

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

#### **APPLICABILITY OF EXECUTIVE ORDER**

*17. This Order shall apply to all Cabinet Departments and Executive Agencies of the State. The members of the General Assembly and the Judiciary are also encouraged to adopt this Order.*

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

**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.

## **Tables and Charts**

## State of Delaware EEO-4 Status Report

Department - 370000000  
Svs fr Children, Youth, Families  
June 30, 2004

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	43	0	0	49	0	93	2	49	3	2	122	0	178	65.68	271	100	36.90
2 Professionals	3	41	0	0	98	1	142	4	81	5	0	251	2	341	70.60	483	134	27.74
3 Technicians	0	1	0	0	6	0	7	1	4	0	0	2	0	7	50.00	14	6	42.86
4 Protective Services	0	6	0	0	4	0	10	0	6	0	0	2	0	8	44.44	18	12	66.67
5 Para Professional	1	86	3	0	25	1	115	1	51	5	0	41	0	98	46.01	213	147	69.01
6 Office & Clerical	0	3	0	0	1	0	4	0	20	5	1	58	0	84	95.45	88	29	32.95
7 Skilled Craft	0	2	1	0	11	0	14	0	0	0	0	0	0	0	0.00	14	3	21.43
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
<b>TOTAL</b>	5	182	4	0	194	2	385	8	212	19	3	476	2	718	65.10	1103	433	39.26

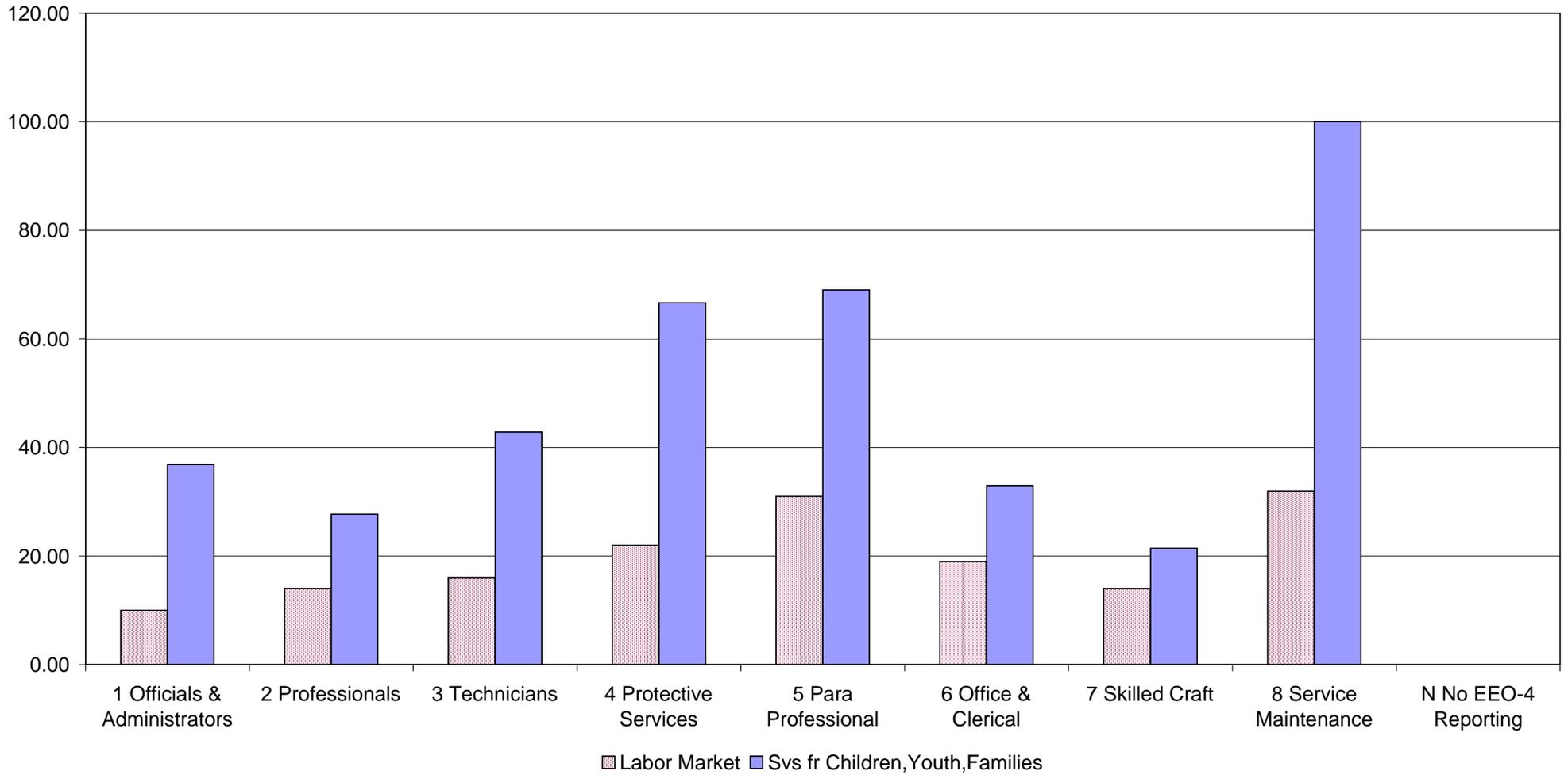
### Minority Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	10.00	36.90	26.90
2 Professionals	14.00	27.74	13.74
3 Technicians	16.00	42.86	26.86
4 Protective Services	22.00	66.67	44.67
5 Para Professional	31.00	69.01	38.01
6 Office & Clerical	19.00	32.95	13.95
7 Skilled Craft	14.00	21.43	7.43
8 Service Maintenance	32.00	100.00	68.00
N No EEO-4 Reporting	0.00	0.00	NA

