

HUMAN RESOURCE MANAGEMENT

The State's HR Agency



Your Guide to HRM Includes:

- Services for Job Seekers
- Services for State Employees
- Services for State Managers & Supervisors
- Services for Human Resource Professionals

Leadership & Service for a Quality Workforce



OMB Core Values

Service

We provide the best possible service to our customers. We anticipate customer needs, respond promptly to customer requests, and treat all customers with courtesy and respect.

Equality

We foster a work environment that provides equal opportunity for all by making sure everyone has a chance to participate in and be kept informed appropriately in all aspects of our work.

Respect

We treat others with dignity, tolerance, compassion and caring. We communicate directly, calmly, and professionally. We listen with the intent to understand while acknowledging the value of different perspectives. (Respect Ourselves. Respect Our Customers. Respect our Co-Workers.)

Value

We value the trust the public has placed in us. We value teamwork, results, responsibility, professionalism, quality, and innovation.

Integrity

With honesty and trustworthiness, we maintain the highest ethical standards in all our activities. We make only agreements we intend to keep and communicate when we can't keep agreements to those who need to know. We are accountable and admit when mistakes occur and look to the system as a team for solutions.

Commitment

We are committed to these values and to our vision: Working Together to Create Excellence in State Government.

Excellence

We continuously improve ourselves by self-awareness and our operations by striving for organizational excellence.



SERVICES FOR JOB SEEKERS & STATE EMPLOYEES

Human Resource Management (HRM), located in the Office of Management and Budget, provides state employees with a variety of services, tools, resources, and expertise to help build a high quality workforce based on merit principles. This listing contains the services most frequently used by state employees. Detailed information is available at our web site, www.delawarepersonnel.com and at the locations listed on page 17.

Careers in State Government

There are many career opportunities in state government. Before deciding your future plans, research the various agency web sites to learn about the types of work performed and decide whether you're interested in working there. On the HRM web site, check the job classifications and the job requirements. Also examine the occupational groupings and career ladders as these may be a factor in your job choice.

<http://www.delawarestatejobs.com>

Delaware Employment Link (DEL)

Job seekers and state employees now have a faster, more convenient way to search and apply for state jobs. You can apply today for a current opening or even be notified of future job openings and begin the path to a fulfilling career. The system also provides job seekers with the ability to track jobs through the interview and hiring process. Those already employed by the state, as well as newcomers, can be proactive about managing their career, knowing all jobs listed have vacancies, and can create a profile that can be easily saved and reused for future job postings.

<http://www.delawarestatejobs.com>

Applying for Jobs

If you have located a current job posting that interests you, carefully check the job requirements to be sure that you are qualified. If you are not sure, check with HRM's employment services unit for guidance. If you do not meet all the job requirements and want to pursue future openings for that job, you will need to acquire the education, training, and/or experience needed. For positions requiring a test, study guides are available online as well as in each employment services location. Once you have decided to apply, there are clear instructions for completing an application online. You can also stop by any office for assistance in completing an online application.

For more information, check our web site under *Job Seekers*, *State Employees*, and *DEL-Job Postings*.



SERVICES FOR STATE EMPLOYEES

Equal Employment Opportunity/Diversity

Our state government strives for a workforce that reflects the diversity of the state's population. We are sensitive to the differing needs and increasing cultural variety among our employees and we incorporate these beliefs in our recruiting, hiring, training, and promotions. HRM provides assistance to employees and agencies in establishing diversity committees, preparing EEO plans, conducting training sessions, and resolving informal EEO complaints. We offer a career development and mentoring program for employees in pay grades 10 and below. We also offer a seminar for employees pay grade 11 and above who are interested in being a mentor or mentee.

For more information check our web site under *EEO* and *Diversity*.

<http://www.delawarepersonnel.com/diversity/index>

Training and Organization Development

HRM sponsors a variety of training and development programs for all levels of state employees to assist with individual performance, skill building, and career development. Many courses and programs are designed to help you meet job requirements for advancement. We offer two certificate programs for supervisory and management development: the Supervisory Development Certificate (SDC) for current as well as aspiring supervisors and the Management Development Certificate (MDC) for current state supervisors and managers. We also offer a Human Resources Certificate program for employees working in that profession or those aspiring careers in Human Resources. Discuss your goals with your supervisor to help to choose from the many classes, seminars and conferences we offer. Your agency may also have training programs for you to consider.

For more information, check our web site under *Training and Organization Development*.

<http://www.delawarepersonnel.com/training/index>





SERVICES FOR STATE EMPLOYEES

Awards and Recognition

The importance of public service rendered by state employees and the exemplary manner of their performance deserves recognition. MAKING A DIFFERENCE FOR DELAWARE is a campaign to foster the acknowledgement of the efforts and accomplishments of those in state service. At the state level, the Governor recognizes five state employees or teams of five or less each year with the Delaware Award for Excellence and Commitment in State Service. Each recipient receives a cash bonus and plaque. We also recognize years of service through our service awards program and on an annual basis we honor teams of six or more state employees through the Governor's Team Excellence Award.



For more information check our web site under Training and Organization Development and Recognition/Awards.

