



I. PREFACE

Pursuant to Executive Order Eight, the Council supplies the Governor and the Director of the Office of Management and Budget with an annual report on the progress being made in improving the diversity of the State of Delaware Executive Branch workforce. Further, the Council will include in this report recommendations and best practices to advance cohesion and understanding among current employees, address implicit bias, and to foster an environment of inclusion. Reports are filed with the Governor on a lag cycle at the conclusion of a fiscal year. Prior fiscal year reports can be found on the Council's web page at <http://gceeo.delaware.gov/>. Due to the upcoming transition of Administration, this report will cover FY15 and FY16 data.

Data sources for this report are the U.S Census Bureau, the Delaware Department of Labor, and the Delaware Payroll and Human Resources Statewide Technology (PHRST) system. Workforce numbers were drawn from the data effective June 30, 2015/2016. The report was prepared by the Equal Employment Opportunity Office within the Office of Management and Budget in partnership with the Governor's Council on EEO. The Council welcomes comments regarding this report. Interested parties may submit feedback in writing to:

Governor's Council on Equal Employment Opportunity

State of Delaware

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IV. INTRODUCTION

The Council is committed to its mission and objectives under the direction of Governor Jack Markell's Executive Order Eight. The Order supports a work atmosphere of mutual respect and understanding among persons of different gender, race, color, religion, national origin, age, sex, mental or physical disability, marital status, sexual orientation, genetic information, gender identity or expression, veteran or military status, and victims of domestic violence, sexual assault, and/or stalking. The Order provides directives to all Executive Branch agencies to diligently pursue the recruitment and promotion of qualified women and minorities and "to vigilantly comply with the laws prohibiting discrimination in employment."

The information in this report pertaining to the Executive Branch's workforce serves to provide awareness of areas where State leaders, managers, supervisors and employees can continue to foster growth in diversity and for the State of Delaware to remain an employer of choice.

V. EXECUTIVE SUMMARY

The FY15/FY16 Report focuses on two areas: current incumbency levels of minorities and females in the State workforce and historical levels. It compares the Executive Branch's workforce demographics to that of the Delaware Labor Market data provided by the U.S. Census Bureau. The report results allow the State to focus recommendations and best practices in those areas where incumbency levels are significantly less than the availability of females and minorities in the State's Labor Force. It highlights areas where there may be barriers and/or areas where progress has been achieved.

The mission statement of the GCEEO is as follows:

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.

Proposed goals for FY18:

- Advise the Governor of the status of EEO within state government and recommend strategies for affirmatively furthering progress.
- Ensure that Council work is relevant, timely and helpful to state departments by working toward best practices, sharing information, and providing guidance.
- Review and revise the reporting requirements and processes for state departments.
- Recommend and promote meaningful education and training opportunities on a statewide basis.

