

**STATE OF DELAWARE**

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

**AFFIRMATIVE ACTION / MANAGING  
DIVERSITY PLAN  
July 2006 - June 2007**

**Cari DeSantis, Cabinet Secretary  
September 15, 2006**

**“Think of the Child First”**

## **Introduction and Overview**

In FY 2006, the Department continued to focus on compliance issues such as responding to complaints, offering training on workplace respect and preventing sexual harassment issues. The Department was well represented at the Governor's Annual Diversity Summit and the Department's Cabinet Secretary was named chair of the State's Equal Employment Opportunity Council. Workforce planning continued and once again, the Department's Human Resources unit continues to be viewed as leaders in workforce planning with the release of a new Workforce Planning Report projecting potential retirees through the years 2010 and 2015.

The Department continued to offer System of Care training to direct services staff. One of the focuses of System of Care during FY 2006 was to train a cadre of trainers. These individuals will expand the Department's ability to provide training through out the Department. One of the foundational principles of System of Care is cultural competency. It is hoped that during FY 2007, greater emphasis will be placed on the role of cultural competency and diversity as tools to effectively work with children and youth.

As in previous years, this annual plan builds on several foundational platforms already existing within the Department. One of the most concrete of these foundations is the Department's statistical diversity and the managing of that diversity. This is demonstrated by reviewing the Department's FY 2006 merit/merit comparable workforce complement of 1186, of which 42.66% are minorities and 65.26% are females. Another foundational support from which the Department derives its diversity energy is the continued recognition of the Department's dedication to continuous improvement as demonstrated by the receipt of the Delaware Quality Award of Merit in 2002, 2003 and, most recently, 2004. As previously cited in our 2004 Diversity, Affirmative Action, EEO Report, the Award of Merit recognizes the Department for organizational excellence in the following categories: Leadership, Strategic Planning, Customer/Stakeholder and Market Focus, Measurement, Analysis and Knowledge Management, Human Resource Focus, Process Management and Results. From a human resources perspective, the ever growing diversity of the Department speaks to the essence of why the Award of Merit was received.

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

One: Practice is individualized and includes strength-based solutions

- Two: Services are appropriate, in type and duration
- Three: Services are child-centered and family-focused
- Four: Care is community-based
- Five: Care is culturally competent
- Six: Care is seamless, within and across systems
- Seven: Teams develop and manage care

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

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

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

<b>System of Care Workgroup</b>	<b>Summary of Objectives</b>
<b>Workforce Development Team</b>	To provide comprehensive, skills-based training in System of Care principles to DSCYF staff.
<b>Service Array Work Team</b>	List the services that are in the DSCYF continuum, including formal services and supports, and as much as possible, informal supports.
<b>Policy and Procedure Team</b>	Ensure that every Policy & Procedure supports SOC principles.
<b>Barrier Buster Work Team</b>	Gather information to identify barriers and elicit potential solutions to enhance SOC.
<b>Technology Work Team</b>	Plan a FACTS information system replacement that will support the new SOC business model.

During FY 2006, the Department had several diversity related accomplishments:

- The Department's Cabinet Secretary, Cari DeSantis, was appointed by the Governor to chair the Governor's Council on Equal Employment Opportunity;
- The Department continued to implement the DSCYF Workplace Mediation Program initiated in FY 2004.
- Due to some contentious feelings between Management and Labor leadership within the Division of Youth Rehabilitative Services, the Department enlisted a facilitator to determine the root cause of the atmosphere. Focus groups were conducted, the results were analyzed and a two day retreat was convened with senior leadership from Management and Labor for discussion and training. This on-going initiative will continue through FY 07;
- Participation in the planning and implementation of the Third Annual Governor's Affirmative Action/Equal Employment Opportunity Summit (The Department's Diversity/AA/EEO Administrator was a member of the planning committee for the Summit);
- The continued implementation of a Department-wide Supervisory Training Program;
- The continued training of staff on the Department's System of Care Initiative;
- The Department continued to be respected as a workforce succession planning leader in the State of Delaware;
- Another sign of the Department's commitment to diversity was embodied in the revised Alternative Work Schedule Policy which attests to the Department's efforts to begin addressing the needs of the 21<sup>st</sup> century, multigenerational workforce by recognizing and operationalizing different needs of a multigenerational workforce;
- Revised the Department's Employee Recognition Program including the recognition of employees of the Quarter at the Division level and employees of the year of at the Department level with renewed emphasis on informal recognition;
- The continued participation of the Department's Human Resource staff in local, state-wide and regional job and career fairs;
- The Department worked with the State of Delaware's Employee Assistance Provider, Human Resources Management, (HRM) to provide trainings for supervisors, managers and staff designed to bring about respectful and productive workplaces and teams. Additionally, under the guidance of the Department's Diversity, AA, EEO Administrator and Martha Evans, Human Resource Specialist, the Department provided training and resources to one of the direct services unit that requested help in preventing staff burnout due to the highly stressful nature of the unit's work;
- The Department's Blue Collar Grant Maintenance Certification Program continued during FY 2006 and a grant has been secured in partnership with Delaware Technical and Community College to continue the program in FY 2007.

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.

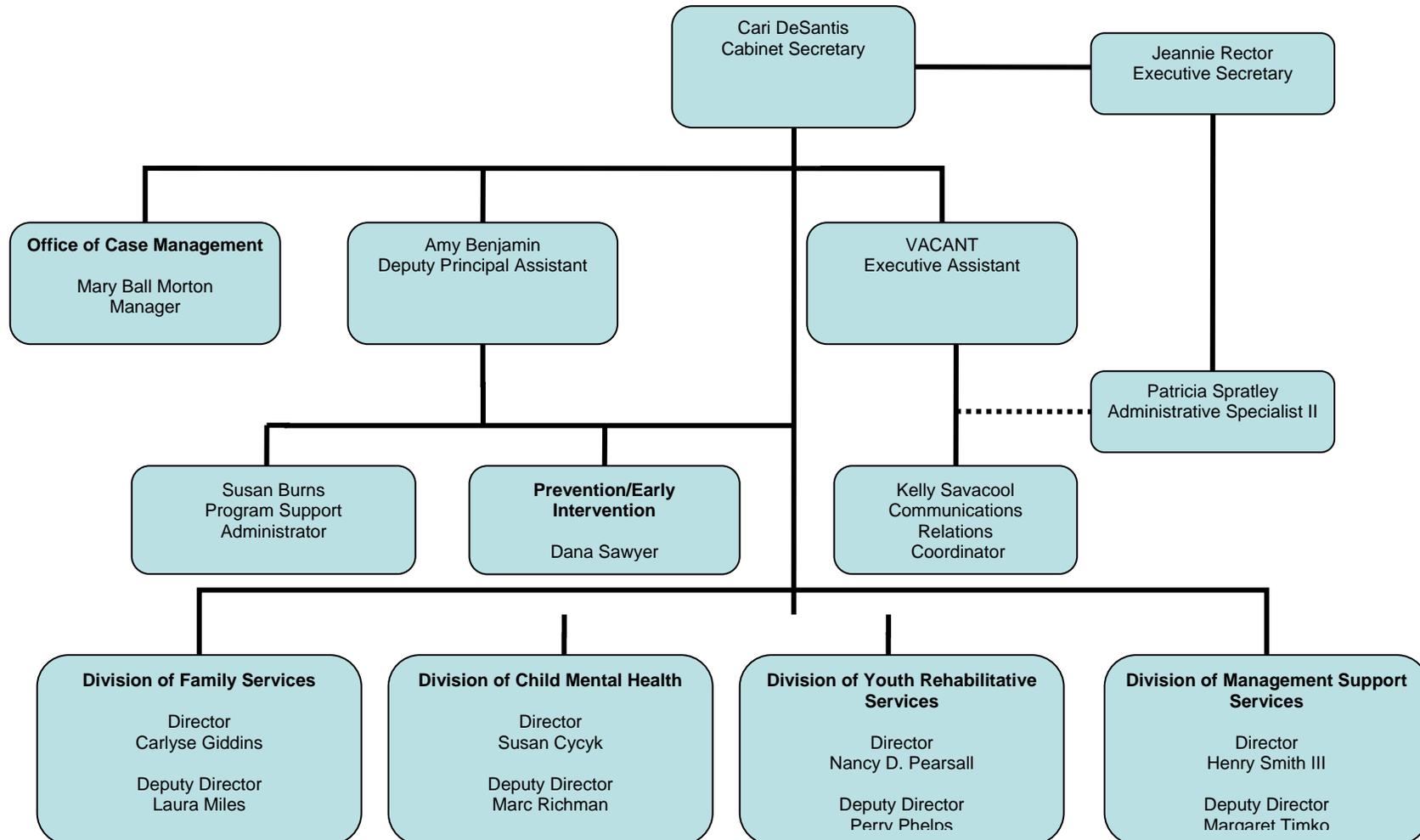
The Department takes seriously its role with regard to management accountability. Performance plans are used to quantify staff performance with regard to Departmental, Divisional and Unit goals and missions. New Employee Orientation is used to welcome new or transferring employees to the Department and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

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

The current plan continues to adopt the principles of Executive Order #81. 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 & Their Families  
OFFICE OF THE SECRETARY**



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

**As of June 30, 2006**

<b>Division of Management Support Services</b>	<b>264</b>
<b>Division of Family Services</b>	<b>357</b>
<b>Division of Child Mental Health Services</b>	<b>204</b>
<b>Division of Youth Rehabilitative Services</b>	<b>361</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 gender, race, color, religion, national origin, age, marital status, disability, sexual orientation or Vietnam Era Veterans status. 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 Eighty-One.

