

***STATE OF DELAWARE***

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

**AFFIRMATIVE ACTION / MANAGING  
DIVERSITY PLAN  
July 2008 - June 2009**

**Henry Smith III, Cabinet Secretary  
September 15, 2008**

**“Think of the Child First”**

## Introduction and Overview

In FY 2008, 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's Cabinet Secretary continued as chair of the State's Equal Employment Opportunity Council. Workforce planning continued within the Department with a focus on recruitment and retention initiatives.

The Department continued to offer System of Care training to direct services staff and supervisors. One of the focuses of System of Care during FY 2008 was to develop training around the principle of cultural competency. After researching possible training programs and modalities, the Department decided to use an e-learning program offered by Casey Family Programs. Casey is a respected leader in the implementation of System of Care and offers a variety of training opportunities to staff in child welfare systems. The training course is titled *Knowing Who You Are...Helping Youth in Care Develop Their Racial and Ethnic Identity*. The course will be rolled out to appropriate staff and supervisors in FY 2009.

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 2008 merit/merit comparable workforce complement of 1216, of which 45.23% are minorities and 65.13% are females.

The Department's current leadership team consists of Henry Smith III, Cabinet Secretary; Margaret Timko, Director, Division of Management Support Services (DMSS); Charles Watkins, Deputy Director, DMSS; Susan Cycyk, Director, Division of Child Mental Health Services (DCMHS); Marc Richman, Deputy Director, DCMHS; Richard Shaw, 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. Under the leadership of this team the direction of the Department 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

During FY 2008, the Department had several diversity related accomplishments:

- The Department's Cabinet Secretary, Henry Smith III serves as chair of the Governor's Council on Equal Employment Opportunity.
- The Department's Diversity/Affirmative Action/Equal Employment Opportunity Administrator continues to participate on the statewide AA/EEO Representative Forum.
- The Department's Diversity/Affirmative Action/Equal Employment Opportunity Administrator participated in the State of Delaware's Conflict Resolution Program and is now certified as a Conflict Partnership Catalyst by Dr. Dudley Weeks. Dr. Weeks is an internationally known conflict resolution facilitator/mediator, advisor and trainer. The Conflict Resolution Program is an informal but structured process in which a neutral person, called the facilitator, assists individual participants in working through and resolving their problems. It is designed to provide state merit employees with an additional forum to resolve workplace conflicts and to promote partnerships leading to improved relationships and not just "fix" the current situation.
- The Department underwent a review by the Governor's Council on Equal Employment Opportunity with positive initial feedback.
- 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.
- The Department continued its commitment to diversity as embodied in the 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.
- The Department continued its Employee Recognition Program including the recognition of employees of the quarter at the Division level and employees of the year 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.
- The Department's Blue Collar Grant Maintenance Certification Program continued during FY 2008 in partnership with Delaware Technical and Community College.

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.

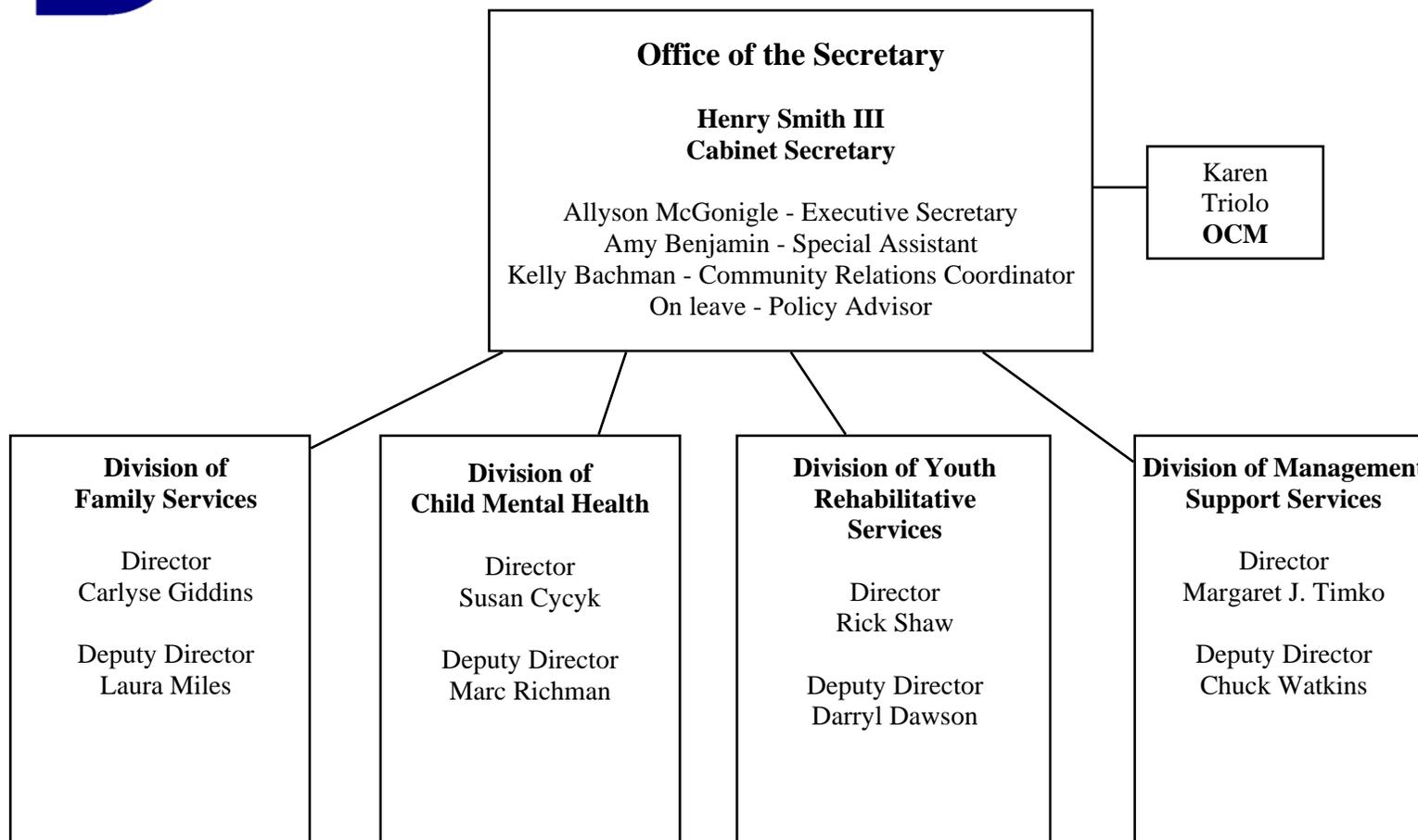
The Department takes seriously its role with regard to management accountability. Performance plans are used to quantify staff performance with regard to Departmental, Divisional and Unit goals and missions. New Employee Orientation is used to welcome new or transferring employees to the Department and Divisions. The history of the Department is covered as well as key policies, values, strategic direction, 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 positions pay grade 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 Number Eighty-One as amended. 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***  
The mission of the Department of Services for Children, Youth, and Their Families is:  
To facilitate positive change in the behavior and condition of the children and families in our care.