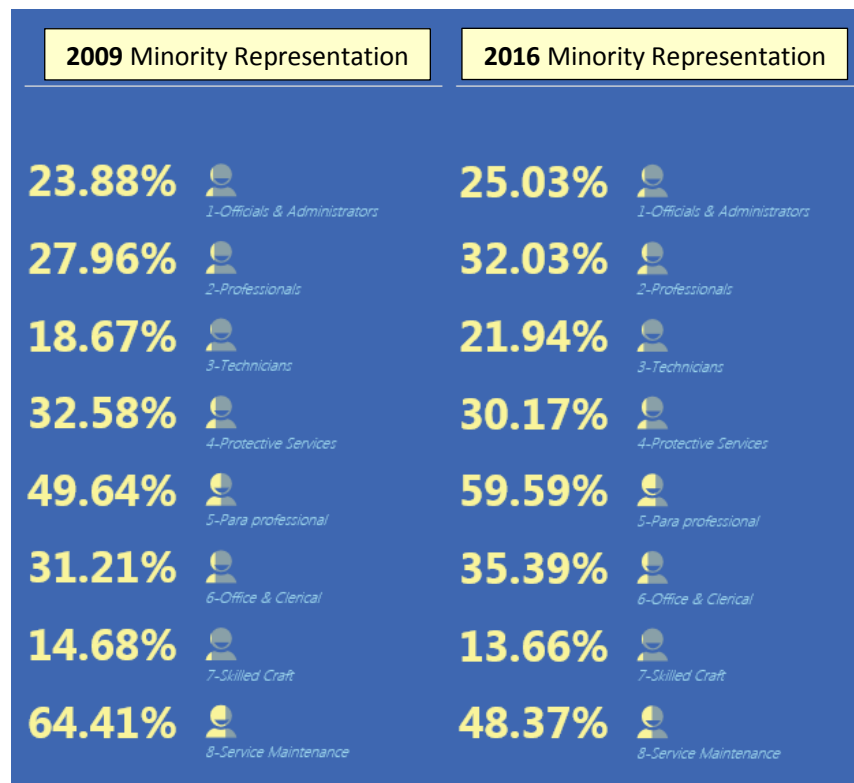
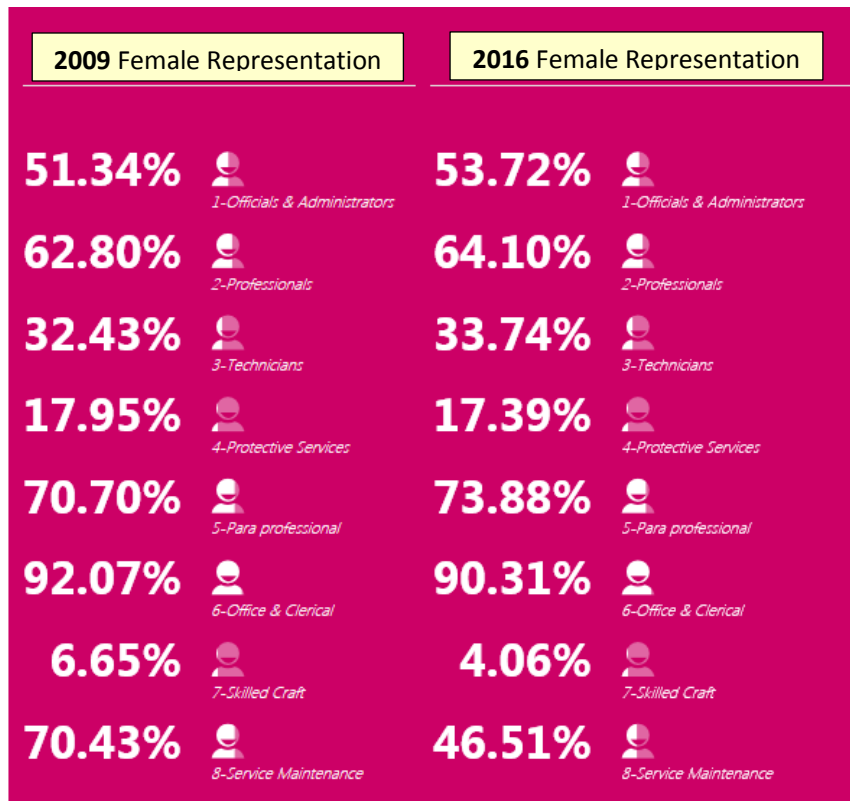
In May 2016, the Council held the biennial Governor's EEO Summit to continue fostering progress in EEO/AA and diversity initiatives. TMI Consulting provided Cabinet Leaders, Division Directors, Human Resource Professionals and EEO Officials with education on Inclusion for Innovation and Leading Courageous Conversations. The purpose of the Summit is to provide leadership with a meaningful learning event in addition to a candid discussion regarding diversity in all phases of State government for both new and existing employees in order to continue to increase culturally competency throughout the organization.

Employment of People with Disabilities – The Council supported staff in its role of working with other agencies to meet the goals of HB 319, which designated Delaware as an “Employment First” State. Council staff actively participates on the legislatively created Employment First Oversight Commission.