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 Diversity/Affirmative Action/Equal Employment Opportunity Administrator, examining personnel policies and practices for inconsistencies with the goal of achieving and managing a diverse workforce.
3. Advocating change in conjunction with other agencies and organizations when such change is deemed necessary.
4. Certifying candidate lists for diversity.
5. Monitoring employment and selection practices within the Department.
6. Coordinating with the Office of Management and Budget (OMB) to ensure that applicant pools and candidate pools reflect minimum standards of diversity.
7. In conjunction with the Affirmative Action/Equal Employment Opportunity Administrator, monitor Performance Planning and Review documents for compliance with the Department's Diversity/Affirmative Action Policy.

8. Provide monthly statistical data on staff additions, deletions, promotions, position availability and other data items necessary to assess the progress in achieving objectives of the plan.

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

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

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

### **Policy Dissemination**

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

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

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

## **Affirmative Action Strategies**

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

- The Department will continue to use the Payroll/Human Resource Statewide Technology (PHRST) system as its primary source of statistical data on workforce diversity.
- The Department will continue to maintain the integrity of its internal complaint process and foster open communication.
- The Department has continued its participation in mediations carried out by the Delaware Department of Labor (DOL) and the U. S. Equal Employment Opportunity Commission (EEOC). In FY2006, the Department continued to offer in-house mediation as an alternative dispute resolution program. It is the goal of this program that most disputes will be resolved successfully in-house and in a mutually respectful manner before they escalate to formal departmental, DOL or EEOC level.
- The Department will continue to participate in college/university and community initiated job fairs with continued heightened focus on participation in minority organization sponsored events and institutions. The Department will continue to maintain an application center accessible to employees and to the public in the Delaware Youth and Family Center Administration Building.
- As stated in previous plans and reports, training remains vital to the success of the Department. In FY 2007, training and staff development activities will continue to focus on developing and maintaining a respectful workplace with special emphasis on System of Care principles and values. Training, discussion group programs such as Study Circles, consultations and other activities will be employed as strategies used to accomplish goals in this area. The Department's New Employee Orientation (NEO) Training contains a segment on diversity and employment assistance programs with an emphasis on the relationship of the two in developing a healthy diverse workforce. Within this segment of the NEO, new employees review the Department's Complaint Process, the Americans with Disabilities Act of 1990 and other relevant issues.
- With respect to FY 2006 EEO-4 underrepresentations, the Department has only one underrepresented category: females, para-professionals. In FY 2007, the Department will continue to identify opportunities to eliminate this underrepresentation while maintaining the appropriate cadre of minorities and females in all other categories.
- The Department will continue to encourage eligible staff to participate in the Minority Resources Group sponsored by OMB.
- The Department will continue to advance and enhance career ladder expansion in concert with OMB to foster employee retention.
- Diverse three person interview panels are utilized in interviews for all positions pay grade 15 and above and the Department will continue to encourage the use of diverse three person interview panels for other positions.

## Workforce Analysis

An analysis of the Department's workforce shows:

<b>DSCYF Workforce</b>					
	<b>Total</b>	<b>Minorities</b>		<b>Females</b>	
	<b>#</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>30-Jun-06</b>	1186	506	42.66	774	65.26
<b>30-Jun-05</b>	1181	487	41.24	776	65.71
Difference	5	99	1.98	-2	-0.55

- A total of 1186 Full Time Merit and Merit Comparable employees, up by 5 from June 2005. This is attributable to the Department's efforts to recruit and retain staff needed to meet the needs of children served by the Department in subsequent fiscal years.
- Minority males and females comprise 42.66% of the complement. This represents an increase of 1.98% over FY 2005. This is the eighth year of nine in which the Department's minority representation has increased.
- The female complement decreased by 3 individuals in FY 2006 over FY 2005. Females comprise 65.20% of the workforce complement in FY 2006 compared to 65.71% in June 2005.

	<b>Administrators</b>					<b>Professionals</b>				
	<b>Total</b>	<b>Minorities</b>		<b>Females</b>		<b>Total</b>	<b>Minorities</b>		<b>Females</b>	
	<b>#</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>30-Jun-06</b>	298	117	39.53	193	65.20	510	164	32.16	361	70.78
<b>30-Jun-05</b>	292	115	39.38	190	65.07	516	149	28.88	368	71.32
Difference	6	2	0.15	3	0.13	-6	15	3.28	-7	-0.54

- Minority representation in FY 2006 in the Officials and Administrators category has increased by almost .15% over FY2005. The increase is 2 individuals over FY2005 in real numbers. Minorities in the Professional category increased to 32.16% in FY2006; this increase represents 15 individuals and reverses the drop experienced in FY 2005 making the fourth year of five that the Department experienced an increase in this category for minorities. 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 2006, females comprised 65.26% of the workforce complement compared to 65.71% in FY 2005. In the Officials and Administrators category, females made up 65.20% of the workforce. In the Professionals category, females made up 70.78% of the workforce in FY2006. As reported in previous plans, the high percentage of minorities and females in these two categories continue to place the Department among the most diverse agencies in the State of Delaware.
- While there continues to be no underrepresentations for minorities, underrepresentations continue among females in Para-professional. The Department is delighted to report that the underrepresentation experience among females in the Technicians category has been erased. The underrepresentation in the Skilled Craft category was erased in FY 2005 and females continue to be appropriately represented in this category in FY 2006. The Department will continue to monitor opportunities in the Para-professional category for recruiting and placing qualified females.

## Plan of Action

- Continue the momentum of the Department's Workforce Planning initiative inspired by the Human Resource Unit. A core element of effective workforce (succession) planning is to enhance the workplace environment through a diverse culture and flexible environment.
- In an effort to resolve disputes before they escalate into formal complaints, when a potential complaint is brought to the Department's AA/EEO Office or to Human Resources, in-house mediation will be discussed as a possible alternative to a formal complaint investigation. It is noted that some complaints may not be suitable for mediation, however, most are.
- The Department will continue to expand recruitment at the time of vacancies, utilize the Office of Management and Budget's diversified list of interviewers if in-house capability is not available, and interview all candidates on certification list in order to address underrepresentations where they exist. The following are examples of the additions to the list of places where Department job announcements are sent: West End Community Center in Wilmington; the Wilmington Branch, NAACP; West Center City Neighborhood Planning Advisory Council, Korean Baptist Church of Dover.
- The Department will continue to participate in job fairs and to recruit widely throughout the State and the Mid-Atlantic Region.
- With respect to recruitment efforts for persons with disabilities – we send announcements to Easter Seals Rehabilitation, Delaware Disadvantage Foundation, YWCA Home Life Management Program, Delaware Dislocated Workers Program, Division of Mental Retardation in Pennsylvania, The Opportunity Center, Veterans Administration Center Wilmington, Delaware Skills Center and Elwyn Institute.
- The Department will need to replace its representative to the State Council for Persons with Disabilities. Other members of the Department serve on the Governor's "Executive Order 50 Committee on Alternatives for Persons with Disabilities."
- The Department will continue to participate in forums such as the Governors Council for Persons with Disabilities, the Delaware Workforce Diversity Group, the State-wide Training Advisory Network of Delaware, the State's EEO/AA Representatives Forum and similar organizations.
- The Human Resource Unit continues to implement its action plan referenced in the FY 2004 & FY 2005 AA Plans with key goals of client and employee safety, respect and caring. The HR Action Plan is built upon the Department's and the Division of Management Support Services Action Plans. Key items related to the Department's Diversity/Affirmative Action efforts include:
  - reviewing 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 #81.
- 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 111 merit new hires in FY 2006, minority group members filled 54% of the merit positions in the Department. 67% were filled by females. Of merit positions filled by transfers, minority group members filled 49% and females filled 70%.