Approved: \_\_\_\_\_ Date: \_\_\_\_\_

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

**As of June 30, 2008**

<b>Division of Management Support Services</b>	<b>269</b>
<b>Division of Family Services</b>	<b>361</b>
<b>Division of Child Mental Health Services</b>	<b>218</b>
<b>Division of Youth Rehabilitative Services</b>	<b>368</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, Vietnam Era Veterans status or genetic information. 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 amended.

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 Diversity/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 as amended.
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://extranet.state.de.us/kids/hr/hr\\_home.shtml](http://extranet.state.de.us/kids/hr/hr_home.shtml).
- 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 FY 2009, the Department will continue 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 2009, 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 continue to 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 2008 EEO-4 underrepresentations, the Department has only one underrepresented category: females, para-professionals. In FY 2009, 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 all 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>30-Jun-08</b>	1216	550	45.23	792	65.13
<b>30-Jun-07</b>	1218	547	44.91	793	65.11
Difference	-2	+3	+.32	-1	-.02

- A total of 1216 Full Time Merit and Merit Comparable employees, down by 2 from June 2007.
- Minority males and females comprise 45.23% of the complement. This represents an increase of .32% over FY 2007. This is the tenth year of ten in which the Department's minority representation has increased.
- The female complement decreases by 1 individual in FY 2008 over FY 2007. Females comprise 65.13% of the workforce complement in FY 2008 compared to 65.11% in June 2007.

	<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>30-Jun-08</b>	302	119	39.40	196	64.90	527	187	35.48	371	70.40
<b>30-Jun-07</b>	304	123	40.46	198	65.13	526	182	34.60	372	70.72
Difference	-2	-4	-1.06	-2	-.23	+1	+5	+.88	-1	-.32

- Minority representation in FY 2008 in the Officials and Administrators category has decreased by 1.06% over FY 2007. The decrease is 4 individuals over FY2007 in real numbers. Minorities in the Professional category increased to 35.48% in FY2007; this increase represents 5 individuals. 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 2008, females comprised 65.13% of the workforce complement compared to 65.11% in FY 2007. In the Officials and Administrators category, females made up 64.90% of the workforce. In the Professionals category, females made up 70.40% of the workforce in FY2008. 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 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 referral lists in order to address underrepresentations where they exist. Outreach to West End Community Center in Wilmington; the Wilmington Branch, NAACP; West Center City Neighborhood Planning Advisory Council; and, the Korean Baptist Church of Dover to ensure they have knowledge of the Delaware Employment Link (DEL) automated system.
- 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 outreach related to DEL for Easter Seals Rehabilitation, Delaware Disadvantage Foundation, YWCA Home Life Management Program, Delaware Dislocated Workers Program, Division of Mental Retardation in Pennsylvania, The Opportunity Center, Veterans Administration Center Wilmington, Delaware Skills Center and Elwyn Institute.
- The Department will continue to participate in forums such as the Governor's 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 goals of client and employee safety, respect and caring. 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.
- Hiring and promotional practices have been, and will continue to be, in accordance with the provisions of Executive Order Number Eighty-One as amended.
- Through the Department's Management Information System and the Internet, 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.
- The Department has committed to partnering with the Office of Management and Budget/Human Resource Management to expand the State of Delaware Career Development and Mentoring Program by encouraging eligible employees, based on program guidelines, to attend information meetings and submit program applications.

## Hires

Of the 103 merit new hires in FY 2008, minority group members filled 21% of the merit positions in the Department. 67% were filled by females. Of merit positions filled by transfers, minority group members filled 11% and females filled 72%.

## Training

- In FY 2008 the Department conducted a one day training series for over 500 workers and community partners on specific skills related to engaging families in a System of Care environment. This training engaged participants in discussions and role plays around skills and attitudes that have proven to be effective in empowering families to be as involved as possible in their child's service planning. Cultural competence and mutual respect were stressed as effective tools to engage families and achieve better outcomes. Because the Department has developed in-house training capability in specific areas of expertise, there are plans to continue System of Care training in FY 2009 in the area of helping the children we serve to develop their racial and ethnic identity.
- The Division of Management Support Services Fiscal Services and Cost Recovery Units concluded a training initiative provided by T.A.L.K. Associates in FY 2008. The initiative focused 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 continued to receive training on a cognitive behavioral approach to improved conditions of confinement in juvenile detention facilities. The training model focuses on the following concepts:
  - Every youth has value
  - No one loses the ability to make changes
  - We are all responsible for our choices and therefore our behaviors
  - Our actions speak louder than our words
  - Before a behavior is expected, we should make sure it has been taught
- 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 2008. 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. In addition, all new employees receive Diversity and Sexual Harassment Prevention Training as part of the Orientation class.
- 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 2008, \$18,649.60 in reimbursements was approved for thirty-four (34) individuals. Twenty (20) or 59% were minorities; twenty nine (29) or 85% 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 Council for Accreditation of Rehabilitation Facilities (CARF). 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 Department’s Human Resources Unit, along with working with HMS, the State’s employee assistance plan provider, continues to offer training and consultation to various divisional units, managers and supervisors on respectful workplace issues and topics.
- 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.

## **Promotions**

Of positions filled through promotions in FY 2008, minority group members filled 42% and females filled 81%. There were a total of 83 promotions. The table below represents the percentage of promotions that went to minorities and females from FY 2001 through FY 2007.

	<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>
<b>Fiscal Year 2007:</b>	<b>38%</b>	<b>84%</b>
<b>Fiscal Year 2008:</b>	<b>42%</b>	<b>81%</b>

## Disciplines and Separations

There were 144 merit separations including retirements in the Department in FY 2008 compared to 121 merit separations in FY 2007. Of the FY 2008 Separations, 77 were of minority groups; 92 were female.