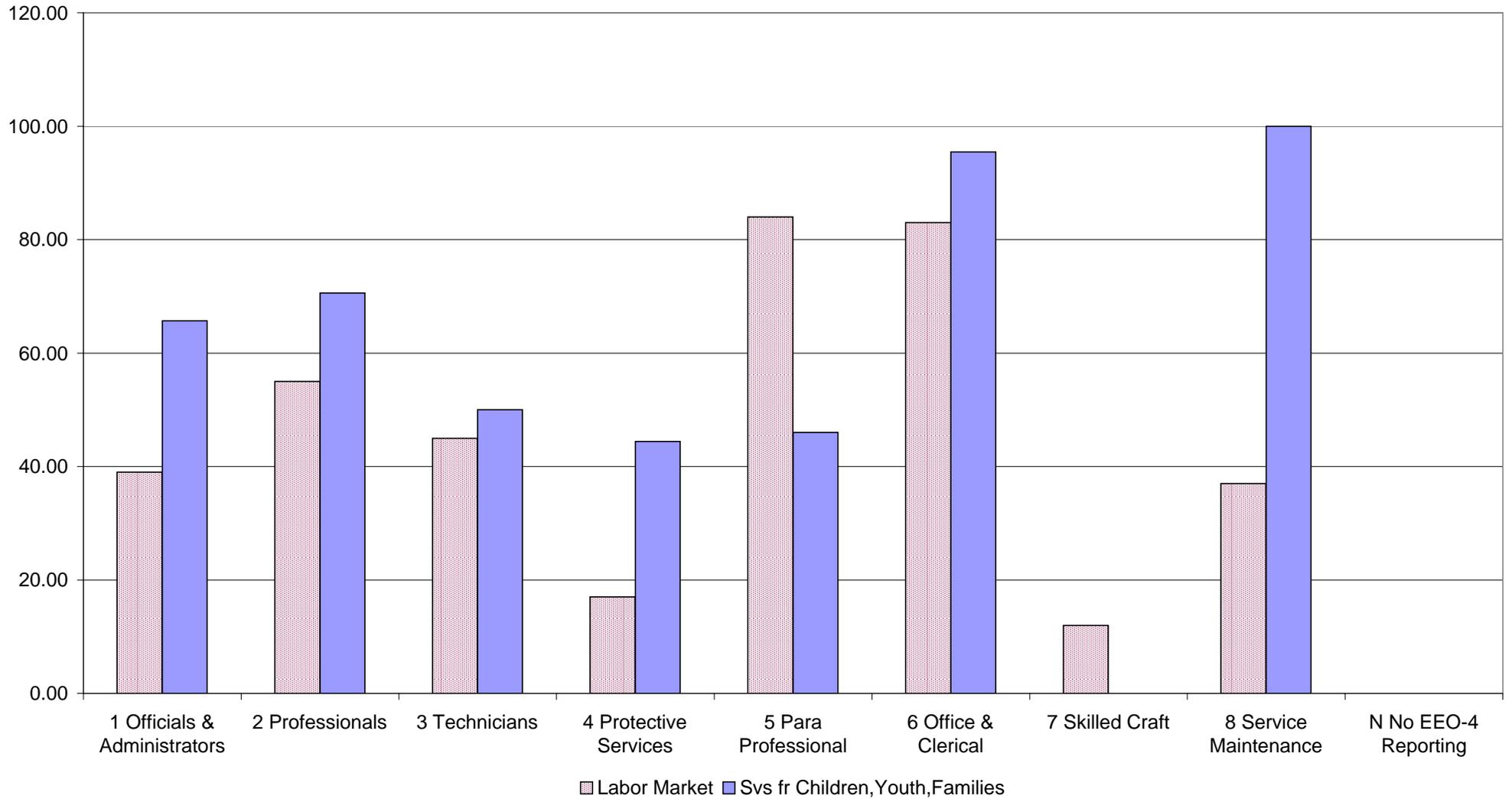
### Female Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	39.00	65.68	26.68
2 Professionals	55.00	70.60	15.60
3 Technicians	45.00	50.00	5.00
4 Protective Services	17.00	44.44	27.44
5 Para Professional	84.00	46.01	-37.99
6 Office & Clerical	83.00	95.45	12.45
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 - 370100000  
SCYF/Mgt Support Services  
June 30, 2004

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	0	3	0	0	4	0	7	0	0	0	0	13	0	13	65.00	20	3	15.00
2 Professionals	2	4	0	0	27	0	33	2	7	0	0	55	2	64	65.98	97	15	15.46
3 Technicians	0	1	0	0	6	0	7	1	3	0	0	2	0	6	46.15	13	5	38.46
4 Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
5 Para Professional	0	0	0	0	1	0	1	1	2	0	0	8	0	11	91.67	12	3	25.00
6 Office & Clerical	0	0	0	0	0	0	0	0	7	0	0	10	0	17	100.00	17	7	41.18
7 Skilled Craft	0	2	1	0	11	0	14	0	0	0	0	0	0	0	0.00	14	3	21.43
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
<b>TOTAL</b>	2	10	1	0	49	0	62	4	19	0	0	88	2	111	64.16	173	36	20.81