Analysis of the applicant flow for merit system positions in FY 2006 where the Affirmative Action/Diversity declaration was completed shows:

- 57.52% of applications processed were received from minorities, a slight decrease from last year.
- Minorities submitted 60% of the applications received for Official/Administrator positions, a significant increase over last year.
- 55% of the applications for positions within the Professional category were received from minorities in FY 2006, a significant increase over FY2005.
- 77% of all applications were received from females in FY 2006, an increase over FY2005.

## **Training**

- In FY 2006 the Department concluded a four module training series for over 100 supervisors and experienced workers on specific skills related to leading and facilitating teams in a System of Care environment. Based on participant input from these training sessions, the Department expanded the training to include approximately 300 direct service staff. Modules include Leading the Team, Engagement and Alignment, Managing the Team and Coaching and Support. Cultural diversity issues are incorporated in all modules. Because the Department has developed in-house training capability in specific areas of expertise, there are plans to continue the training in FY 2007.
- The leadership of the Division of Management Support Services undertook a training initiative provided by T.A.L.K. Associates that continues through FY 2007. The initiative focuses on Unity of Effort in a Positive Direction with emphasis on numerous areas such as Consistency and Inclusiveness, Collaborative Involvement, Continuous Improvement, Cultural Infusion to name a few, geared toward a respectful workplace.
- The Division of Youth Rehabilitative Services staff received orientation and training on a cognitive behavioral approach to improved conditions of confinement in juvenile detention facilities.
- The Human Resources Unit continues to provide training to Department managers and supervisors on various HR related policies, procedures and practices.
- New Employee Orientation continued in FY 2006. New employees to the Department continued to receive an orientation to the services offered by the Department and to gain fundamental knowledge of the Department's history, values, goals and strategic directions.
- The Department's Tuition Assistance Policy continues to encourage staff to attend area colleges and universities and to serve as part of the Department's retention strategy. During FY 2006, \$16,043 in reimbursements was approved for twenty-nine individuals. Ten or 34% were minorities; twenty three or 79% were females of all races. This program will continue to play a significant role in the Department's retention strategy.
- Divisional training staff continued to offer an array of training for staff within their divisions. These training sessions are designed to increase employee productivity and effectiveness, as well as promote retention. For the Divisions of Youth Rehabilitative Services and Child Mental Health

Services, a large amount of training is geared toward meeting training requirements set forth by accreditation organizations. The accreditation organization for the Division of Child Mental Health Services is the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The accreditation organization for the Division of Youth Rehabilitative Services is the American Correctional Association (ACA). Cultural diversity and affirmative action courses were required for these accreditation processes.

- The Center Professional Development (CPD) continues to offer training and consultation to various divisional units, managers and supervisors on respectful workplace issues and topics.
- The Education Unit within the Division of Management Support Services undertook an ambitious series of training designed to increase leadership and establish a positive, respectful workplace using funds to engage T.A.L.K. Association, a local consulting firm specializing in diversity and establishing positive, respectful and productive workplaces. This work will continue in FY 2007.
- As stated earlier, the Department continues to offer a mandatory training curriculum for managers and supervisors. Included in this series is a course dedicated to increasing the knowledge and skill base of supervisors and managers related to respectful workplace and sexual harassment prevention issues, and a module dedicated to Performance Planning, Review and Professional Development Planning.
- The Division of Youth Rehabilitative Services continued to sponsor and support Study Circles.
- The Fiscal Services Unit, within DMSS, participated in on-site Respectful Workplace Training and Development workshops. This training was co-sponsored by HMS, the State of Delaware's EAP provider.
- In partnership with HMS, the Human Resources Unit offered orientation sessions regarding EAP services, throughout the state for staff and supervisors over a two and a half month period.
- Again in partnership with HMS, the Human Resources Unit developed and plans to deploy an intervention designed to address stress and burnout within a unit of DFS.
- The Department participated in the development of a training curriculum for managers and supervisors that is currently being offered by the OMB training unit. Several Department managers and supervisors have participated in the training sessions offered to date.

Department of Services for Children, Youth and Their Families

Applicant Flow - Real Numbers

From 07/01/05 to 07/01/06

EEO-4 Category	White M	White F	Black M	Black F	Hispanic M	Hispanic F	Asian Pac M	Asian Pac F	Am Indian M	Am Indian F	Total
Off/Admn	107	339	205	426	12	15	2	10	4	2	1122
Prof	230	867	278	949	12	57	13	46	1	12	2485
Techn	28	6	9	4	2	0	2	0	0	1	52
Protec Serv	17	10	13	11	2	0	0	0	0	0	53
ParaProf	45	251	118	363	1	15	0	9	0	1	803
Office/Cleri	13	133	10	134	1	11	1	4	0	1	308
Skilled Craft	4	1	0	0	0	0	0	0	0	0	5
Serv Maint	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>444</b>	<b>1607</b>	<b>633</b>	<b>1907</b>	<b>30</b>	<b>98</b>	<b>18</b>	<b>69</b>	<b>5</b>	<b>17</b>	<b>4828</b>

## Promotions

Of positions filled through promotions in FY 2006, minority group members filled 44% and females filled 75%. There were a total of 115 promotions. The ethnicity of one female promotee was unknown. The table below represents the percentage of promotions that went to minorities and females from FY 2001 through FY 2006.

	<b>Minorities</b>	<b>Females</b>
<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>
<b>Fiscal Year 2005:</b>	<b>44%</b>	<b>66%</b>
<b>Fiscal Year 2006:</b>	<b>44%</b>	<b>75%</b>

## Disciplines and Separations

There were 126 merit separations including retirements in the Department in FY 2006 compared to 78 merit separations in FY 2005. Of the FY 2006 Separations, 63 were of minority groups; 79 were female.

<b>Sex</b>	<b>Ethnic Group</b>	<b>Separations</b>	<b>% of Total</b>
<b>M</b>	<b>Caucasian</b>	<b>14</b>	<b>11%</b>
<b>M</b>	<b>Black</b>	<b>32</b>	<b>25%</b>
<b>M</b>	<b>Hispanic</b>	<b>1</b>	<b>.008%</b>
<b>M</b>	<b>Asian</b>	<b>1</b>	<b>.01%</b>
<b>M</b>	<b>Indian</b>	<b>0</b>	<b>0%</b>
<b>M</b>	<b>Unknown</b>	<b>0</b>	<b>0%</b>
<b>F</b>	<b>Caucasian</b>	<b>49</b>	<b>59%</b>
<b>F</b>	<b>Black</b>	<b>28</b>	<b>22%</b>
<b>F</b>	<b>Hispanic</b>	<b>1</b>	<b>.008%</b>
<b>F</b>	<b>Asian</b>	<b>0</b>	<b>.00%</b>
<b>F</b>	<b>Indian</b>	<b>0</b>	<b>0%</b>
<b>F</b>	<b>Unknown</b>	<b>1</b>	<b>.008%</b>
	<b>Total:</b>	<b>126</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 Supervisors Certification Training Program which includes a focus on building a respectful workplace and a practical understanding of Affirmative Action/Equal Employment Opportunity and Diversity laws will continue in FY 2007.