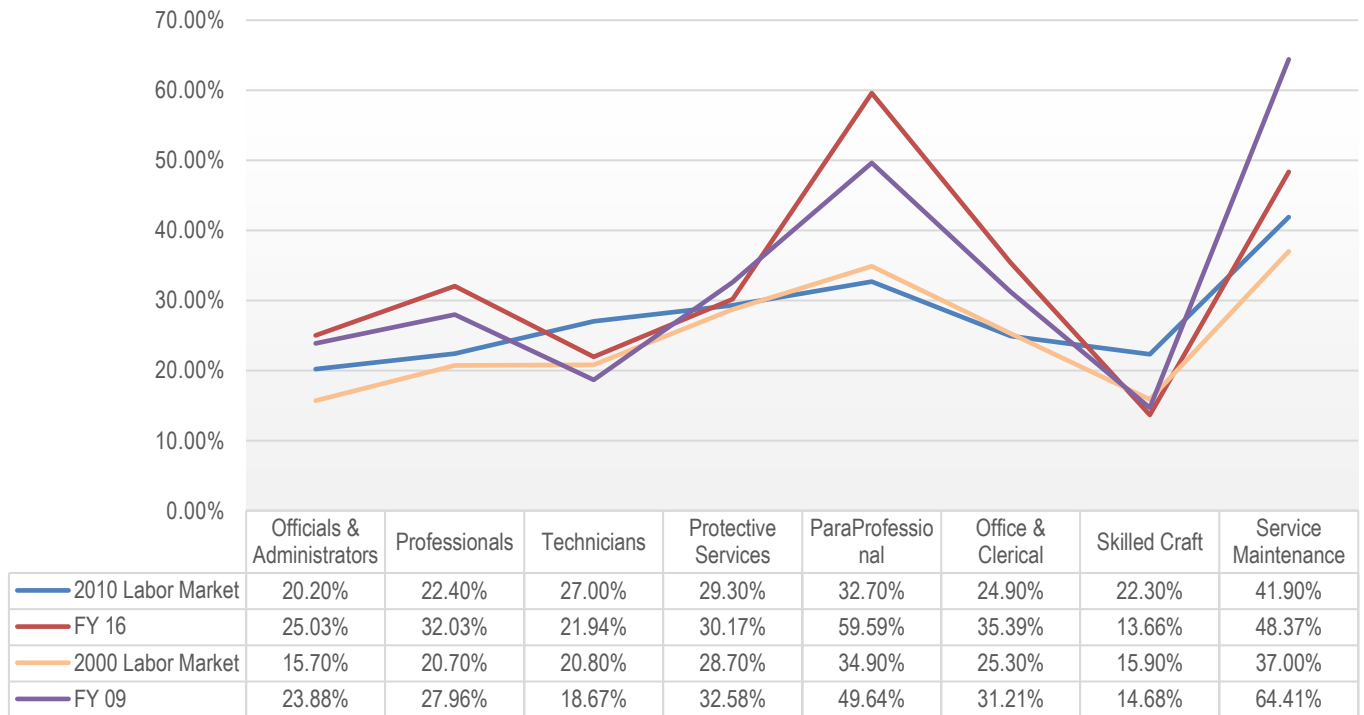
The Statewide Training and Development Office led the initiative to create a statewide training course on the ADA that can be taken on-line or in the classroom. The on-line course, “Focus on Ability” is available to all State employees and is designed to introduce topics related to hiring and retaining employees with disabilities, including the benefits of employing people with disabilities, an overview of the Americans with Disabilities Act, requesting accommodations and creating a culture which embraces all employees' abilities. The classroom course, “Hiring and Retaining Employees with Disabilities” covers ways to create a culture of acceptance and equality, ways to retain and support employees with disabilities, and employment sections of the ADA. During FY16, 232 employees completed one of the new ADA training courses.

At a Glance

- As of June 30, 2016, minorities represented 32.33% of the State’s workforce which is an increase over FY15 (31.93%).
- As of June 30, 2016, females represented 49.47% of the State’s workforce which remains unchanged from FY15.
- The Paraprofessional category comprises the largest number of minority employees at 59.59% exceeding FY15 figures and parity by 26.89%.
- The distribution of females in the Officials and Administrator category is 53.72% which is an increase from FY15.
- Areas of under-representation exist in two EEO-4 categories for minorities (Technicians and Skilled Craft).
- Areas of under-representation exist in four EEO-4 categories for females (Technicians, Protective Services, Paraprofessionals and Skilled Craft).
- As of June 30, 2016 there were 733 fewer State employees working in the Executive Branch agencies compared to March 2009.



FY 09 and FY 16 Minority Representation VS 2000 and 2010 Labor Market



This chart visually expresses labor market census data from two separate periods. In both cases, the State met parity in all EEO-4 categories with the exception of Skilled Craft. Labor Market data was updated in FY13 and there was a reduction in the overall number of State employees as mentioned above.

VI. DEMOGRAPHIC SUMMARY

Delaware State Government, under Executive Order Eight EEO reporting guidelines, employs over 13,000 employees in the Executive Branch. The charts below summarize the State of Delaware’s Executive Branch agencies and their current workforce compared to Delaware labor market statistics.¹ The demographics in this report are a statistical snapshot and illustrate the workforce as reported in detail within each agency’s annual AA report. Census labor market data from the National 2010 Census is used as the benchmark based on the Equal Employment Opportunity Guidelines. In addition, the GCEEO staff has partnered with PHRST, the State’s central payroll operations group to implement changes made for EEO-4 Federal reporting that affects the State in regards to race/ethnic categories to include a new multi-race category.