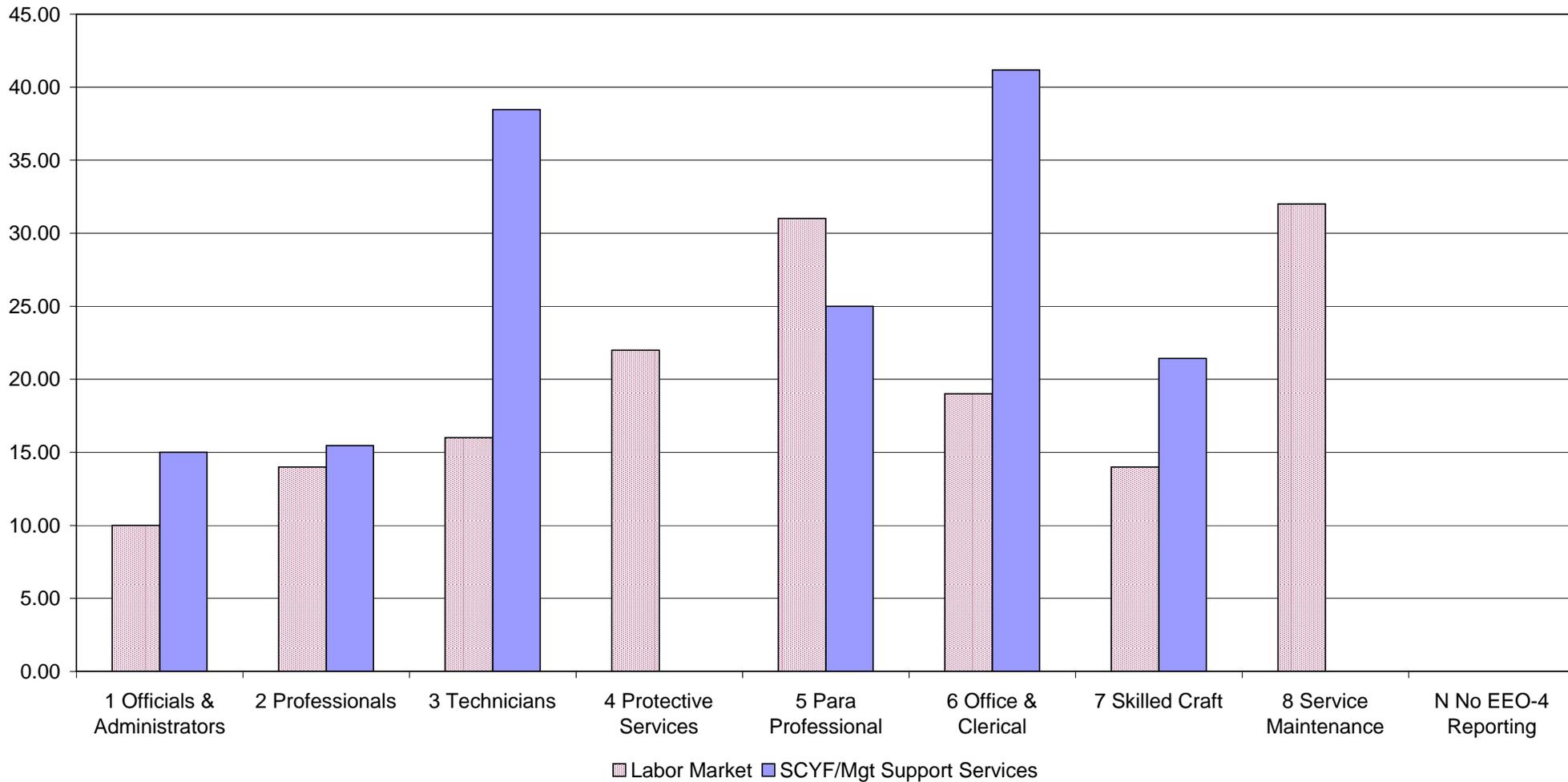
### Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	10.00	15.00	5.00
2 Professionals	14.00	15.46	1.46
3 Technicians	16.00	38.46	22.46
4 Protective Services	22.00	0.00	NA
5 Para Professional	31.00	25.00	-6.00
6 Office & Clerical	19.00	41.18	22.18
7 Skilled Craft	14.00	21.43	7.43
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