# 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**

## Tables and Charts

## State of Delaware EEO-4 Status Report

Department - 370000000  
Svs fr Children, Youth, Families  
June 30, 2006

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOY EES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	1	48	0	0	54	0	103	2	59	5	2	125	0	193	65.20	296	117	39.53
2 Professionals	3	46	1	0	99	1	149	5	103	6	0	247	2	361	70.78	510	164	32.16
3 Technicians	0	1	0	0	5	0	6	1	4	0	0	2	0	7	53.85	13	6	46.15
4 Protective Services	0	5	1	0	4	0	10	0	7	0	0	2	0	9	47.37	19	13	68.42
5 Para Professional	1	95	2	0	28	1	126	0	60	6	0	35	0	101	44.49	227	164	72.25
6 Office & Clerical	0	3	0	0	2	0	5	0	32	0	1	67	0	100	95.24	105	36	34.29
7 Skilled Craft	0	2	1	0	10	0	13	0	0	1	0	0	0	1	7.14	14	4	28.57
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	200	5	0	202	2	412	8	266	19	3	478	2	774	65.26	1186	506	42.66

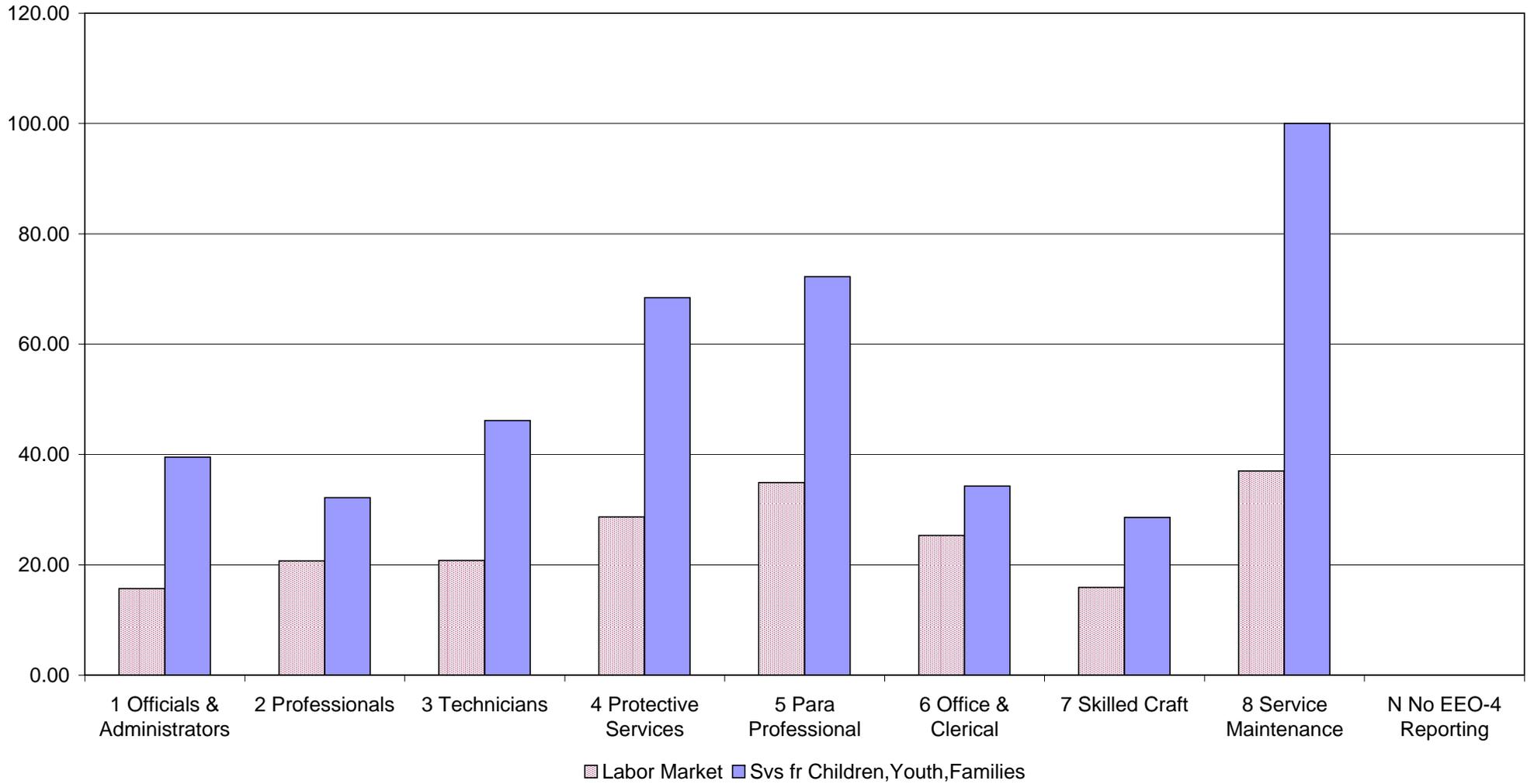
### Minority Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	15.70	39.53	23.83
2 Professionals	20.70	32.16	11.46
3 Technicians	20.80	46.15	25.35
4 Protective Services	28.70	68.42	39.72
5 Para Professional	34.90	72.25	37.35
6 Office & Clerical	25.30	34.29	8.99
7 Skilled Craft	15.90	28.57	12.67
8 Service Maintenance	37.00	100.00	63.00
N No EEO-4 Reporting	0.00	0.00	NA

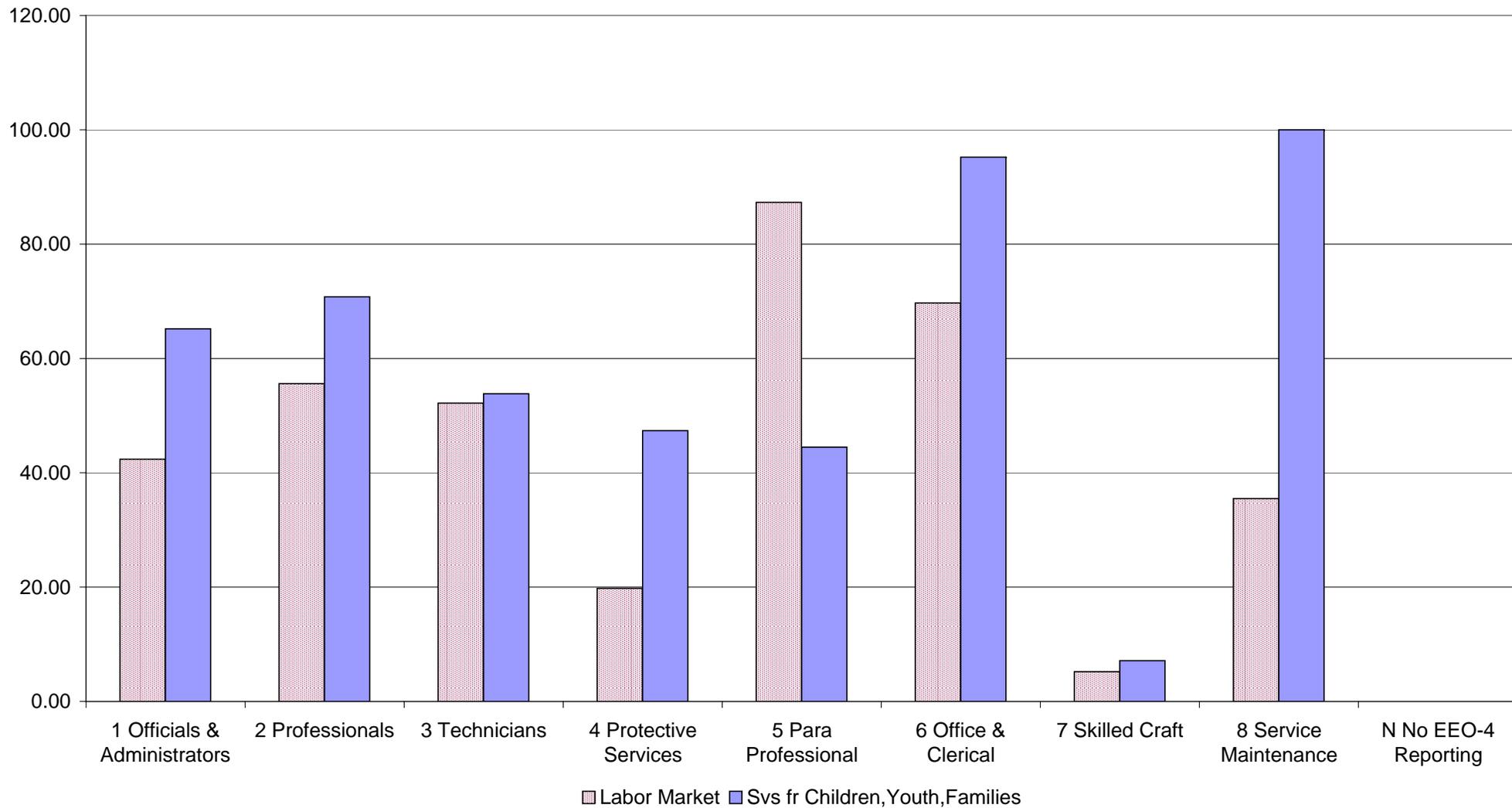
### Female Representation

EEO-4 CATEGORY	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	42.40	65.20	22.80
2 Professionals	55.60	70.78	15.18
3 Technicians	52.20	53.85	1.65
4 Protective Services	19.80	47.37	27.57
5 Para Professional	87.30	44.49	-42.81
6 Office & Clerical	69.70	95.24	25.54
7 Skilled Craft	5.20	7.14	1.94
8 Service Maintenance	35.50	100.00	64.50
N No EEO-4 Reporting	0.00	0.00	NA