<b>Sex</b>	<b>Ethnic Group</b>	<b>Separations</b>	<b>% of Total</b>
<b>M</b>	<b>Caucasian</b>	<b>18</b>	<b>12.50</b>
<b>M</b>	<b>Black</b>	<b>34</b>	<b>23.61</b>
<b>M</b>	<b>Hispanic</b>	<b>0</b>	<b>.00</b>
<b>M</b>	<b>Asian</b>	<b>0</b>	<b>.00</b>
<b>M</b>	<b>Indian</b>	<b>0</b>	<b>.00</b>
<b>M</b>	<b>Unknown</b>	<b>0</b>	<b>.00</b>
<b>F</b>	<b>Caucasian</b>	<b>49</b>	<b>34.02</b>
<b>F</b>	<b>Black</b>	<b>40</b>	<b>27.77</b>
<b>F</b>	<b>Hispanic</b>	<b>1</b>	<b>.07</b>
<b>F</b>	<b>Asian</b>	<b>2</b>	<b>1.38</b>
<b>F</b>	<b>Indian</b>	<b>0</b>	<b>.00</b>
<b>F</b>	<b>Unknown</b>	<b>0</b>	<b>.00</b>
	<b>Total:</b>	<b>144</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 2008.

# 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**

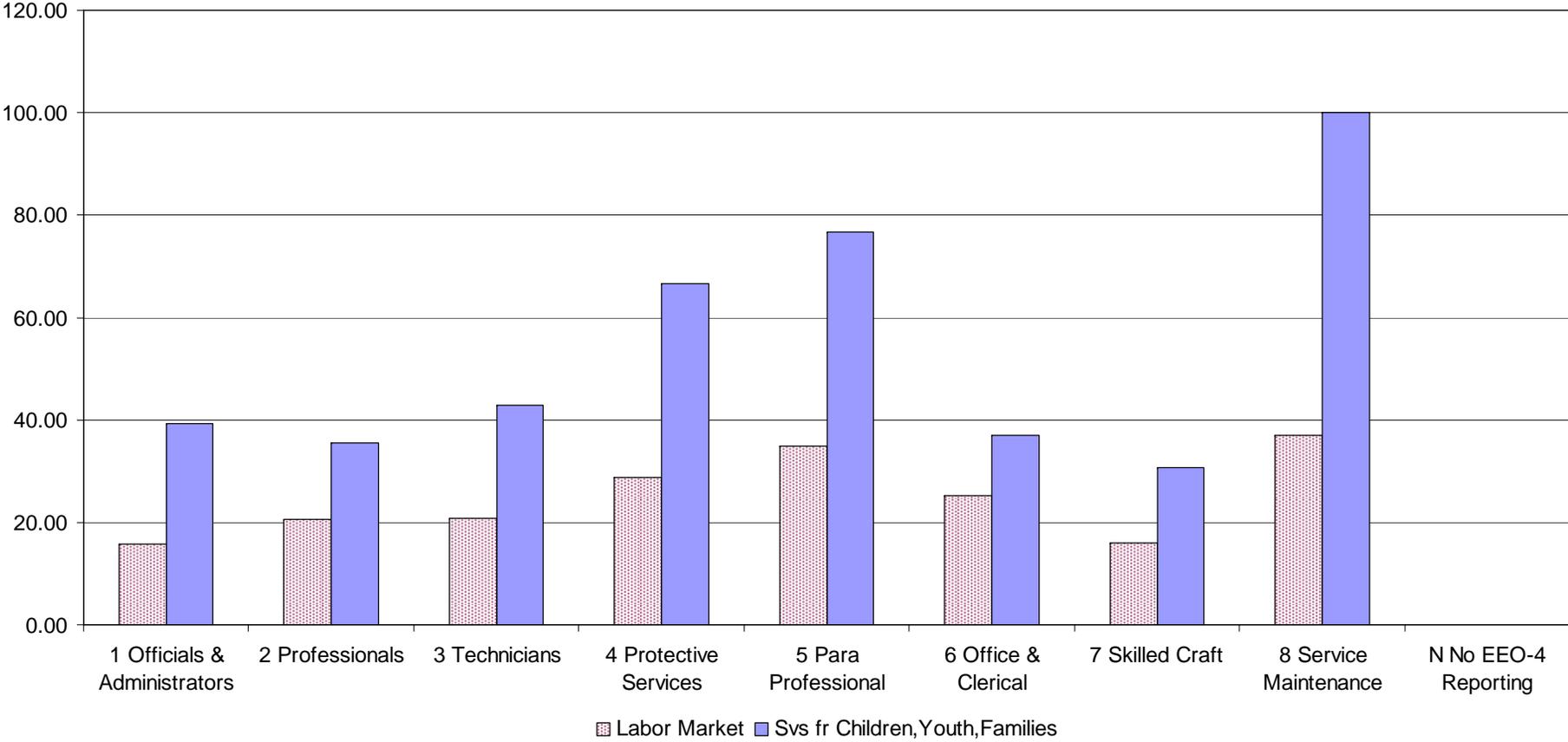
## **TABLES AND CHARTS**

Department - 37000000  
Svs fr Children, Youth, Families  
June 30, 2008

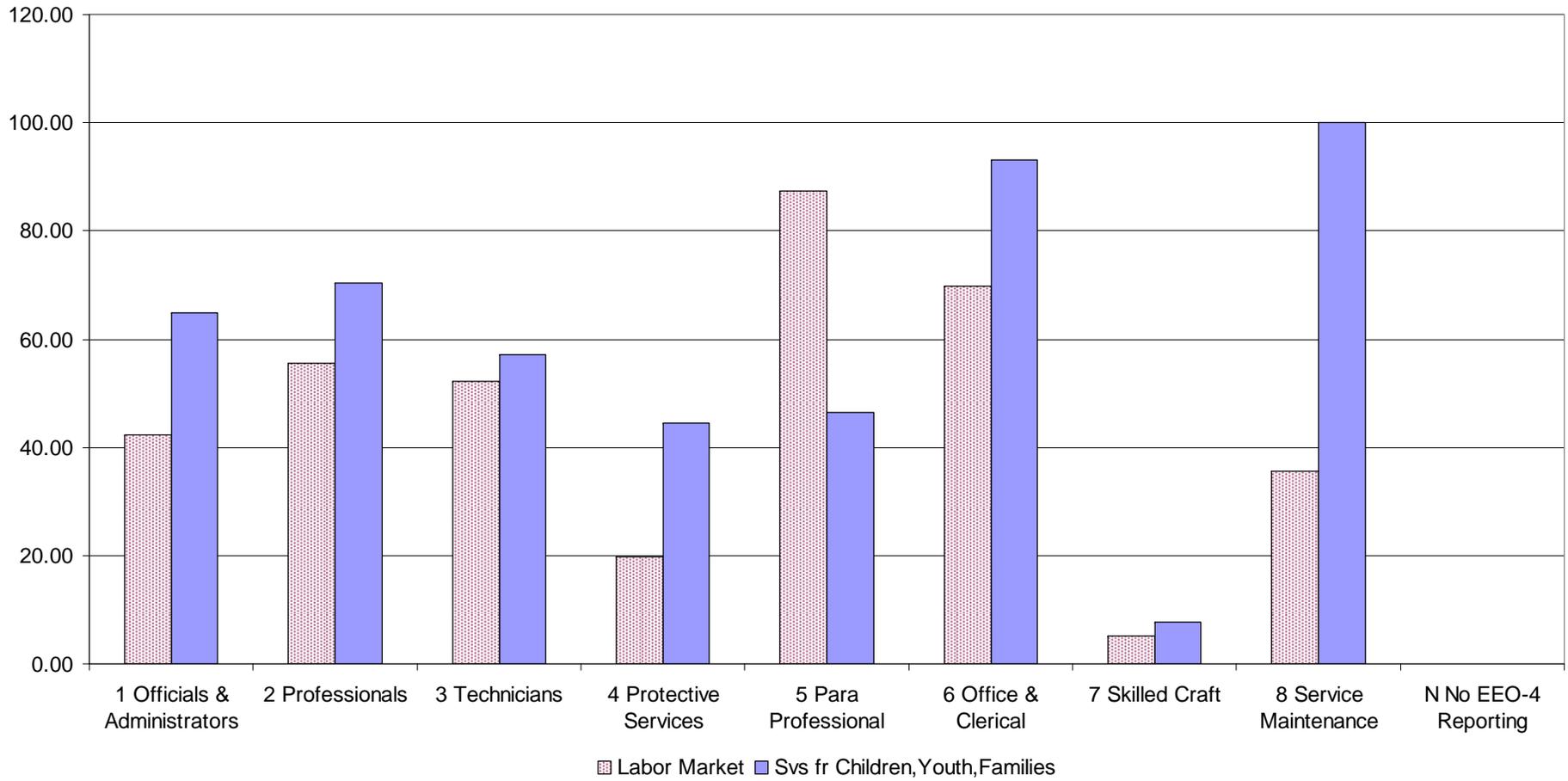
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	1	50	0	0	55	0	106	2	58	6	2	128	0	196	64.90	302	119	39.40
2 Professionals	2	56	1	0	97	1	156	6	113	9	0	243	1	371	70.40	527	187	35.48
