

Governor's Council on Equal Employment Opportunity
2011 Annual Report

June 2011

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Governor's Council on Equal Employment Opportunity

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EXECUTIVE SUMMARY

The Council undertook an extensive strategic planning process to determine how to best serve the executive branch agencies as provided for in Executive Order Number 8 (EO 8). The Council has been working diligently on a number of important tasks to fulfill its mission including implementing the goals and objectives outlined in the strategic plan and continuing to advance the understanding and importance of EEO/AA. Accomplishments included:

Development of a revised mission statement:

The Governor's Council on Equal Employment Opportunity advances, supports, and fosters progress in employment opportunity, practices, and an equitable environment of mutual respect and understanding in executive branch agencies.

Establishment of four main goals:

- Ensure that Council work is relevant, timely and helpful to agencies working toward best practices by sharing information and providing guidance.
- Develop and fulfill the objectives of its mission statement and provide information on assistance that the Council offers in order to position the Council as a resource for advice and guidance. Greater focus will be placed on best practices and relationship building.
- Review and revise reporting requirements and processes for agencies that are under review so they are consistent with affirmative action reporting and capture relevant data.
- Provide meaningful education and training opportunities on a statewide basis.

Establishment of three active committees:

- The **Report Writing Committee** examined the annual executive branch agency affirmative action reporting requirements. The committee developed a new reporting template which simplified the process by consolidating multiple reports into a single document. Throughout the process the committee consulted with the agency affirmative action representatives to create these efficiencies. The committee will continue to refine and streamline the reporting process. The committee will also review PHRST reporting capabilities to ensure data extracted is accurate and reflective of what the Council requires to promote an inclusive and diverse workforce.
- The **Communications and Website Committee** is working toward improved information and resource sharing with state agencies regarding EEO/AA/diversity best practices. The committee is working closely with OMB/HRM on the

GCEEO's newly designed website which will be hosted by the Government Information Center. The website is currently under construction.

- The **Education and Training Committee** is working to increase awareness and education regarding EEO/AA and diversity. The committee is also working toward further educating the state workforce on equal employment opportunity matters through a conference in early 2012. As part of training opportunities that are being developed, this committee will seek to provide education and guidance in all listed categories.

RECOMMENDATIONS & BEST PRACTICES

After evaluating cabinet agencies for compliance with EO 8, the Council made recommendations that will be proposed to OMB/HRM for all executive branch agencies:

- Revisit the interview panel composition. Currently, diverse interview panels are recommended by EO 8 for positions of a paygrade 15 and higher. The Council recommends that executive branch agencies use diverse interview panels for vacant positions of all paygrades.
- Provide diversity training to all employees regularly or a minimum of every three years.
- Implement Workplace Gender Transition Guidelines.
- Coordinate efforts for transition to Senate Bill 30, which recognizes civil unions, being implemented in January 2012.

In addition, the Council suggested all agencies survey employees for diversity and employment satisfaction as a best practice.

AGENCY REVIEWS

Executive Order Number 8 provides that the Council establish a schedule for conducting agency reviews and issue a report identifying those practices that are constructive and those which need improvement. Included within the body of this report are the findings and recommendations from the 2010 agency reviews. The three agencies reviewed were the Department of Transportation, the Department of Agriculture and the Delaware Economic Development Office.