## State of Delaware EEO-4 Status Report



# State of Delaware EEO-4 Status Report



## State of Delaware EEO-4 Status Report

Department - 370100000  
SCYF/Mgt Support Services  
June 30, 2006

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	0	9	0	0	7	0	16	1	21	3	2	32	0	59	78.67	75	36	48.00
2 Professionals	2	6	0	0	35	0	43	3	17	1	0	63	2	84	66.14	127	29	22.83
3 Technicians	0	1	0	0	5	0	6	1	3	0	0	2	0	6	50.00	12	5	41.67
4 Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
5 Para Professional	0	1	0	0	2	0	3	0	3	0	0	6	0	9	75.00	12	4	33.33
6 Office & Clerical	0	0	0	0	1	0	1	0	8	0	0	15	0	23	95.83	24	8	33.33
7 Skilled Craft	0	2	1	0	10	0	13	0	0	1	0	0	0	1	7.14	14	4	28.57
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	19	1	0	60	0	82	5	52	5	2	118	2	182	68.94	264	86	32.58

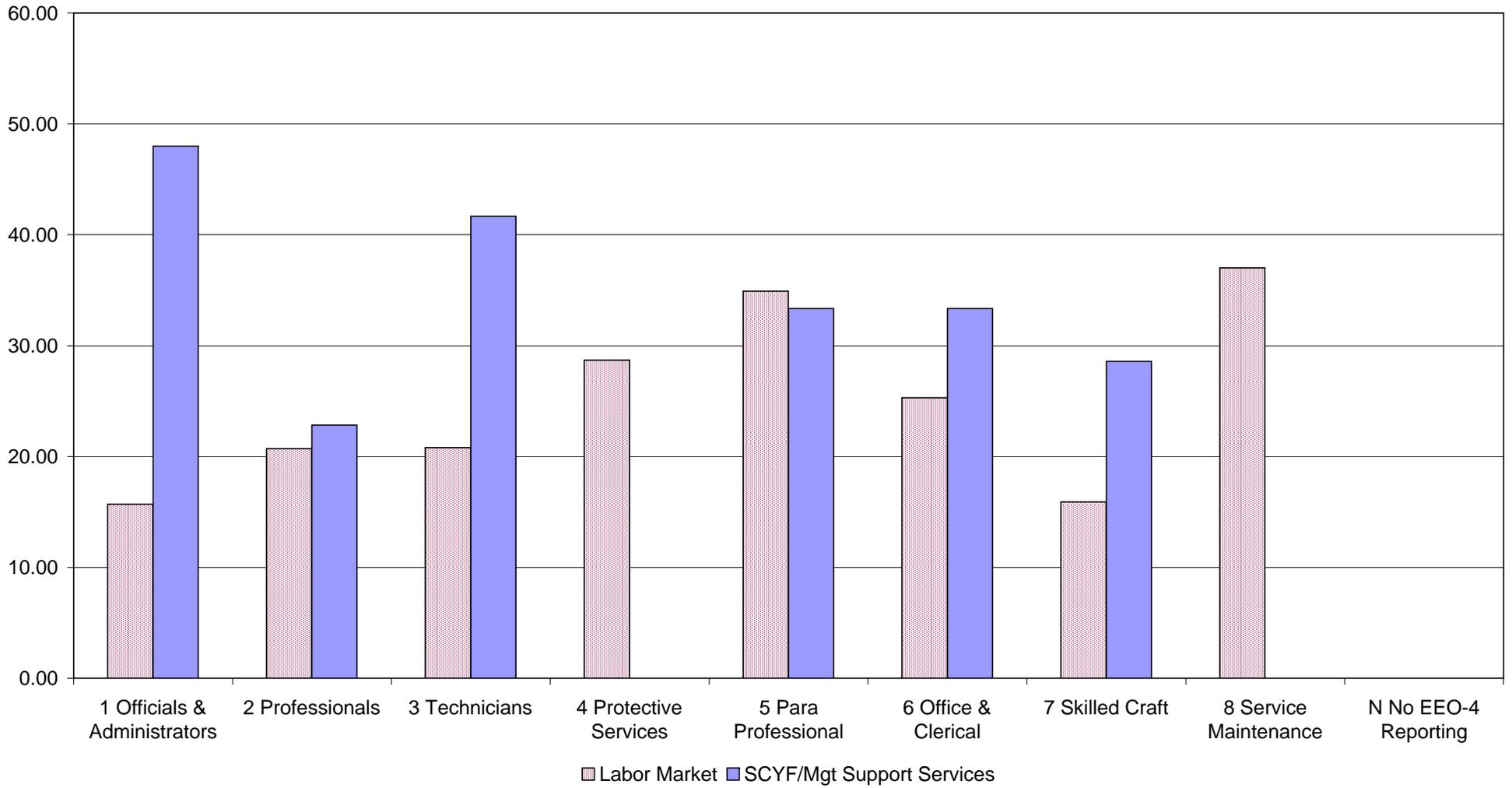
### Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	15.70	48.00	32.30
2 Professionals	20.70	22.83	2.13
3 Technicians	20.80	41.67	20.87
4 Protective Services	28.70	0.00	NA
5 Para Professional	34.90	33.33	-1.57
6 Office & Clerical	25.30	33.33	8.03
7 Skilled Craft	15.90	28.57	12.67
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

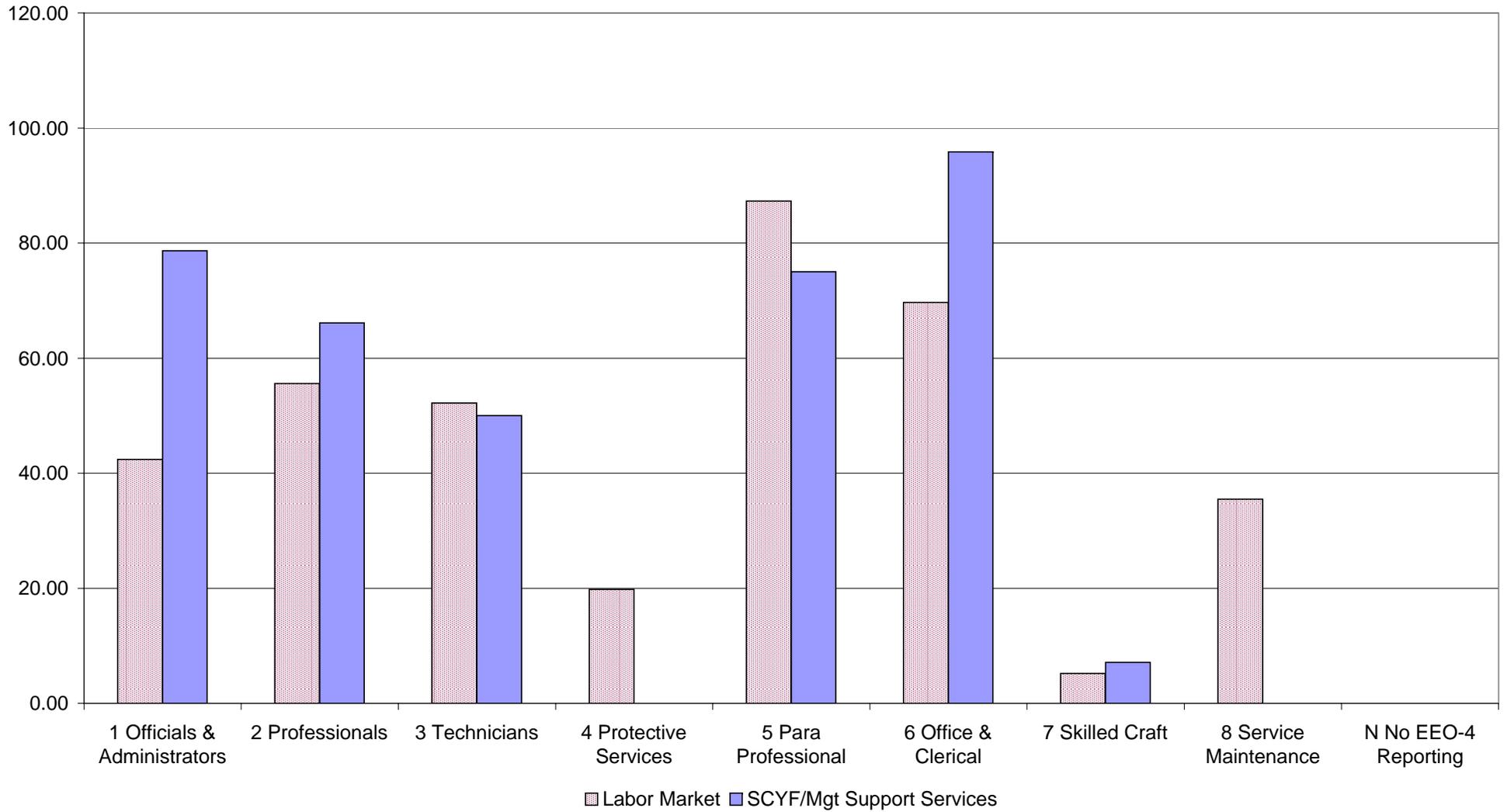
### Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	42.40	78.67	36.27
2 Professionals	55.60	66.14	10.54
3 Technicians	52.20	50.00	-2.20
4 Protective Services	19.80	0.00	NA
5 Para Professional	87.30	75.00	-12.30
6 Office & Clerical	69.70	95.83	26.13
7 Skilled Craft	5.20	7.14	1.94
8 Service Maintenance	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