3 Technicians	0	0	0	0	6	0	6	1	5	0	0	2	0	8	57.14	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	103	3	0	20	0	127	0	66	9	0	35	0	110	46.41	237	182	76.79
6 Office & Clerical	0	3	0	0	4	0	7	0	33	1	1	61	0	96	93.20	103	38	36.89
7 Skilled Craft	0	2	1	0	9	0	12	0	0	1	0	0	0	1	7.69	13	4	30.77
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>4</b>	<b>220</b>	<b>5</b>	<b>0</b>	<b>195</b>	<b>1</b>	<b>424</b>	<b>9</b>	<b>282</b>	<b>27</b>	<b>3</b>	<b>471</b>	<b>1</b>	<b>792</b>	<b>65.13</b>	<b>1216</b>	<b>550</b>	<b>45.23</b>

EEO-4 CATEGORY	Minority Representation			Female Representation		
	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %	Labor Market %	Svs fr Children, Youth, Families %	Svs fr Children, Youth, Families % vs. Available Job Market %
1 Officials & Administrators	15.70	39.40	23.70	42.40	64.90	22.50
2 Professionals	20.70	35.48	14.78	55.60	70.40	14.80
3 Technicians	20.80	42.86	22.06	52.20	57.14	4.94
4 Protective Services	28.70	66.67	37.97	19.80	44.44	24.64
5 Para Professional	34.90	76.79	41.89	87.30	46.41	-40.89
6 Office & Clerical	25.30	36.89	11.59	69.70	93.20	23.50
7 Skilled Craft	15.90	30.77	14.87	5.20	7.69	2.49
8 Service Maintenance	37.00	100.00	63.00	35.50	100.00	64.50
N No EEO-4 Reporting	0.00	0.00	NA	0.00	0.00	NA