SUMMARY

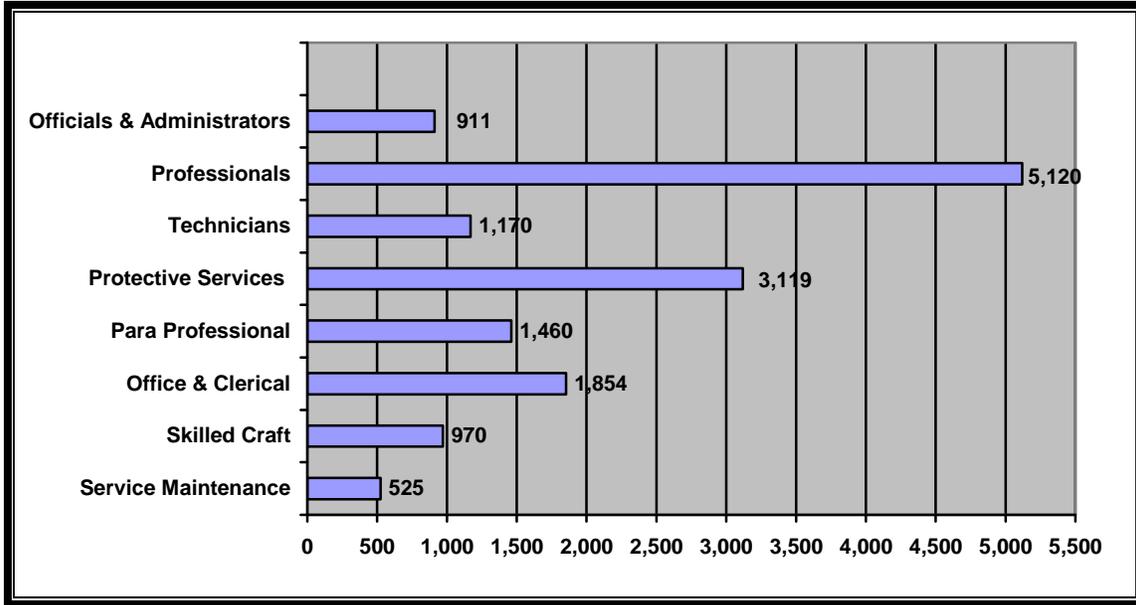
The Council continues to foster progress in EEO/AA and diversity initiatives and plans to partner with other executive branch agencies to resume the annual EEO and Diversity Summit, analyze applicant data to strategize where there may be opportunities in the recruitment and retention process and work with the Office of Management and Budget's PHRST division to ensure efficient and accurate reporting of data.

DEMOGRAPHIC SUMMARY

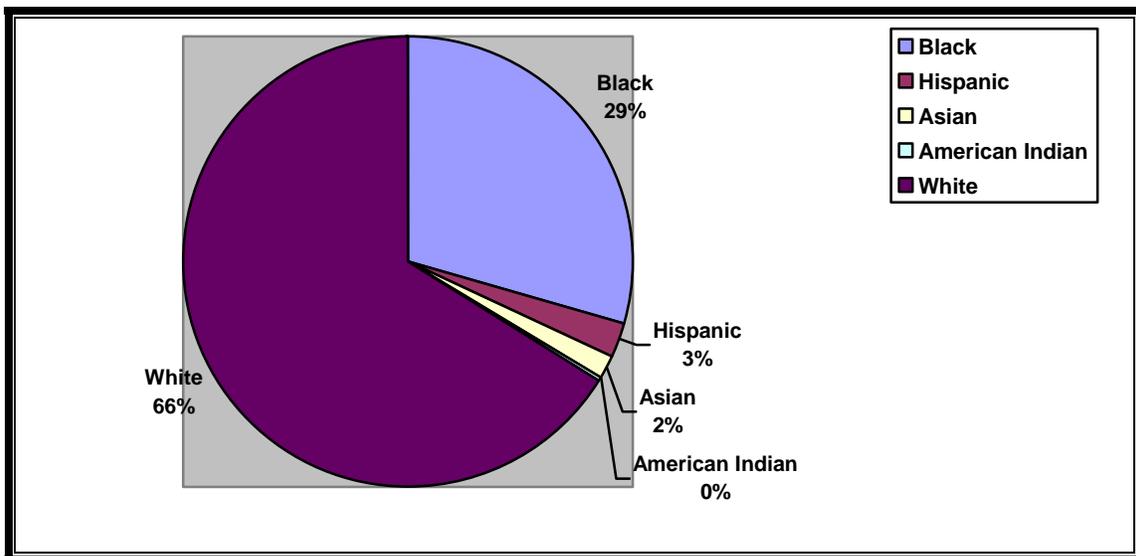
Delaware state government, under EEO reporting guidelines, employs over 15,000 employees in the executive branch. The charts below summarize the State of Delaware’s executive branch agencies and their current workforce as of June 30, 2010 compared to labor market statistics. The demographics in this report are a statistical snapshot and illustrate the workforce as reported in detail within each agency’s annual AA report.