# State of Delaware EEO-4 Status Report



# State of Delaware EEO-4 Status Report



## State of Delaware EEO-4 Status Report

Department - 370400000  
SCYF/Child Mental Health Svcs  
June 30, 2006

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	0	2	0	0	10	0	12	0	8	0	0	17	0	25	67.57	37	10	27.03
2 Professionals	1	3	0	0	17	0	21	2	18	1	0	52	0	73	77.66	94	25	26.60
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	12	2	0	11	0	25	0	10	1	0	12	0	23	47.92	48	25	52.08
6 Office & Clerical	0	0	0	0	1	0	1	0	6	0	0	13	0	19	95.00	20	6	30.00
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>	<b>1</b>	<b>17</b>	<b>2</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>60</b>	<b>2</b>	<b>44</b>	<b>3</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>144</b>	<b>70.59</b>	<b>204</b>	<b>69</b>	<b>33.82</b>

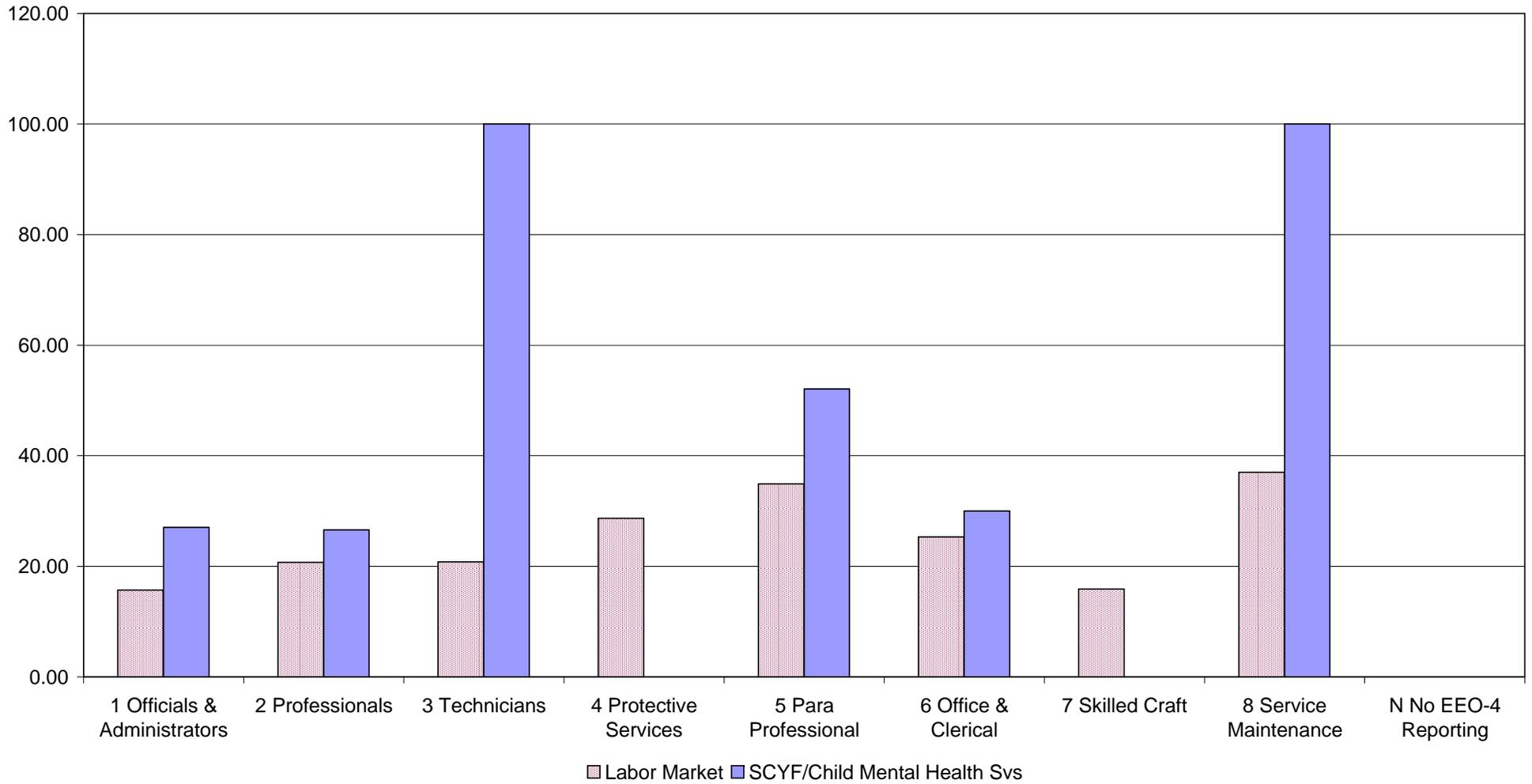
### Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	15.70	27.03	11.33
2 Professionals	20.70	26.60	5.90
3 Technicians	20.80	100.00	79.20
4 Protective Services	28.70	0.00	-28.70
5 Para Professional	34.90	52.08	17.18
6 Office & Clerical	25.30	30.00	4.70
7 Skilled Craft	15.90	0.00	NA
8 Service Maintenance	37.00	100.00	63.00
N No EEO-4 Reporting	0.00	0.00	NA

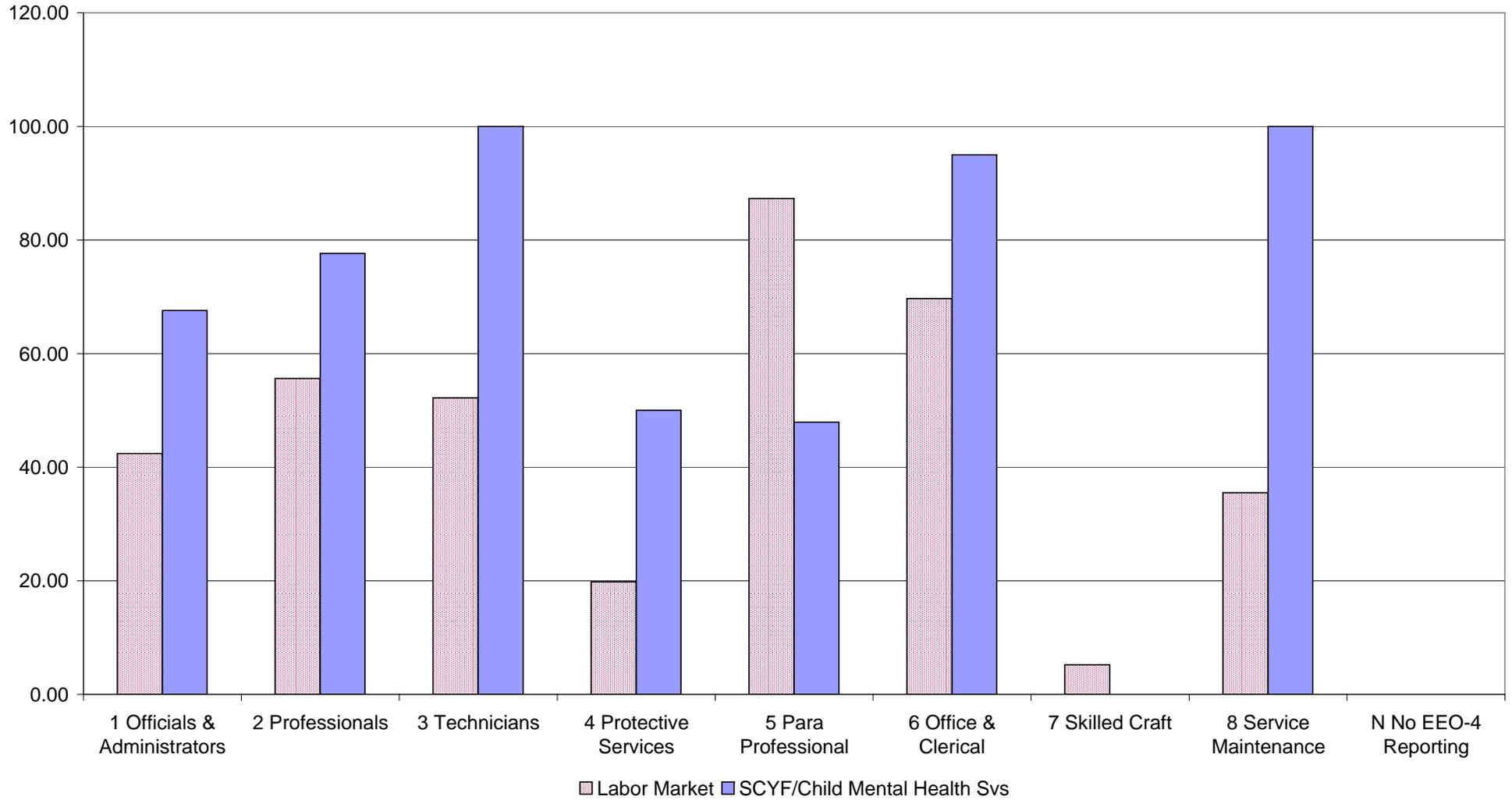
### Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	42.40	67.57	25.17
2 Professionals	55.60	77.66	22.06
3 Technicians	52.20	100.00	47.80
4 Protective Services	19.80	50.00	30.20
5 Para Professional	87.30	47.92	-39.38
6 Office & Clerical	69.70	95.00	25.30
7 Skilled Craft	5.20	0.00	NA
8 Service Maintenance	35.50	100.00	64.50
N No EEO-4 Reporting	0.00	0.00	NA