### % Minority



### % Female



Department - 370100000

SCYF/Mgt Support Services

June 30, 2008

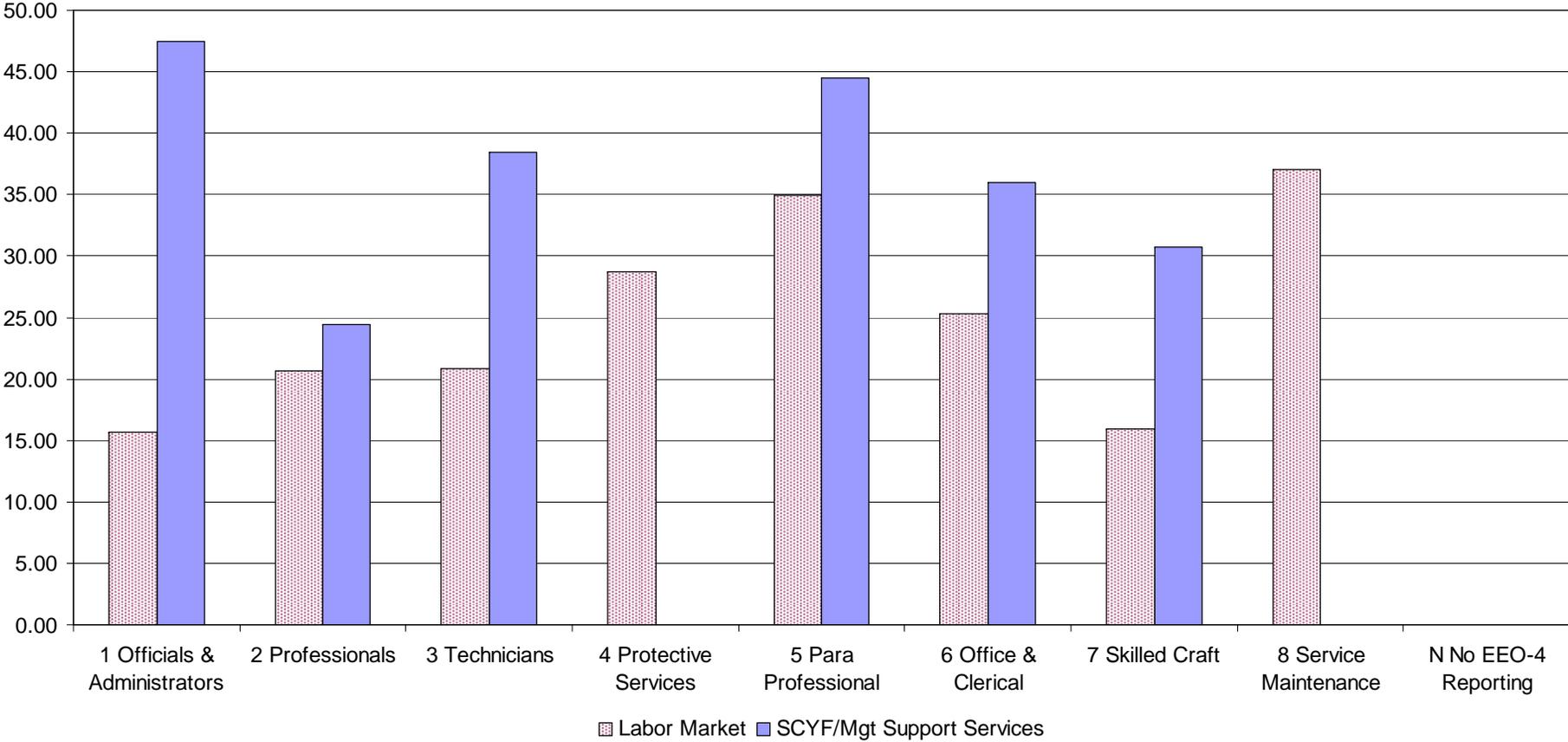
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	0	9	0	0	8	0	17	1	23	2	2	33	0	61	78.21	78	37	47.44
2 Professionals	2	8	0	0	34	0	44	2	19	1	0	65	1	87	66.41	131	32	24.43
3 Technicians	0	0	0	0	6	0	6	1	4	0	0	2	0	7	53.85	13	5	38.46
4 Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
5 Para Professional	0	1	0	0	1	0	2	0	2	1	0	4	0	7	77.78	9	4	44.44
6 Office & Clerical	0	1	0	0	3	0	4	0	8	0	0	13	0	21	84.00	25	9	36.00
7 Skilled Craft	0	2	1	0	9	0	12	0	0	1	0	0	0	1	7.69	13	4	30.77
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>2</b>	<b>21</b>	<b>1</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>85</b>	<b>4</b>	<b>56</b>	<b>5</b>	<b>2</b>	<b>117</b>	<b>1</b>	<b>184</b>	<b>68.40</b>	<b>269</b>	<b>91</b>	<b>33.83</b>

Minority Representation

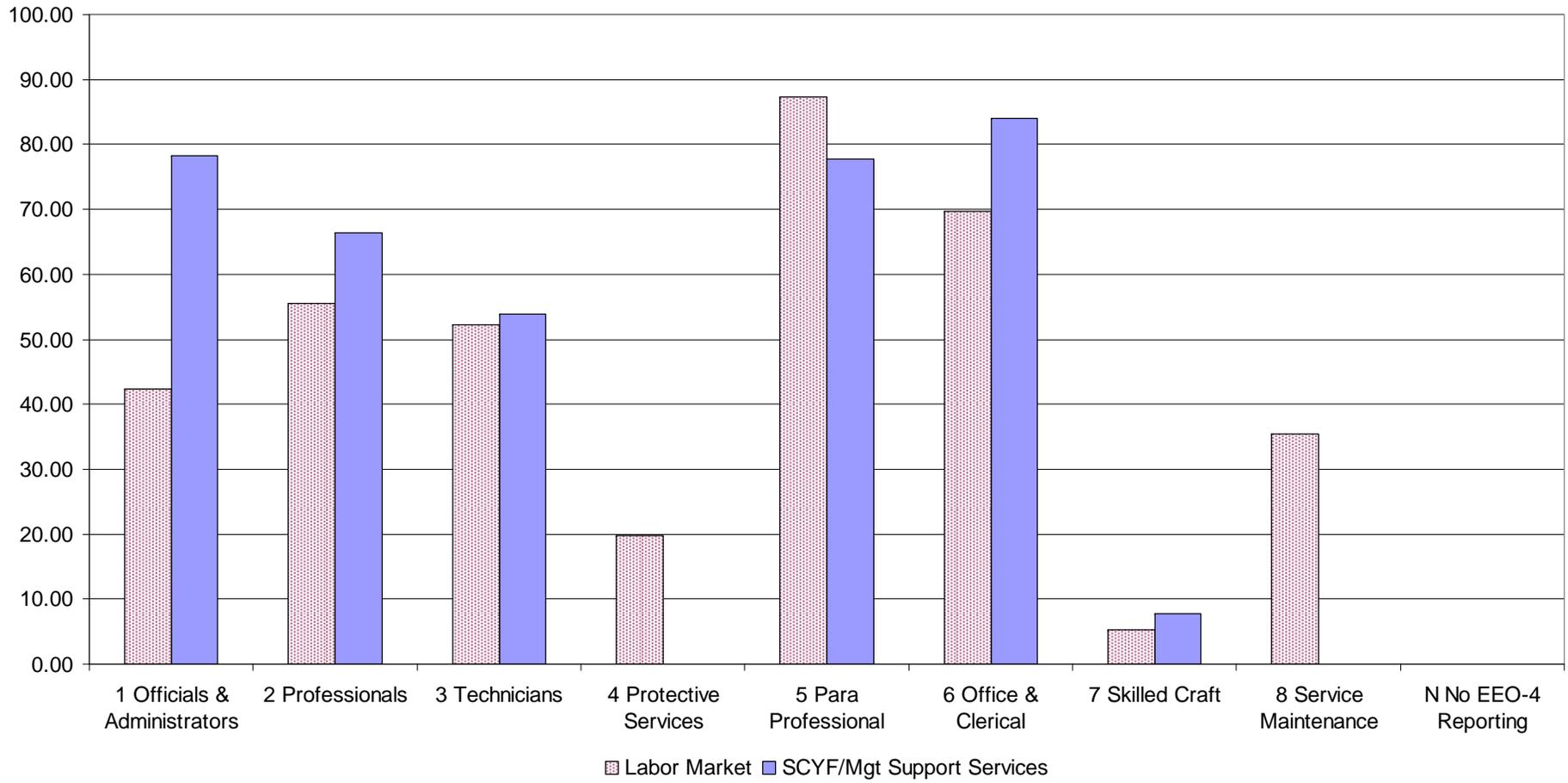
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %	Labor Market %	SCYF/Mgt Support Services%	SCYF/Mgt Support Services % vs. Available Job Market %
1 Officials & Administrators	15.70	47.44	31.74	42.40	78.21	35.81
2 Professionals	20.70	24.43	3.73	55.60	66.41	10.81
3 Technicians	20.80	38.46	17.66	52.20	53.85	1.65
4 Protective Services	28.70	0.00	NA	19.80	0.00	NA
5 Para Professional	34.90	44.44	9.54	87.30	77.78	-9.52
6 Office & Clerical	25.30	36.00	10.70	69.70	84.00	14.30
7 Skilled Craft	15.90	30.77	14.87	5.20	7.69	2.49
8 Service Maintenance	37.00	0.00	NA	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA	0.00	0.00	NA