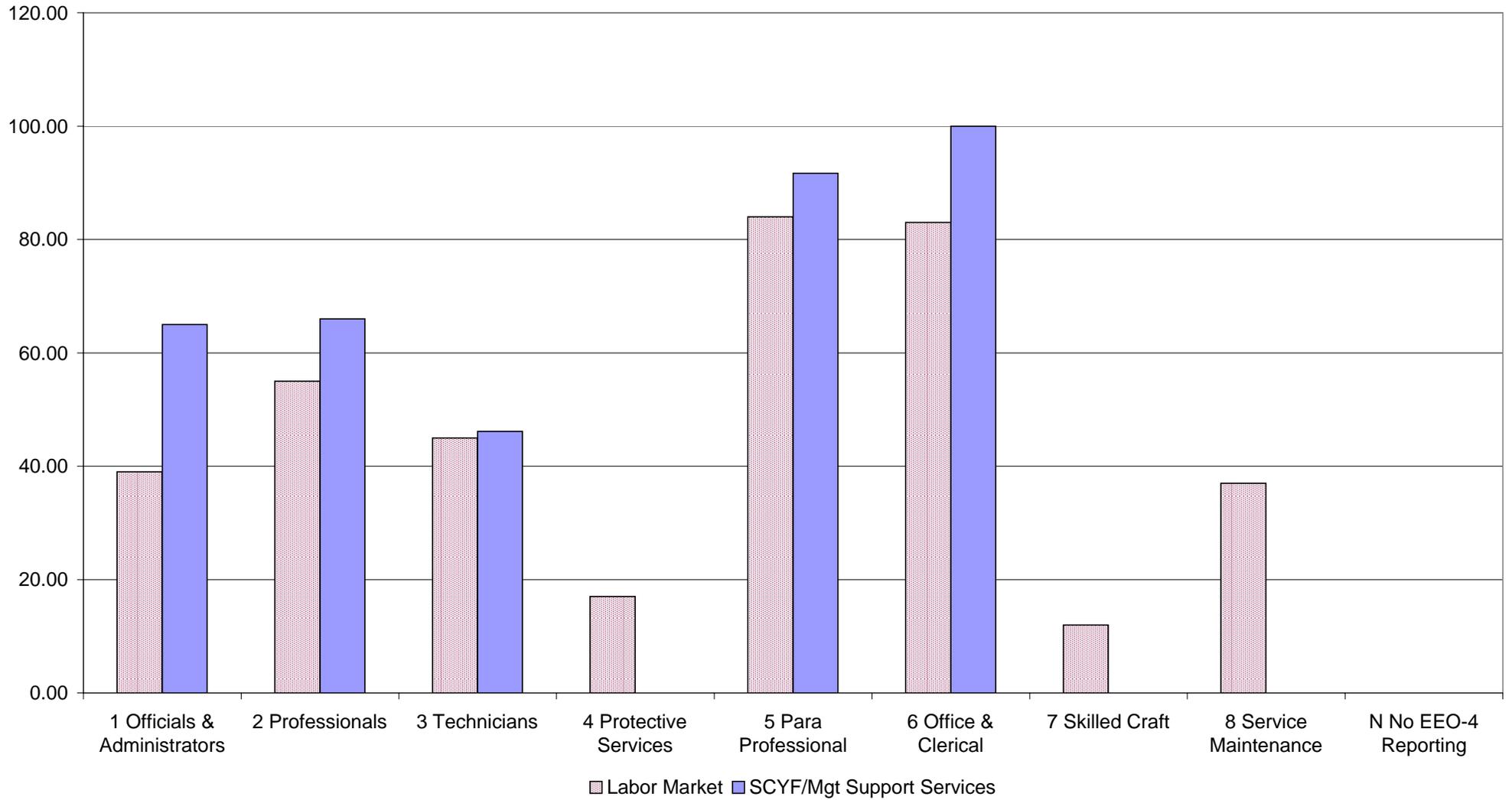
### Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	39.00	65.00	26.00
2 Professionals	55.00	65.98	10.98
3 Technicians	45.00	46.15	1.15
4 Protective Services	17.00	0.00	NA
5 Para Professional	84.00	91.67	7.67
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, 2004

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	0	3	0	0	9	0	12	0	5	0	0	15	0	20	62.50	32	8	25.00
2 Professionals	1	1	0	0	21	0	23	2	14	3	0	49	0	68	74.73	91	21	23.08
3 Technicians	0	0	0	0	0	0	0	0	1	0	0	0	0	1	100.00	1	1	100.00
4 Protective Services	0	0	0	0	1	0	1	0	0	0	0	1	0	1	50.00	2	0	0.00
5 Para Professional	0	14	2	0	9	0	25	0	9	1	0	14	0	24	48.98	49	26	53.06
6 Office & Clerical	0	0	0	0	1	0	1	0	5	1	0	12	0	18	94.74	19	6	31.58
7 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
8 Service Maintenance	0	0	0	0	0	0	0	0	1	1	0	0	0	2	100.00	2	2	100.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
<b>TOTAL</b>	1	18	2	0	41	0	62	2	35	6	0	91	0	134	68.37	196	64	32.65