# State of Delaware EEO-4 Status Report



# State of Delaware EEO-4 Status Report



## State of Delaware EEO-4 Status Report

Department - 370500000  
SCYF/Youth Rehabilitative Svcs  
June 30, 2006

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	0	27	0	0	15	0	42	0	10	1	0	8	0	19	31.15	61	38	62.30
2 Professionals	0	33	1	0	32	1	66	0	27	1	0	33	0	61	48.03	127	62	48.82
3 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
4 Protective Services	0	4	1	0	2	0	7	0	7	0	0	1	0	8	53.33	15	12	80.00
5 Para Professional	1	80	0	0	14	1	95	0	37	1	0	10	0	48	33.57	143	119	83.22
6 Office & Clerical	0	1	0	0	0	0	1	0	3	0	1	10	0	14	93.33	15	5	33.33
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>	<b>1</b>	<b>145</b>	<b>2</b>	<b>0</b>	<b>63</b>	<b>2</b>	<b>211</b>	<b>0</b>	<b>84</b>	<b>3</b>	<b>1</b>	<b>62</b>	<b>0</b>	<b>150</b>	<b>41.55</b>	<b>361</b>	<b>236</b>	<b>65.37</b>

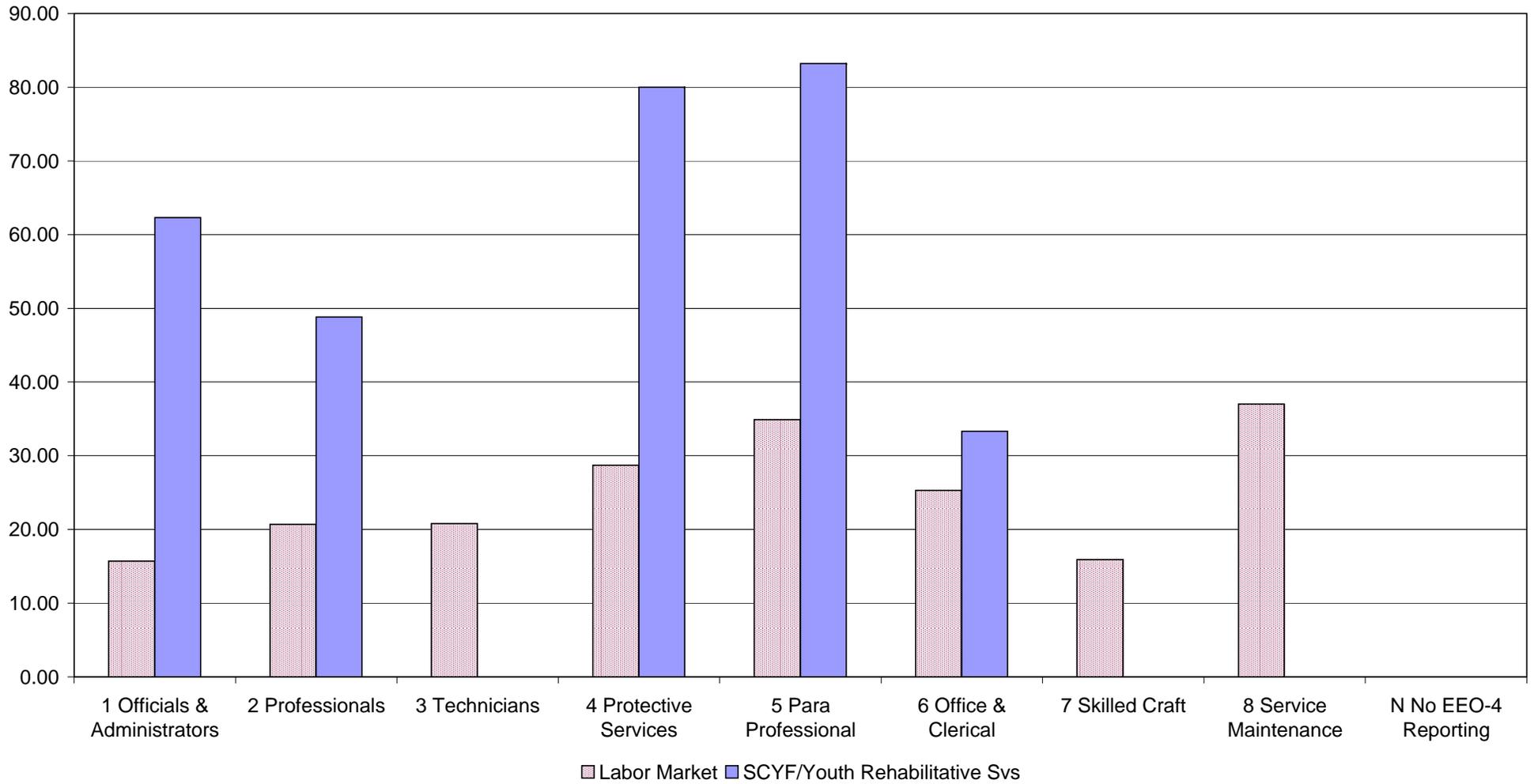
### Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	15.70	62.30	46.60
2 Professionals	20.70	48.82	28.12
3 Technicians	20.80	0.00	NA
4 Protective Services	28.70	80.00	51.30
5 Para Professional	34.90	83.22	48.32
6 Office & Clerical	25.30	33.33	8.03
7 Skilled Craft	15.90	0.00	NA
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