### % Minority



### % Female



Department - 370400000

SCYF/Child Mental Health Svcs

June 30, 2008

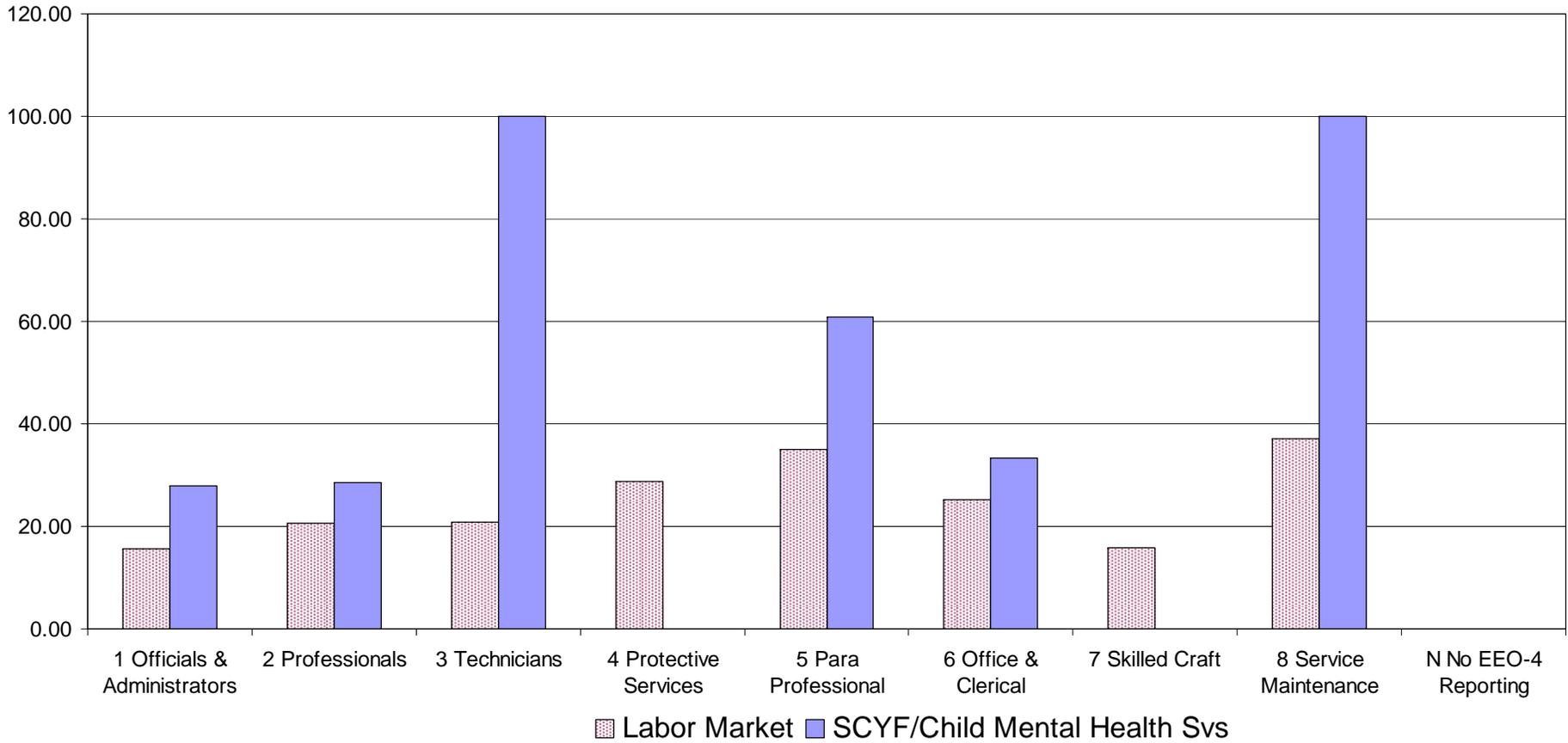
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	0	4	0	0	11	0	15	0	7	1	0	20	0	28	65.12	43	12	27.91
2 Professionals	0	2	0	0	17	0	19	3	21	2	0	53	0	79	80.61	98	28	28.57
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	15	2	0	8	0	25	0	13	1	0	12	0	26	50.98	51	31	60.78
6 Office & Clerical	0	0	0	0	1	0	1	0	7	0	0	13	0	20	95.24	21	7	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	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>0</b>	<b>21</b>	<b>2</b>	<b>0</b>	<b>38</b>	<b>0</b>	<b>61</b>	<b>3</b>	<b>50</b>	<b>5</b>	<b>0</b>	<b>99</b>	<b>0</b>	<b>157</b>	<b>72.02</b>	<b>218</b>	<b>81</b>	<b>37.16</b>