¹ The Department of Education is not included in the demographic data due to EEO-5 status.

EXHIBIT 1

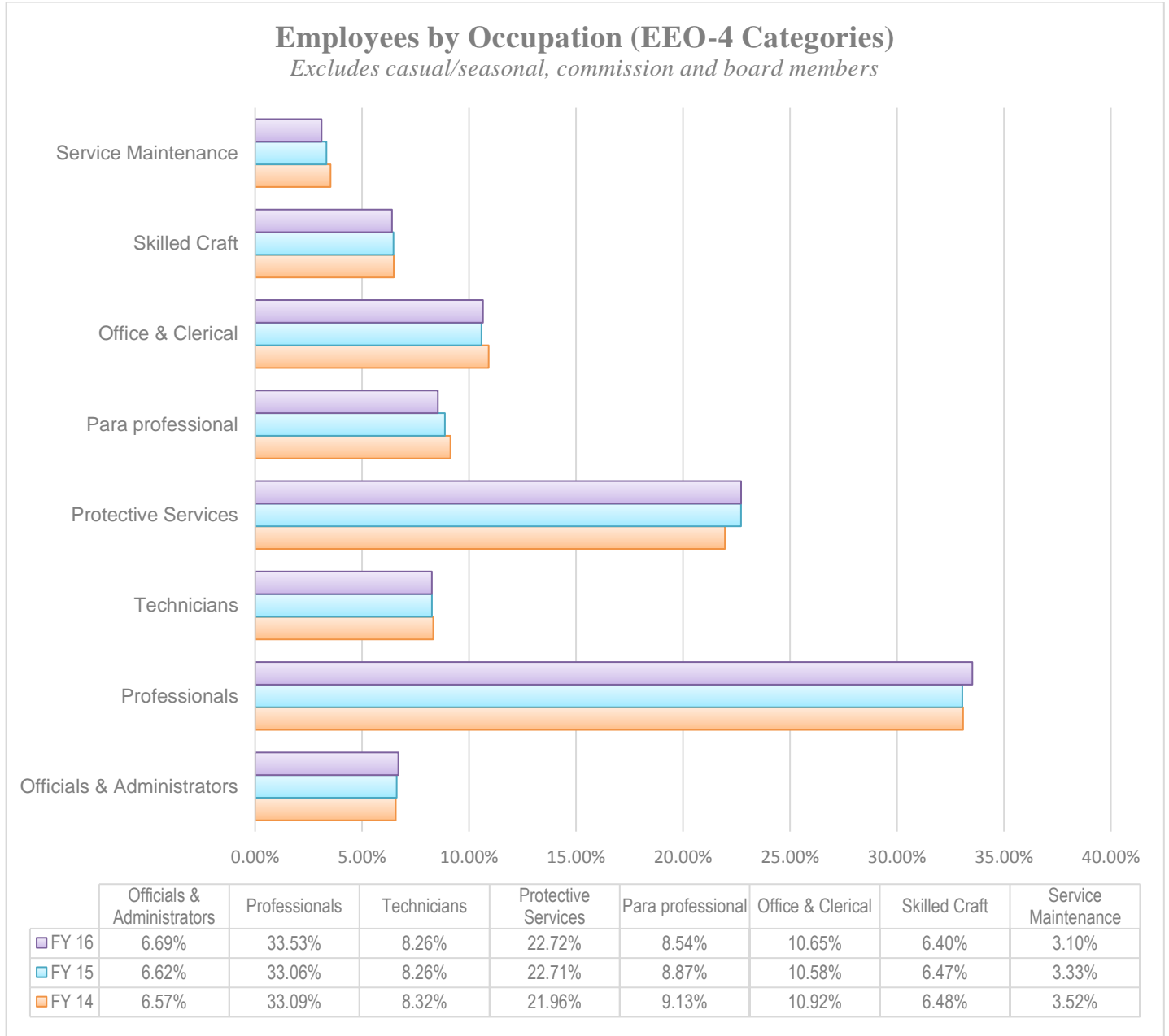


Exhibit 1 shows the distribution of State Executive Branch employees by EEO-4 category. The largest concentration of employees fall within the Professionals and Protective Services category.