Employees by Occupation (EEO-4 Categories)

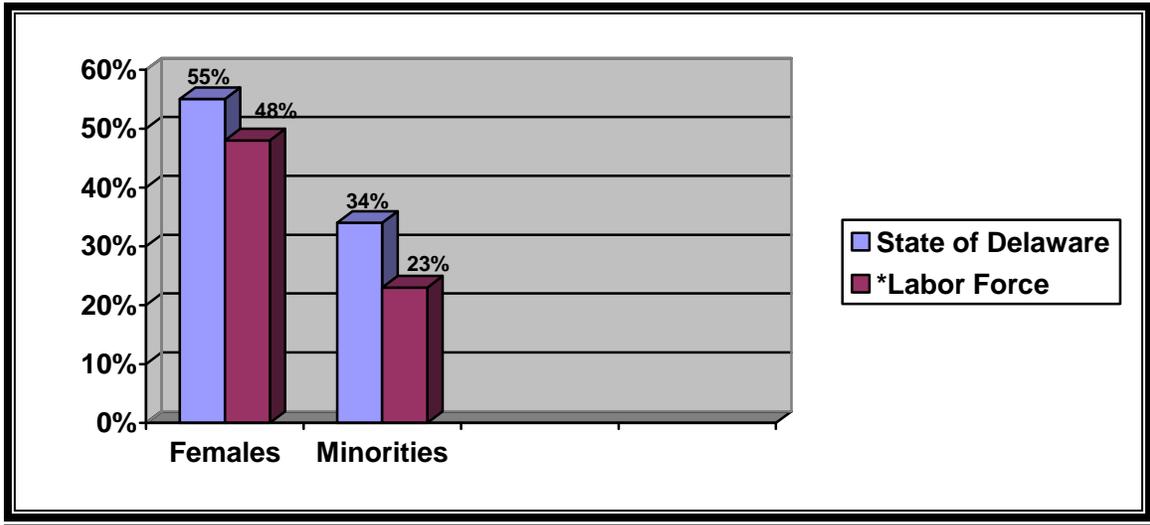
Excludes casual/seasonal, commission and board members



Employees by Race



Female and Minority Compared to Labor Force Estimates



*Statistics obtained from the Delaware Department of Labor - 2000

INTRODUCTION

On August 11, 2009, Governor Jack Markell signed EO 8, which includes a declaration that the work atmosphere in executive branch agencies shall be one that fosters mutual respect and understanding among persons of different gender, race, color, religion, national origin, age, marital status, disability, sexual orientation, gender identity or expression, or military or veteran status. The order provides directives to all executive branch agencies to pursue diligently the recruitment and promotion of qualified women and minorities and “to vigilantly comply with the laws prohibiting discrimination in employment.” The order continues the Governor’s Council on Equal Employment Opportunity.

BACKGROUND

Pursuant to EO 8, the Council has been charged with providing advice and recommendations annually to the Director of Human Resource Management and the Governor on how to execute recruiting, hiring, and promoting qualified women and minorities, while ensuring equal employment opportunities for all Delawareans. This is the Council’s tenth annual report.

ACTIONS OF THE ADMINISTRATION

Executive Order Number 8

1. Reaffirms the State’s commitment to equal employment opportunity;
2. Sets forth parameters for the work atmosphere;
3. Continues the Governor’s Council on Equal Employment Opportunity;
4. Maintains Human Resource Management’s role as the central management agency for equal opportunity, affirmative action and diversity matters;
5. Requires recruitment of a diverse workforce;
6. Requires each agency head to maintain an affirmative action plan;
7. Holds agencies accountable for compliance.

HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) continues to provide training services, facilitate agency organizational development, develop policy and guidelines for management accountability and update the minority resource list for selection interview panels.

HRM works closely with PHRST to manage a central data system for planning, monitoring and evaluating EEO/AA statistics within executive branch agencies.

Human Resource Management’s statewide recruiter coordinates with state agencies regarding specific recruitment needs and markets state government as an employer of choice. The Delaware Employment Link (DEL) delivers a faster, consistent and reliable hiring process for the State of Delaware.

HRM continues to offer training statewide in the areas of diversity and career development and mentoring. In addition to the EEO and diversity training, HRM is now offering on-line training to managers and supervisors for sexual harassment prevention.

HRM provides comprehensive Americans with Disabilities Act Accommodation Guidelines and continues to maintain and promote the Selective Placement Program for employing people with disabilities.

THE EXECUTIVE BRANCH AGENCY REVIEWS

In accordance with EO 8, the GCEEO established an executive branch agency review schedule for this reporting period. Three agencies were requested to appear before the Council for an in-depth consideration of recruiting, promotion and retention processes. Each council member thoroughly reviewed and contributed to the feedback on each agency contained in this report.

The Council reviewed the following agencies during 2010:

1. Department of Transportation
2. Department of Agriculture
3. Delaware Economic Development Office

DEPARTMENT OF TRANSPORTATION (DeIDOT)

The Department provided a thorough overview of the agency including the various divisions and mission on November 18, 2010. The Council noted that the Department has undertaken some initiatives to improve diversity, highlights of which are below; however the Council remains concerned with the longstanding under representation of female and minority employees in the Department.

DeIDOT has a total number of 1717 employees. There are 563 total female employees within DeIDOT. Parity is lacking in all areas for females with the exceptions of para-professionals and office and clerical. There are 272 total minority employees. Parity is lacking in all areas. Below is a summary of the EEO-4 Status Report submitted by DeIDOT.

	Total Employees	Minorities	DeIDOT % vs. Available Job Market % for Minorities	Females	DeIDOT % vs. Available Job Market % for Females
Officials & Administrators	47	1	-13.62	13	-19.48
Professionals	326	51	-4.33	131	-16.31
Technicians	386	61	-6.87	56	-39.51
Protective Services	3	0	-28.70	1	-19.80
Para-Professionals	164	42	-9.56	145	3.11
Office & Clerical	232	48	-2.90	200	15.10
Skilled Craft	527	64	-3.68	11	-3.00
Service Maintenance	32	5	-21.85	6	-17.32
Totals	1717	272		563	

GCEEO Findings

(Summary of Initiatives/Strategies)

- Partnered with Delaware State University to develop the Transportation Education Development Program, which will encourage both university and secondary school students to pursue careers in the transportation field by establishing education and training courses at DSU aimed at developing curriculums for potential employees and to create awareness of possible careers in surface transportation. DeIDOT will coordinate with DOE for outreach efforts to schools in order to create an awareness of existing programs and careers in education. This program supports an Executive Order issued by President Barack Obama to encourage relationships between federal agencies, state agencies which are the recipients of federal funds and historically black colleges and universities.

- Created the FAME program, which is a science based program at the University of Delaware for high school juniors and seniors.
- Continued the “What in the World” program for students in grades 4 – 11.
- Participated in several job fairs and recruitment events.
- Developed an in-house diversity training class titled “Respectful Behavior in the Workplace.”
- Continued the Woodland Ferry employee initiative which is a program that employs people with disabilities.
- Added EEO responsibilities to supervisors’ performance plans.