Minority Representation

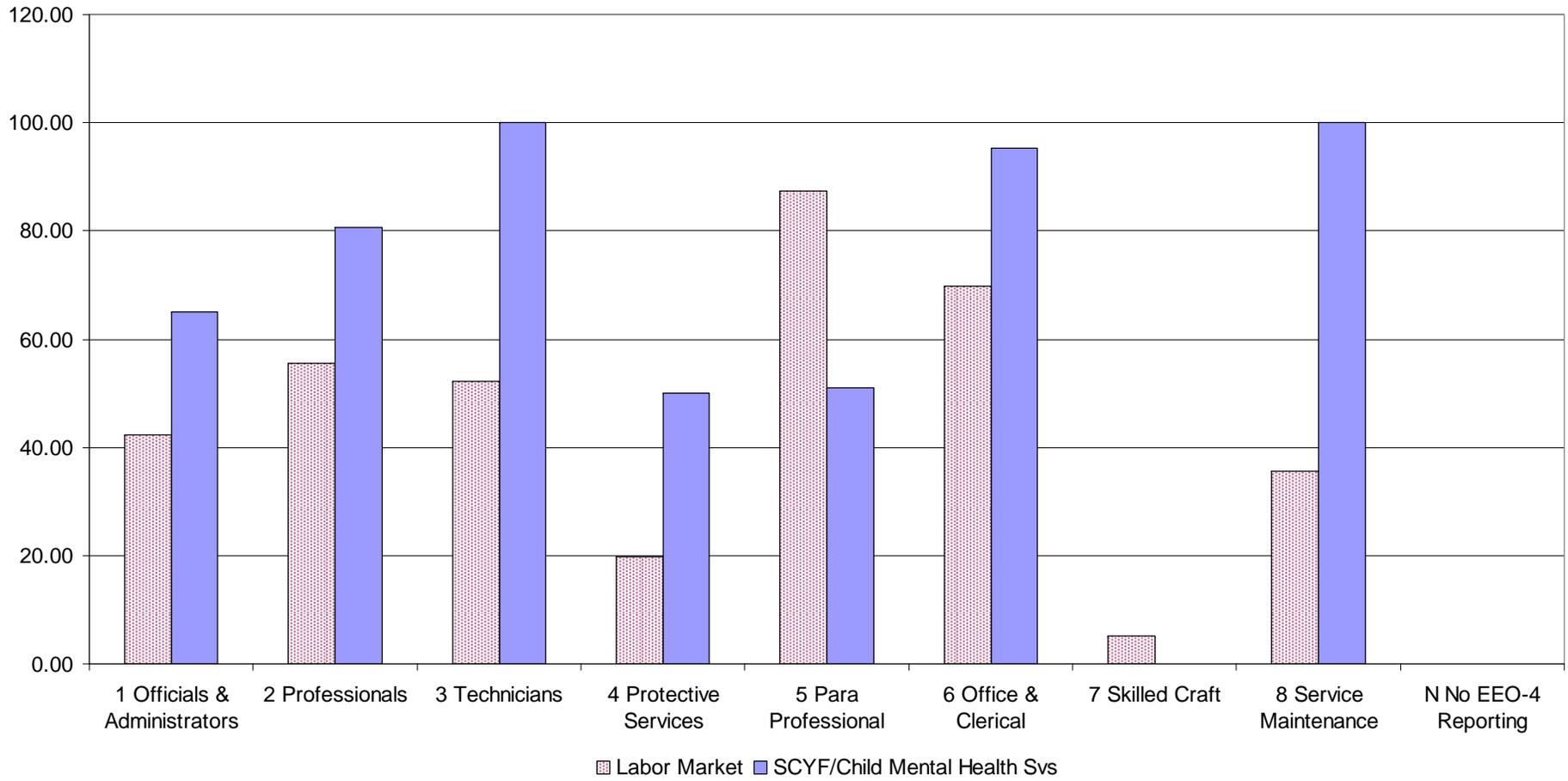
Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %	Labor Market %	SCYF/Child Mental Health Svcs%	SCYF/Child Mental Health Svcs % vs. Available Job Market %
1 Officials & Administrators	15.70	27.91	12.21	42.40	65.12	22.72
2 Professionals	20.70	28.57	7.87	55.60	80.61	25.01
3 Technicians	20.80	100.00	79.20	52.20	100.00	47.80
4 Protective Services	28.70	0.00	-28.70	19.80	50.00	30.20
5 Para Professional	34.90	60.78	25.88	87.30	50.98	-36.32
6 Office & Clerical	25.30	33.33	8.03	69.70	95.24	25.54
7 Skilled Craft	15.90	0.00	NA	5.20	0.00	NA
8 Service Maintenance	37.00	100.00	63.00	35.50	100.00	64.50
N No EEO-4 Reporting	0.00	0.00	NA	0.00	0.00	NA