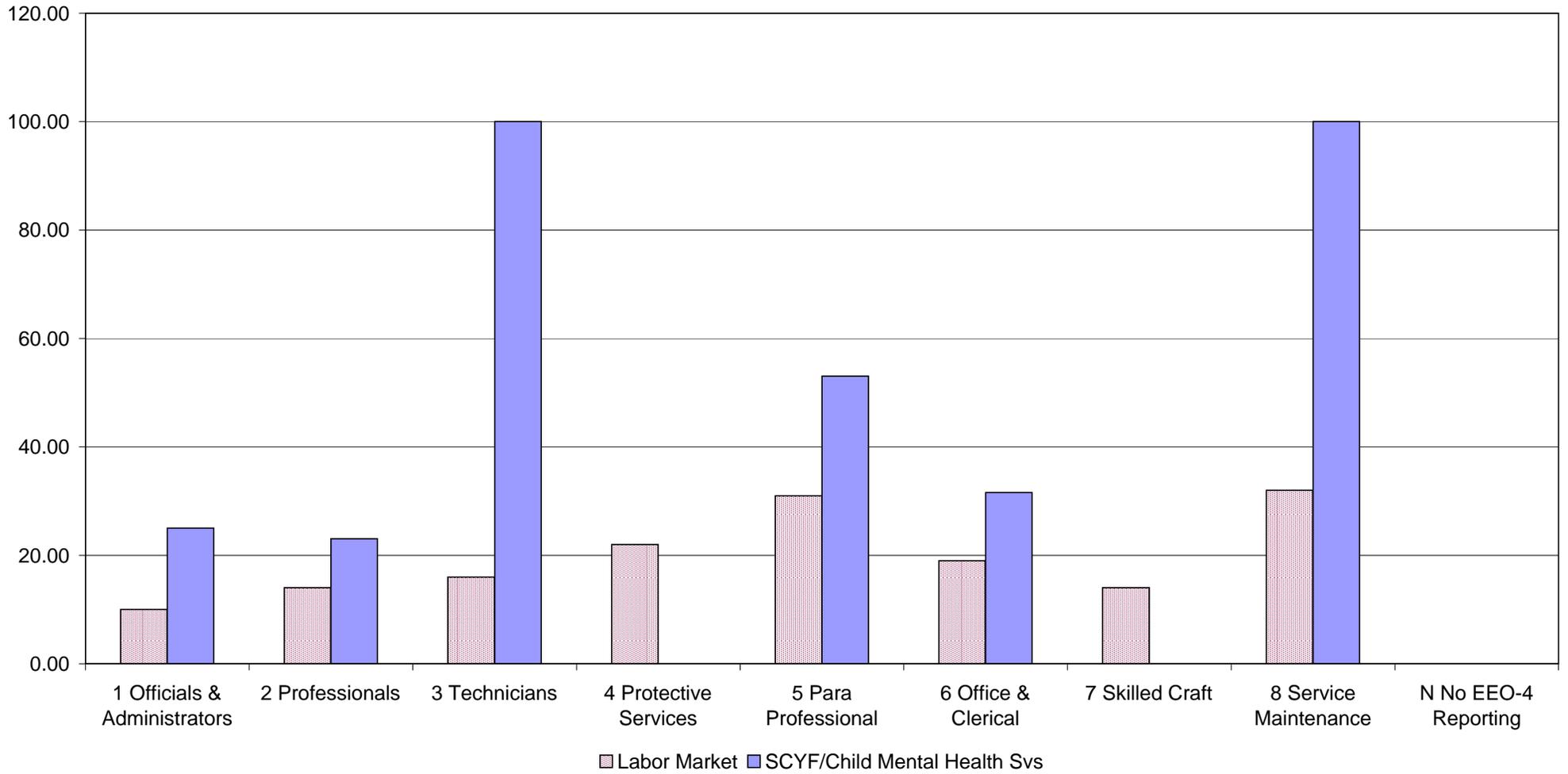
**Minority Representation**

**Female Representation**

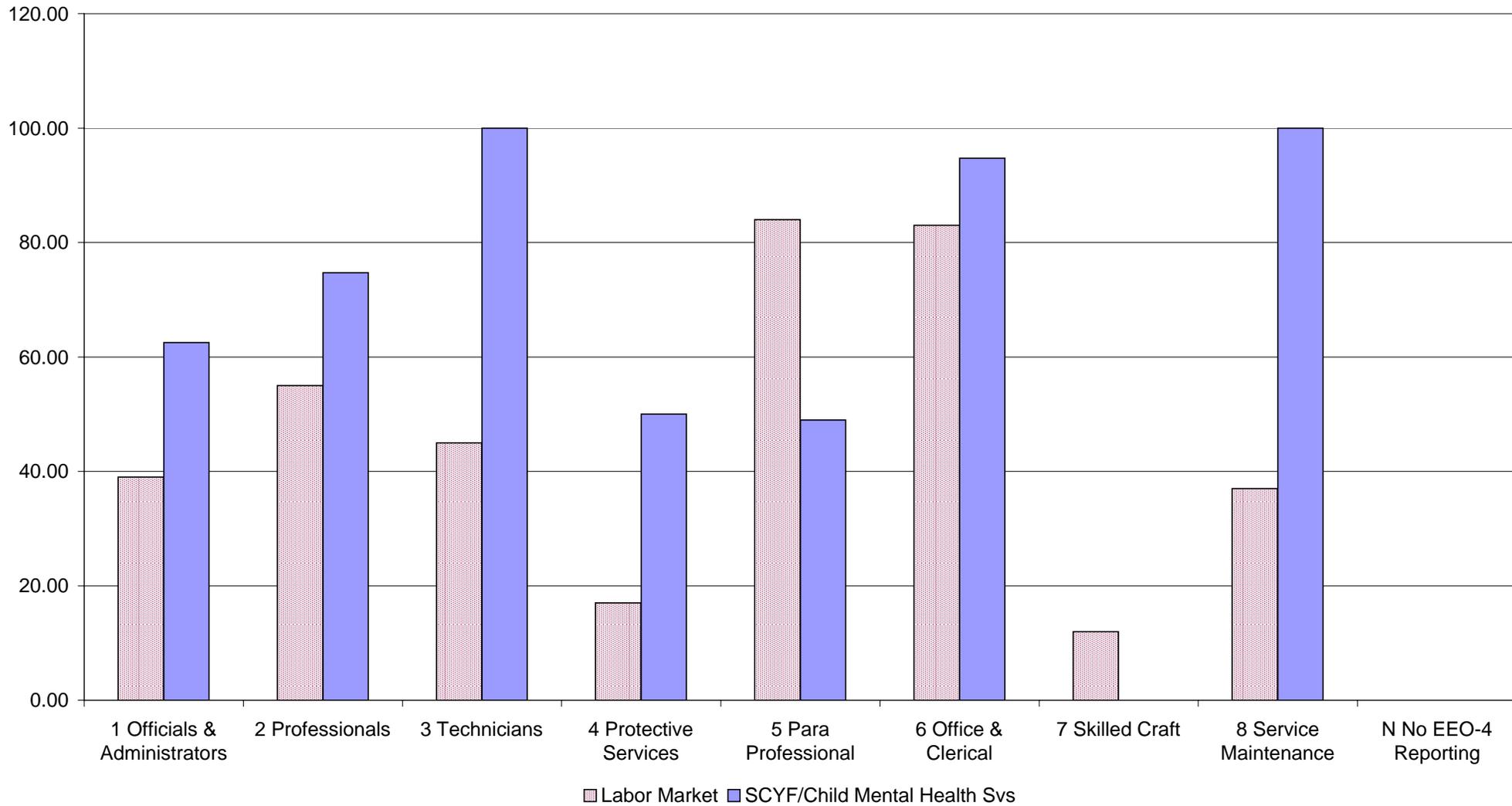
EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	10.00	25.00	15.00
2 Professionals	14.00	23.08	9.08
3 Technicians	16.00	100.00	84.00
4 Protective Services	22.00	0.00	-22.00
5 Para Professional	31.00	53.06	22.06
6 Office & Clerical	19.00	31.58	12.58
7 Skilled Craft	14.00	0.00	NA
8 Service Maintenance	32.00	100.00	68.00
N No EEO-4 Reporting	0.00	0.00	NA