GCEEO Recommendations

1. Develop an outreach program targeting education institutions.
2. Track the number of presentations conducted in schools, the number of participants and the identity of the schools.
3. Assess all sourcing strategies for recruitment along with development of metrics to determine effectiveness and potential gaps.
4. Conduct diversity training at least every two years and track the level of employee participation.
5. Survey employees for diversity and employment satisfaction.
6. Use diverse interview panels for all hiring.
7. Document and report on action steps taken as a result of any trends noted in complaints and disciplinary actions.
8. Expand the department’s recruitment network to include areas and organizations in order to ensure dissemination of employment opportunities among diverse populations.

DEPARTMENT OF AGRICULTURE (DDA)

The Department of Agriculture was reviewed on December 16, 2010 and the Council appreciated their frank discussion regarding the current challenges the Department is facing pertaining to recruitment and retention of minority and female employees. The Council recognizes some of the challenges noted; however, under representation of minority and female employees remain a concern as it has been a longstanding issue. The lack of parity exists in all categories for minorities and the majority of categories for females.

DDA has a total number of 134 employees. There are 56 total female employees within DDA. Parity is lacking in all areas for females with the exceptions of para-professionals and office and clerical. There are 7 total minority employees. Parity is lacking in all areas. The Council noted that approximately 49% of DDA employees are retirement eligible within the next 5 years. This presents both challenges and opportunities for their Department. Below is a summary of the EEO-4 Status Report for FY 2010.

	Total Employees	Minorities	DDA % vs. Available Job Market % for Minorities	Females	DDA % vs. Available Job Market % for Females
Officials & Administrators	9	0	-15.70	3	-9.07
Professionals	48	1	-18.62	19	-16.02
Technicians	39	3	-13.11	15	-13.74
Protective Services	4	1	-3.70	0	-19.80
Para-Professionals	3	0	-34.90	3	12.70
Office & Clerical	17	1	-19.42	16	24.42
Skilled Craft	9	1	-4.79	0	-5.20
Service Maintenance	0	0	N/A	0	N/A
No EEO-4 Reporting	5	0	N/A	0	N/A
Totals	134	7		56	

GCEEO Findings

(Summary of Initiatives/Strategies)

- Established the Secretary’s Scholars program at Delaware State University and the University of Delaware. This program is a step toward increased outreach and shows promise. It creates opportunity for students of various majors to learn and to experience all aspects of agriculture and serves to create a pipeline for their internship program. Through this program, students at both DSU and the University of Delaware will participate in sessions to learn about Delaware

agriculture and explore employment opportunities within the industry. DDA established a cooperative arrangement with Delaware State University to mutually host on-farm food safety workshops. DDA is also working with the university to help promote their Food Business Incubator Center. A member of DSU's agricultural faculty has served on the Department's Governor's Council on Forestry.

- Shared job information with a variety of colleges, community groups, churches and DEDO's extensive recruitment network. Also shared job information through publications such as the Nanticoke Indian Community group, the Latin Community Center and the Director of Indian Affairs for surrounding states.
- Participated in the 'What's My Line' program and made presentations at middle school career days.

GCEEEO Recommendations

1. Provide a detailed update on outreach and particularly on the Secretary's Scholars Program for next year's annual report.
2. Track the number of presentations conducted in schools, the number of participants and the identity of schools.
3. Establish tracking systems to determine if outreach efforts are yielding viable, diverse candidates.
4. Access sourcing strategies for recruitment along with development of metrics to determine effectiveness and potential gaps. As part of this strategy consider expanding advertising for positions to reach minority groups.
5. Increase participation in jobs fairs.
6. Track the number of annual presentations for the 'What's My Line' program and number of participants.
7. Report on action steps taken as a result of any trends noted in complaints and the disciplinary process.
8. Consistent use of diverse interview panels for all pay grades. Develop a formal recruitment plan targeted to learning institutions.
9. Survey employees for diversity and employment satisfaction.

DELAWARE ECONOMIC DEVELOPMENT OFFICE (DEDO)

The Delaware Economic Development Office is a cabinet level agency responsible to the Governor and was reviewed on December 16, 2010. It serves as the Governor's staff agency in all general economic development matters and to function as an advisory, coordinating or implementing agency.