# % Minority



### % Female



Department - 370500000

SCYF/Youth Rehabilitative Svs

June 30, 2008

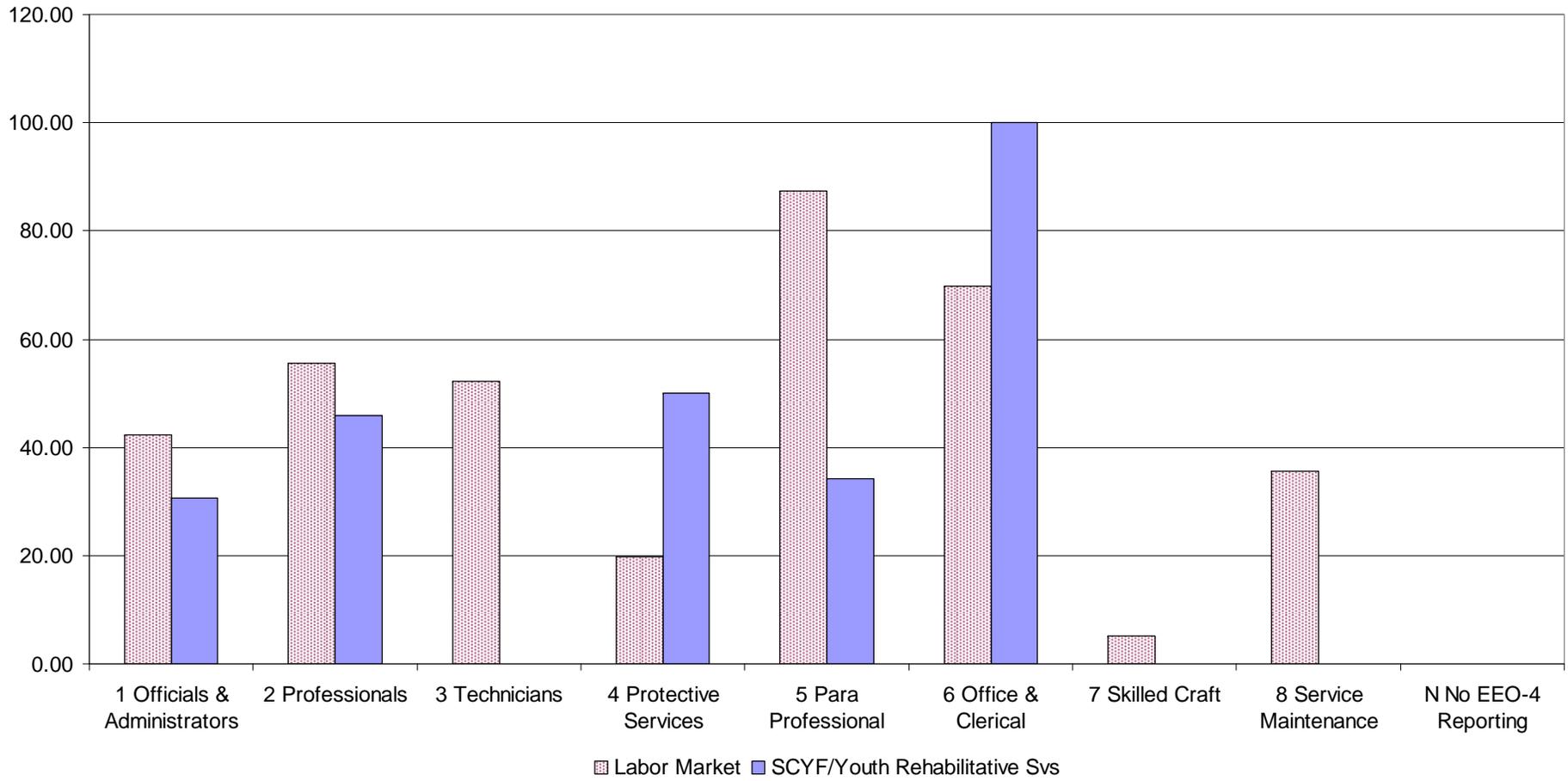
EEO-4 CATEGORY	Male							Female								TOTAL EMPLOYEES	Minority	
	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	ASIAN	BLACK	HISPA	AMIND	WHITE	DISABLED	TOTAL	%		COUNT	%
1 Officials & Administrators	0	26	0	0	17	0	43	0	8	1	0	10	0	19	30.65	62	35	56.45
2 Professionals	0	40	1	0	31	1	72	0	27	1	0	33	0	61	45.86	133	69	51.88
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	85	1	0	9	0	96	0	39	1	0	10	0	50	34.25	146	127	86.99
6 Office & Clerical	0	0	0	0	0	0	0	0	4	0	1	8	0	13	100.00	13	5	38.46
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>156</b>	<b>2</b>	<b>0</b>	<b>59</b>	<b>1</b>	<b>218</b>	<b>0</b>	<b>84</b>	<b>3</b>	<b>1</b>	<b>62</b>	<b>0</b>	<b>150</b>	<b>40.76</b>	<b>368</b>	<b>247</b>	<b>67.12</b>

EEO-4 CATEGORY	Minority Representation			Female Representation		
	Labor Market %	SCYF/Youth Rehabilitative Svs%	SCYF/Youth Rehabilitative Svs % vs. Available Job Market %	Labor Market %	SCYF/Youth Rehabilitative Svs%	SCYF/Youth Rehabilitative Svs % vs. Available Job Market %
1 Officials & Administrators	15.70	56.45	40.75	42.40	30.65	-11.75
2 Professionals	20.70	51.88	31.18	55.60	45.86	-9.74
3 Technicians	20.80	0.00	NA	52.20	0.00	NA
4 Protective Services	28.70	78.57	49.87	19.80	50.00	30.20
5 Para Professional	34.90	86.99	52.09	87.30	34.25	-53.05
6 Office & Clerical	25.30	38.46	13.16	69.70	100.00	30.30
7 Skilled Craft	15.90	0.00	NA	5.20	0.00	NA
8 Service Maintenance	37.00	0.00	NA	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA	0.00	0.00	NA

# % Minority



### % Female



Department - 370600000

SCYF/Family Services

June 30, 2008

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	11	0	0	19	0	31	1	20	2	0	65	0	88	73.95	119	35	29.41
2 Professionals	0	6	0	0	15	0	21	1	46	5	0	92	0	144	87.27	165	58	35.15
3 Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	0	0.00
4 Protective Services	0	1	0	0	1	0	2	0	0	0	0	0	0	0	0.00	2	1	50.00
5 Para Professional	0	2	0	0	2	0	4	0	12	6	0	9	0	27	87.10	31	20	64.52
6 Office & Clerical	0	2	0	0	0	0	2	0	14	1	0	27	0	42	95.45	44	17	38.64
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>22</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>60</b>	<b>2</b>	<b>92</b>	<b>14</b>	<b>0</b>	<b>193</b>	<b>0</b>	<b>301</b>	<b>83.38</b>	<b>361</b>	<b>131</b>	<b>36.29</b>

Minority Representation

Female Representation

EEO-4 CATEGORY	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %	Labor Market %	SCYF/Family Services%	SCYF/Family Services % vs. Available Job Market %
1 Officials & Administrators	15.70	29.41	13.71	42.40	73.95	31.55
2 Professionals	20.70	35.15	14.45	55.60	87.27	31.67
3 Technicians	20.80	0.00	NA	52.20	0.00	NA
4 Protective Services	28.70	50.00	21.30	19.80	0.00	-19.80
5 Para Professional	34.90	64.52	29.62	87.30	87.10	-0.20
6 Office & Clerical	25.30	38.64	13.34	69.70	95.45	25.75
7 Skilled Craft	15.90	0.00	NA	5.20	0.00	NA
8 Service Maintenance	37.00	0.00	NA	35.50	0.00	NA
N No EEO-4 Reporting	0.00	0.00	NA	0.00	0.00	NA

# % Minority