EXHIBIT 2

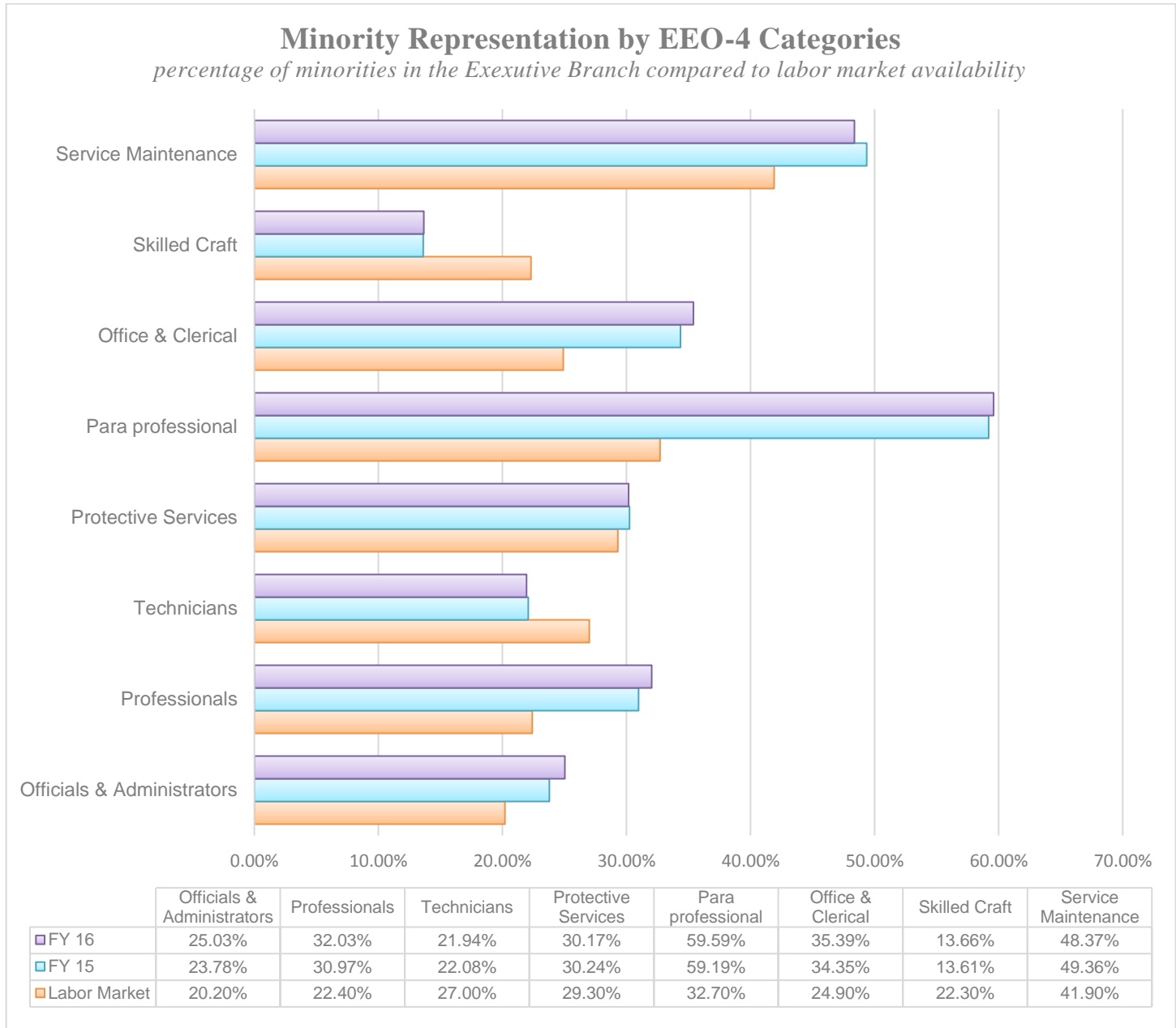


Exhibit 2 shows that minority representation in the State Executive Branch exceeded parity in six out of the eight EEO-4 categories compared to the Labor Market. However, in contrast to FY 15, there was a slight decrease in Technicians, Protective Services, and Service Maintenance for FY 16. Additionally, compared to FY 15, there has been a small improvement in the representation of minorities in five out of eight EEO-4 categories – they are the Officials & Administrators, Professionals, Para-Professionals, Office & Clerical, and Skilled Craft. The largest concentration of minority employees fall under the Para-professionals and Service Maintenance. Underrepresentation exists in the Skilled Crafts and Technicians compared to the Labor Market.