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	74.73	19.73
3 Technicians	45.00	100.00	55.00
4 Protective Services	17.00	50.00	33.00
5 Para Professional	84.00	48.98	-35.02
6 Office & Clerical	83.00	94.74	11.74
7 Skilled Craft	12.00	0.00	NA
8 Service Maintenance	37.00	100.00	63.00
N No EEO-4 Reporting	0.00	0.00	NA

# 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, 2004

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	18	0	0	12	0	30	0	9	0	0	6	0	15	33.33	45	27	60.00
2 Professionals	0	33	0	0	36	1	69	0	22	0	0	51	0	73	51.41	142	55	38.73
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	5	0	0	2	0	7	0	6	0	0	1	0	7	50.00	14	11	78.57
5 Para Professional	1	70	1	0	14	1	86	0	30	1	0	9	0	40	31.75	126	103	81.75
6 Office & Clerical	0	2	0	0	0	0	2	0	2	0	1	9	0	12	85.71	14	5	35.71
7 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
8 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
<b>TOTAL</b>	1	128	1	0	64	2	194	0	69	1	1	76	0	147	43.11	341	201	58.94

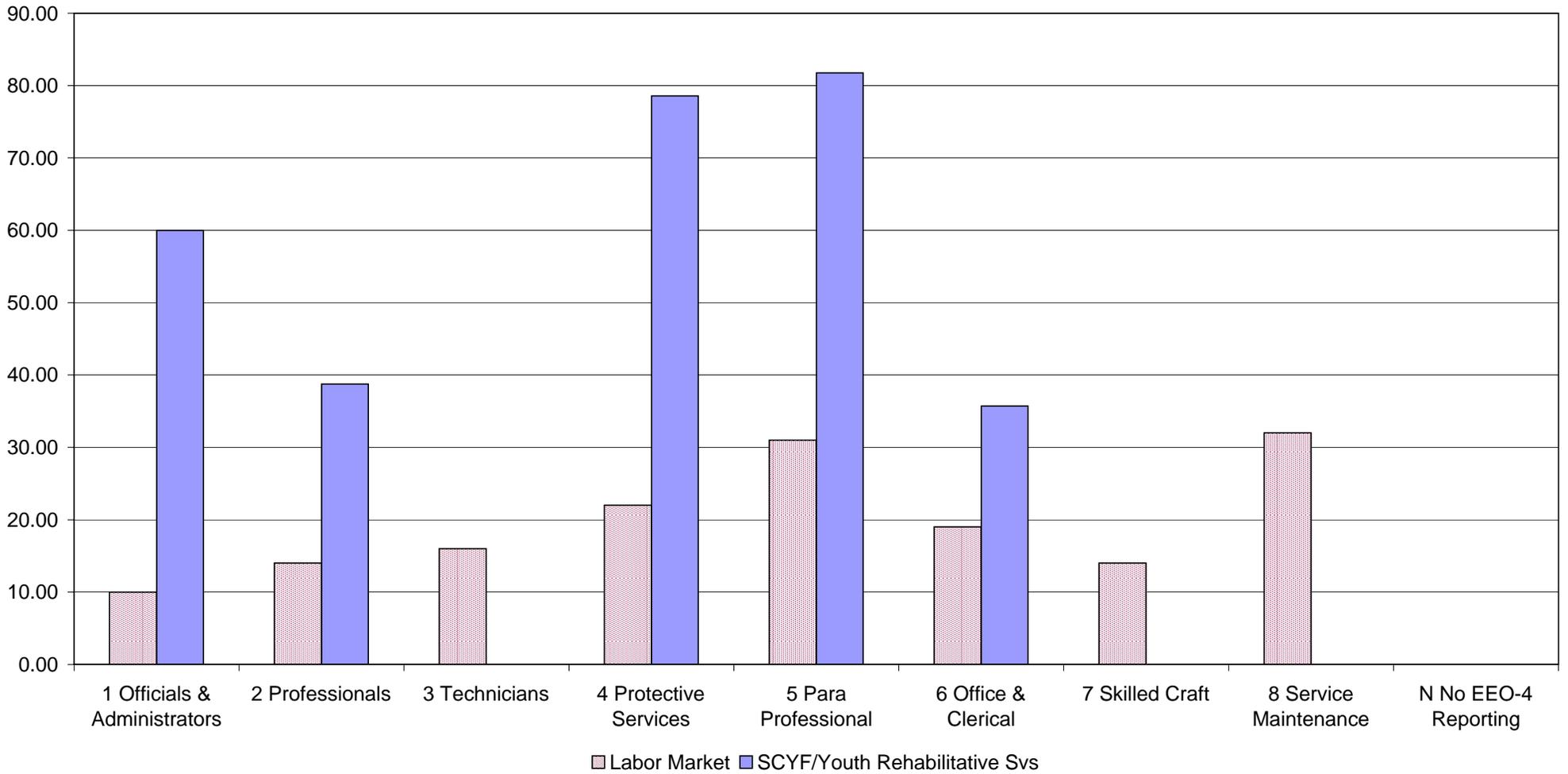
**Minority Representation**

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	10.00	60.00	50.00
2 Professionals	14.00	38.73	24.73
3 Technicians	16.00	0.00	NA
4 Protective Services	22.00	78.57	56.57
5 Para Professional	31.00	81.75	50.75
6 Office & Clerical	19.00	35.71	16.71
7 Skilled Craft	14.00	0.00	NA
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

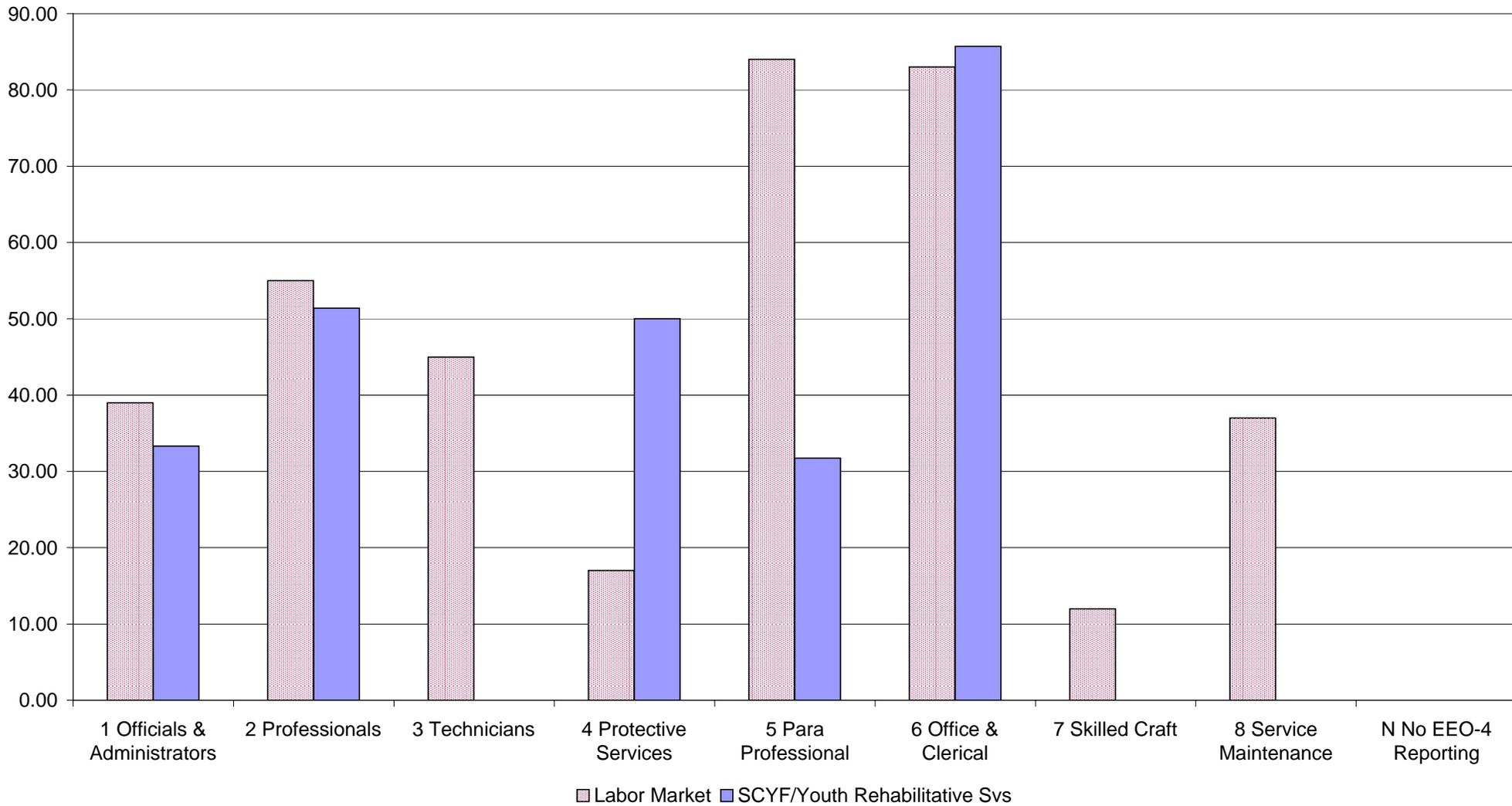
**Female Representation**

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	39.00	33.33	-5.67
2 Professionals	55.00	51.41	-3.59
3 Technicians	45.00	0.00	NA
4 Protective Services	17.00	50.00	33.00
5 Para Professional	84.00	31.75	-52.25
6 Office & Clerical	83.00	85.71	2.71
7 Skilled Craft	12.00	0.00	NA
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