DEDO has a total number of 42 employees. There are 29 total female employees within DEDO. Parity has been achieved in all areas but para-professionals for females. There are 7 total minority employees. Parity is lacking in three of four categories for minorities. Below is a summary of the EEO-4 Status Report for FY 2010.

	Total Employees	Minorities	DEDO % vs. Available Job Market % for Minorities	Females	DEDO % vs. Available Job Market % for Females
Officials & Administrators	12	3	9.30	8	24.27
Professionals	15	3	-0.70	11	17.73
Technicians	0	0	N/A	10	N/A
Protective Services	0	0	N/A	0	N/A
Para-Professionals	6	0	-34.90	4	-20.63
Office & Clerical	7	1	-11.01	6	16.01
Skilled Craft	0	0	N/A	0	N/A
Service Maintenance	0	0	N/A	0	N/A
No EEO-4 Reporting	2	0	N/A	0	N/A
Totals	42	7		29	

GCEEO Findings

(Summary of Initiatives/Strategies)

- Revitalized the Quarterly Employee Recognition & Staff Meeting committee and renamed it the Committee for Recognition, Education, Ethics and Diversity (CREED) to ensure the system of employees' beliefs, principles and opinions are valued.
- Enhanced the interview process with the composition of an interview team that consists of the human resources manager, hiring manager, and one other manager. Exit interviews are held in confidence with separating staff.
- Formed the Leadership Committee, Intranet Committee and Committee for Recognition, Education, Ethics and Diversity (CREED). The Leadership

Committee is comprised of the top management positions, chaired by the Director, and meets on a monthly basis on high level agency matters which includes EEO and diversity initiatives. The Intranet Committee is chaired by the human resources manager and is comprised of a diverse team including a representative from each unit. CREED is also comprised of a diverse team including a representative from each unit and is also chaired by the human resources manager and ensures the system of employees' beliefs, principles and opinions are valued. This committee also supports employee recognition efforts.

- Applied and received a Corporation for National & Community Service grant to recruit 11 AmeriCorps*VISTA volunteers. VISTA volunteers will serve in the Workforce Development Center, Small Business and Entrepreneurship Unit and Downtown Delaware.
- Hosted the Delaware small business summit where 300 small businesses and entrepreneurs participated.
- Developed the extensive recruitment network which is updated on a daily basis and job information is shared with many diverse individuals and groups.
- Held a minority and women owned business forum.

GCEEO Recommendations

1. Establish a policy for the consistent use of diverse interview panels for all pay grades.
2. Offer diversity training to all staff at least on a biennial basis.
3. Report on action steps taken as a result of any trends noted in complaints and the discipline process.
4. Report on any significant changes made to DEDO based on exit interviews.
5. Assess all sourcing strategies for recruitment along with the development of metrics to determine effectiveness and potential gaps. This strategy should include the establishment of tracking systems to determine if outreach efforts are yielding diverse, viable candidates.
6. Report on the AmeriCorp*VISTA program as benchmarks are established that pertain to minority and female employment.

CONCLUSION

The Governor's Council has been charged with providing advice and recommendations on how to execute recruiting, hiring and promoting qualified women and minorities, while ensuring equal employment opportunities. In addition, the Council is diligently working towards streamlining the reporting and review process, ensuring communication and resources are equitable among all agencies through the development of a website and preparing for a meaningful training experience to increase diversity, EEO and AA awareness statewide.

Through the commitment of the Chairman and the Council, efforts around EEO/AA and diversity within executive branch agencies have been reenergized. The Council has renewed its mission and future action steps are ambitious and intended to promote long term workplace environmental changes. The Council looks forward to its continued partnership with OMB/HRM and the executive branch agencies to demonstrate its commitment to recruiting and promoting qualified applicants from diverse backgrounds. The Council will be vigilant in assisting agencies in complying with the laws prohibiting discrimination in employment.