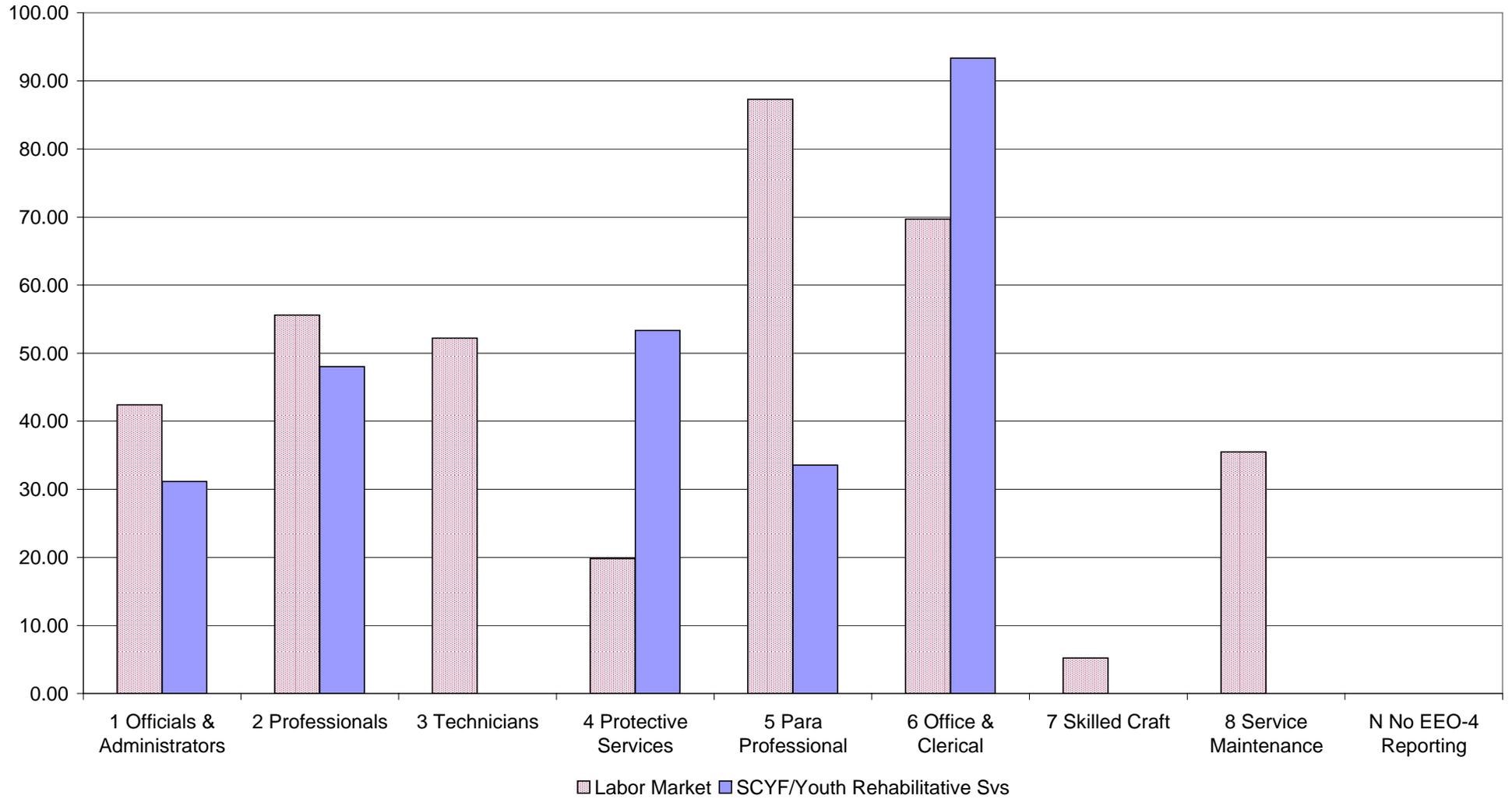
### Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Youth Rehabilitative Svcs%	SCYF/Youth Rehabilitative Svcs % vs. Available Job Market %
1 Officials & Administrators	42.40	31.15	-11.25
2 Professionals	55.60	48.03	-7.57
3 Technicians	52.20	0.00	NA
4 Protective Services	19.80	53.33	33.53
5 Para Professional	87.30	33.57	-53.73
6 Office & Clerical	69.70	93.33	23.63
7 Skilled Craft	5.20	0.00	NA
8 Service Maintenance	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

## State of Delaware EEO-4 Status Report



## State of Delaware EEO-4 Status Report



## State of Delaware EEO-4 Status Report

Department - 370600000  
SCYF/Family Services  
June 30, 2006

EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	1	10	0	0	22	0	33	1	20	1	0	68	0	90	73.17	123	33	26.83
2 Professionals	0	4	0	0	15	0	19	0	41	3	0	99	0	143	88.27	162	48	29.63
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	4	0	7	0	21	87.50	24	16	66.67
6 Office & Clerical	0	2	0	0	0	0	2	0	15	0	0	29	0	44	95.65	46	17	36.96
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>	<b>1</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>59</b>	<b>1</b>	<b>86</b>	<b>8</b>	<b>0</b>	<b>203</b>	<b>0</b>	<b>298</b>	<b>83.47</b>	<b>357</b>	<b>115</b>	<b>32.21</b>

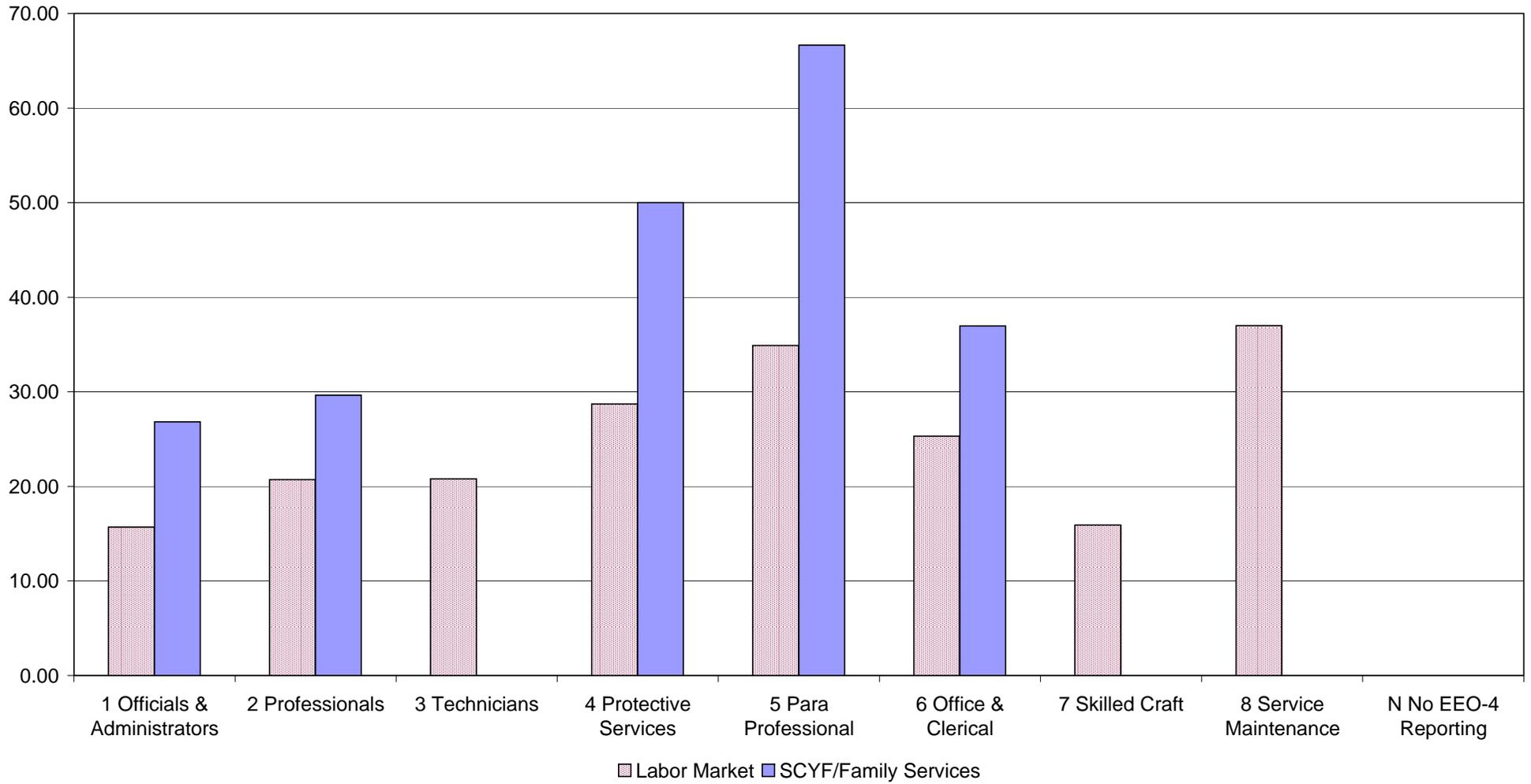
### Minority Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	15.70	26.83	11.13
2 Professionals	20.70	29.63	8.93
3 Technicians	20.80	0.00	NA
4 Protective Services	28.70	50.00	21.30
5 Para Professional	34.90	66.67	31.77
6 Office & Clerical	25.30	36.96	11.66
7 Skilled Craft	15.90	0.00	NA
8 Service Maintenance	37.00	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

### Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	42.40	73.17	30.77
2 Professionals	55.60	88.27	32.67
3 Technicians	52.20	0.00	NA
4 Protective Services	19.80	0.00	-19.80
5 Para Professional	87.30	87.50	0.20
6 Office & Clerical	69.70	95.65	25.95
7 Skilled Craft	5.20	0.00	NA
8 Service Maintenance	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA

# State of Delaware EEO-4 Status Report



# State of Delaware EEO-4 Status Report