EXHIBIT 3

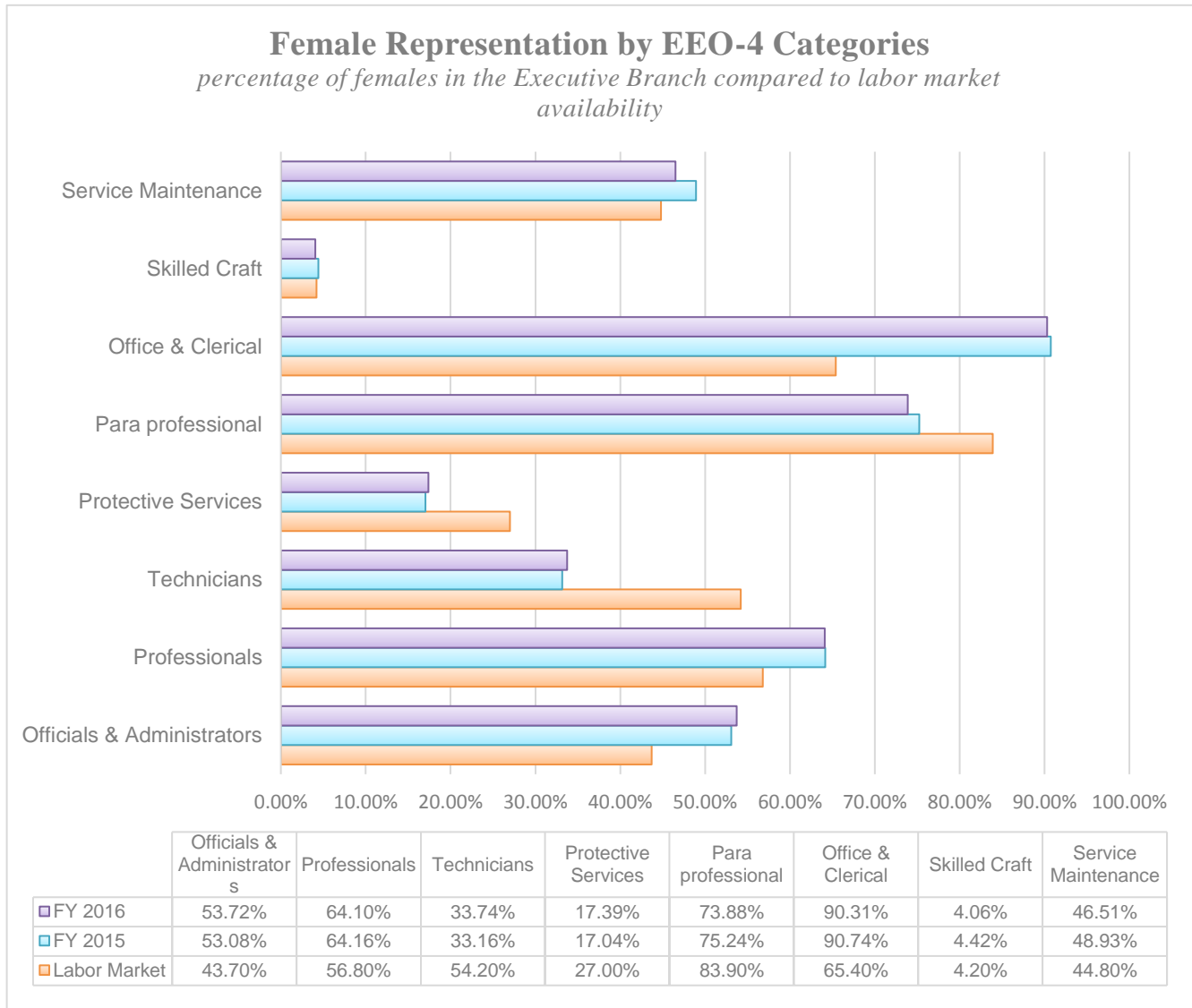
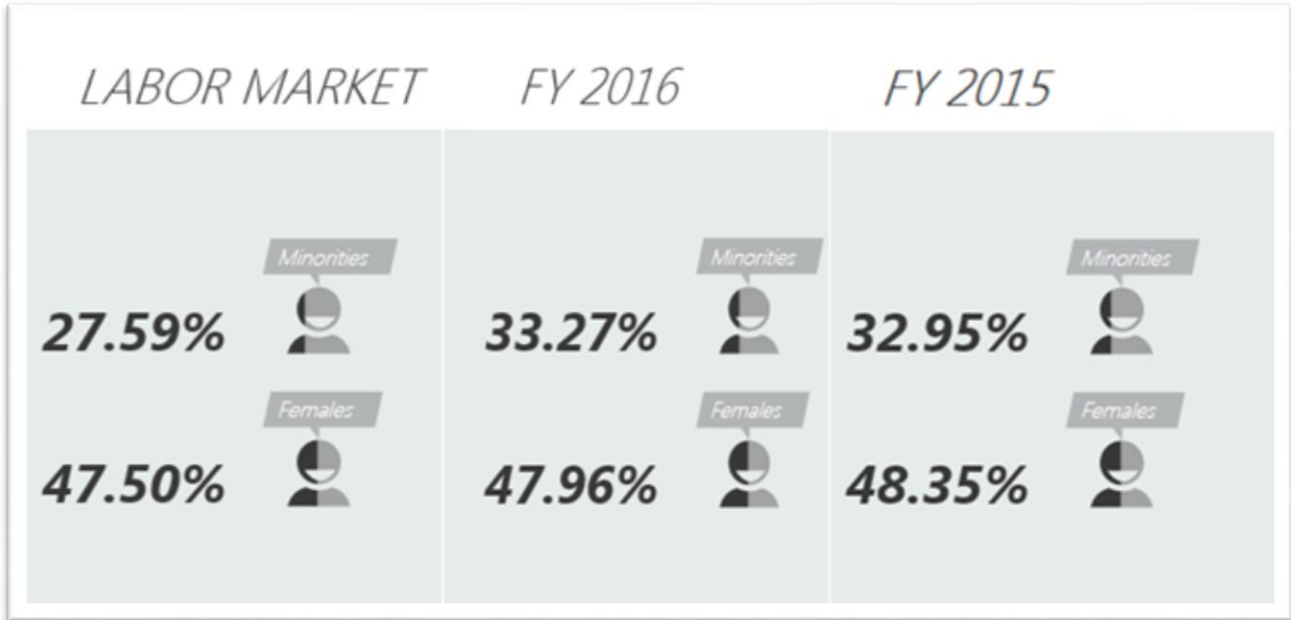