## 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, 2004

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	A	B	H	I	W	D	TOTAL	A	B	H	I	W	D	TOTAL	%		COUNT	%
1 Officials & Administrators	1	19	0	0	24	0	44	2	35	3	2	88	0	130	74.71	174	62	35.63
2 Professionals	0	3	0	0	14	0	17	0	38	2	0	96	0	136	88.89	153	43	28.10
3 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
4 Protective Services	0	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	1	0	3	0	10	3	0	10	0	23	88.46	26	15	57.69
6 Office & Clerical	0	1	0	0	0	0	1	0	6	4	0	27	0	37	97.37	38	11	28.95
7 Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
8 Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
N No EEO-4 Reporting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
<b>TOTAL</b>	1	26	0	0	40	0	67	2	89	12	2	221	0	326	82.95	393	132	33.59

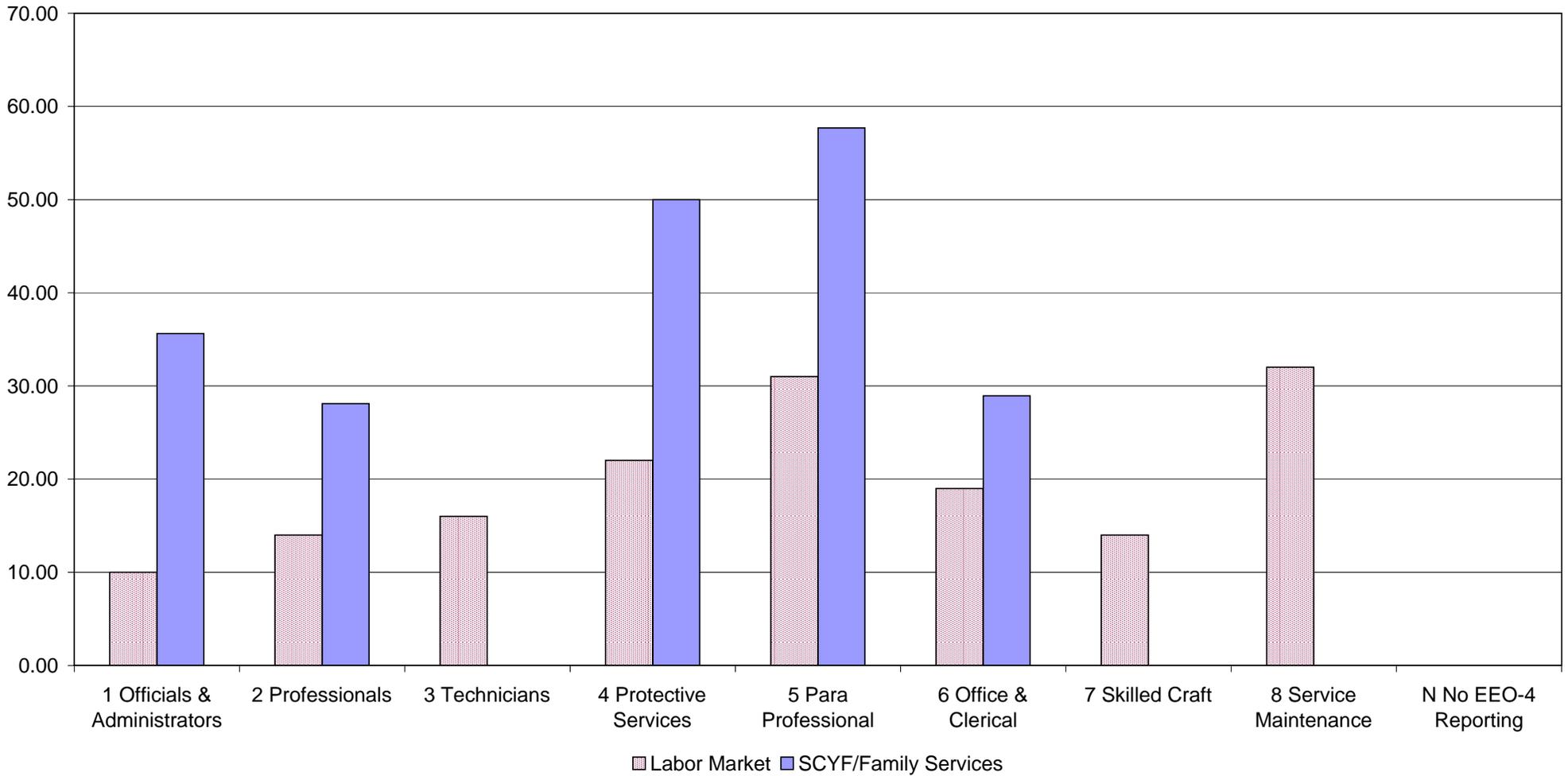
### Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	10.00	35.63	25.63
2 Professionals	14.00	28.10	14.10
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	28.95	9.95
7 Skilled Craft	14.00	0.00	NA
8 Service Maintenance	32.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

### Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	39.00	74.71	35.71
2 Professionals	55.00	88.89	33.89
3 Technicians	45.00	0.00	NA
4 Protective Services	17.00	0.00	-17.00
5 Para Professional	84.00	88.46	4.46
6 Office & Clerical	83.00	97.37	14.37
7 Skilled Craft	12.00	0.00	NA
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

# State of Delaware EEO-4 Status Report



# State of Delaware EEO-4 Status Report