Exhibit 3 shows that female representation in the State Executive Branch exceeded parity in four out of the eight EEO-4 categories. 53.72% of women fall under the Officials and Administrators category which saw an increase from FY 15’s 53.08%. Female representation continues to decline and remain underrepresented in the Skilled Craft and Para-professional category. The largest concentration of females fall under Office & Clerical and Professional category.

EXHIBIT 4

Minority and Female Employees Compared to Labor Market Availability



Minority and Female employees comprise 33.27% and 47.96% of the State’s Executive Branch workforce, respectively. Minority employees increased by 0.32% and female employees decreased by 0.39% in contrast to FY 15. The State Executive Branch meets parity in both Female and Minority representation for FY 16 and FY 15.

Summary of Statistics

Overall, women and minorities in the Executive Branch meet labor market parity. However, on an individual agency basis, several Executive Branch Agencies are experiencing chronic under-representation in individual labor market categories in Female and/or Minority employment. Minorities are under-represented in the Skilled Craft EEO-4 category while women are under-represented in the Para-professional, Protective Services, and Technician EEO-4 categories.

In order to better address the under-representation that exists in some agencies, the GCEEO has recommended that Human Resource Management define chronic under-representation and institute a requirement that a specific process be adhered to when filling those positions.

VII. EXECUTIVE BRANCH AGENCY FORMAL REVIEWS

In accordance with Executive Order Eight, the GCEEO established an Executive Branch agency review schedule for this reporting period. During FY2015, 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:

1. Department of Labor

2. Department of Technology and Information
3. Department of Transportation

Department of Labor (DOL)

The Department provided a thorough overview of the agency including the various divisions and mission on December 2, 2015. As of June 30, 2015, DOL employed a total of 422 full-time employees. There are 315 total female employees and 146 minority employees within DOL. The Department is under-represented by minorities in four out of eight EEO-4 categories and one out of eight categories for females. The Council noted DOL overall employs a diverse workforce compared to labor market availability, however, diversity is not spread equitably across the department. It was noted there is a lack of diversity in leadership and management.

GCEEO Findings & Best Practices:

- Develop a strategic plan that incorporates diversity in all aspects.
- Conduct a diversity and inclusion climate survey across all divisions. Within this same initiative, the Council is interested in learning about the results and the Department's plan of action in response to the results of the survey.
- The Council acknowledged the Department's efforts in convening a department-wide Innovation Summit to capture information on ways to improve and to hear staff experiences on a daily basis. However, the Council observes that the culture in the Department is difficult to assess and it appears that employees have expressed trust issues based on complaints and inquiries to the OMB.
- Focus on improving and opening channels of communication, especially communication to and from the Department's leadership.
- The Council was pleased that the Department created and provided employees with updated Complaint Policy and a new Code of Conduct.
- Supports the Department's initiative in developing and implementing an internal complaint system.
- Commends the Department for continuing to be creative in employing people with disabilities.
- Recommended the DOL explore the prison re-entry workforce training program to determine if there are positions the individuals in the program qualify for.

Department of Technology and Information (DTI)

The Department was reviewed by the GCEEO on January 13, 2016 and provided a snapshot of their workforce analysis as well as a report card on the initiatives being used to diversify their workforce and create an inclusive culture. As of June 30, 2015, DTI had a total of 267 employees. Of those employees, 36.70% are female and 30.34% are minority. DTI is under-represented in two out of six EEO-4 categories for minorities and four out of six categories for females.

GCEEO Findings & Best Practices

- Partnered with Easter Seals to allow people with disabilities to volunteer in the DTO Output Management printing section.
- Developed a 90-day follow-up survey for new employees.
- CIO meets with separating employees to conduct an exit interview.

- Continue working towards successful programs such as DigiGirlz and DTCC presentation to encourage women to enter the I.T. field.
- Obtain more information from employees on what attracted them to work for the Department.
- Look for additional training opportunities in the areas of unconscious bias, ADA and selection interviewing.
- Conduct virtual town hall meetings and employee recognition events to enhance workplace culture.
- Grow relationships with the Hispanic community for recruitment efforts.
- Explore the prison re-entry workforce training program to determine if there are positions that the individuals in the program qualify for.
- Provide additional information on the Department's initiatives with DSU and DTCC in the development of internship opportunities.

Department of Transportation (DelDOT)

The Department was reviewed by the GCEEO on December 2, 2015 and provided an overview of the Department's mission, values and how they are transforming their organizational culture. As of June 30, 2015, DelDOT had a total of 1664 employees. Of those employees, 31.73% are female and 17.85% are minority. DelDOT is under-represented in seven out of eight EEO-4 categories for minorities and six out of eight categories for females. While DelDOT's focus on diversity is evident, there remains substantial progress to be made in the Department's chronically under-represented labor market categories. The Council agrees that it is important for the Department to continuously focus on their overall communication, appropriate resources and training, overall morale, employee recognition, and chronic under-representation in multiple EEO-4 job categories. Data gained from exit surveys should continue to be utilized to the maximum extent possible to determine climate and culture possible concerns. The Council is pleased to learn of the Department's numerous efforts in making diversity a strategic priority. The Council encourages the Department to delve into a deeper analysis of why these efforts are not translating to point of hire.

GCEEO Findings & Best Practices

- Implemented diverse interview panels for all vacant positions. While the Council promotes the use of diverse interview panel, we are interested in whether these panels are producing diverse hires, and if not, further action that might be taken.
- Continued to work with OMB on recruitment strategies and using reports from DEL to analyze applicant data to ensure diverse recruiting and applicants; analysis should be done to determine if diverse candidate pools are resulting from these efforts.
- Participated in Career Day at multiple diverse technical schools.
- Increased recruitment efforts to establish relationships in all counties with diverse schools;
- Partnered with the Forum to Advance Minorities in Engineering (FAME).
- Targeted diverse educational institutions at career and job fairs.
- Provided diversity training to all employees and established multiple focus groups and town hall meetings;
- Established a Leadership Academy and DMV Management Training;
- Continue tracking the results of diverse promotions, which is recognized as a best practice.
- Ensure EEO and diversity is a strategic priority.

- Expand continued outreach programs to include Sussex County.
- Examine areas of high turn-over to determine why diversity is not increasing.
- Explore prison re-entry workforce training programs to determine if there are positions that the individuals in the program might qualify for.

Appendix: EEO-4 Job Categories Defined

- 1 **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.
- 2 **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.
- 3 **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized postsecondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.
- 4 **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.
- 5 **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technical in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotions under a "New Career" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers' aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.
- 6 **Administrative Support (Including Clerical and Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

- 7 **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.
- 8 **Service Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.