<http://www.delawarepersonnel.com/awards>

H.R. Policies and Procedures

HRM promotes understanding of personnel policies, Merit Rules, and other workplace issues. Most state employees are covered by the Merit Rules and many are covered by union contracts with terms and provisions that supersede the Merit Rules. You should contact your agency HR office with policy questions, but HRM is also available. We provide information on issues such as leave, work schedules, sexual harassment prevention, workplace violence, and grievances.

In the case of potential weather related or other types of emergencies, check www.delawarepersonnel.com for possible work delays or closings.

For more information check our web site under *Employee Relations and Policies/Procedures*.

<http://www.delawarepersonnel.com/policies>



SERVICES FOR STATE EMPLOYEES

Employee Relations

Human Resource Management maintains effective communications with agencies and employees statewide to promote cooperation, problem solving and understanding of personnel policies, the Merit Rules, and sensitive workplace issues. Communications include publications, training, and frequent, direct personal contacts with employees and agency management.

<http://www.delawarepersonnel.com/employee>

A toll free number is available for your convenience:

1-866-462-8411





SERVICES FOR STATE EMPLOYEES

Conflict Resolution Program

When merit employees encounter conflict on the job, they can contact Delaware's Conflict Resolution Program for help. The process of conflict resolution and relationship building is an informal, but structured, confidential process in which a neutral person, called the facilitator, assists individual participants in working through and resolving their problems.

Facilitation is voluntary and both parties must agree to participate. The only exception would be if both parties are referred by their supervisor. Facilitators are certified as Conflict Partnership Catalysts by Dr. Dudley Weeks, internationally known conflict resolution facilitator, mediator, advisor, and trainer. The focus is on positive relationship building between the parties.

<http://www.delawarepersonnel.com/employee>





SERVICES FOR STATE SUPERVISORS AND MANAGERS

Human Resource Management (HRM), also provides a variety of services, tools, resources, and expertise that supervisors and managers will find helpful. This listing contains the services most frequently used by supervisors and managers. More detailed information is available at our web site, www.delawarepersonnel.com, and at the locations listed on page 17.

Employment Services

HRM's Employment Services offices provide leadership and guidance to agencies and applicants in recruiting and hiring a diverse, highly qualified workforce in accordance with merit principles and state and federal mandates. This includes the DEL system that provides easy access to job postings, user friendly and easy to complete applications and automated screening, and eligibility lists. In partnership with agencies, we are committed to improving the recruitment and hiring of the state's workforce to make the State of Delaware the "Employer of Choice". In our Dover Haslet Office, HRM has a position dedicated to help supervisors and managers with their most difficult-to-fill positions.

<http://www.delawarestatejobs.com>



Delaware Employment Link (DEL)

Hiring managers now have an automated hiring and selection system leading to more job applicants and better qualified new employees. The DEL system helps the State compete with other large online job sites and provides managers with faster service. Job seekers and state employees can apply today for a current opening or even be notified of future job openings and begin the path to a fulfilling career. The system provides applicants and HR managers with the ability to track jobs through the hiring process.

<http://www.delawarestatejobs.com>

<http://www.delawarepersonnel.com>



SERVICES FOR STATE SUPERVISORS AND MANAGERS

Classification and Compensation

HRM maintains the state's position classification structure including occupational groupings of job classes, job evaluation/assignment of pay grades, development of career ladders and career ladder promotional standards, development of job requirements, establishment of positions and requests for re-classification. We also administer compensation programs such as selective market variations, hazardous duty determinations and advanced salary requests. In conjunction with Budget Development, Planning and Administration, we conduct research and analysis to provide recommendations on pay policy and pay plans.

<http://www.delawarepersonnel.com/class/index.shtml>

Training

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<http://www.delawarepersonnel.com/training/index.shtml>

Organization Development

HRM provides agencies with neutral facilitation, mission and vision development, and goal setting – all designed to make organizations more effective. We support the Baldrige Award criteria for performance excellence and assist agencies with continuous quality improvement initiatives through training, consultation, funding, and Delaware Quality Award applications.

<http://www.delawarepersonnel.com/training/index.shtml>



SERVICES FOR STATE SUPERVISORS AND MANAGERS

Workforce Planning

HRM collects, analyzes, and evaluates workforce and labor market data to plan for the state's workforce needs, including succession planning. Information compiled includes anticipated job vacancies by classification to positively impact recruiting efficiency. In support of agency planning initiatives, we have developed a workforce planning guide, and we encourage agencies to seek workforce information from PHRST.

<http://www.delawarepersonnel.com/workforce/index.shtml>



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For more information check our web site under Training and Organization Development and Recognition/Awards.

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<http://www.delawarepersonnel.com/diversity>



SERVICES FOR STATE SUPERVISORS AND MANAGERS

Labor Relations and Employment Practices

We advance the State's interest in managing a diverse workforce of merit, non-merit, union and non-union employees. In partnership with agencies, we work with employees and their representatives to resolve grievances, negotiate collective bargaining agreements, and address a variety of labor and employment issues.

We also represent the State in arbitration hearings, and in administrative proceedings before the EEOC and Delaware Department of Labor (Title VII, ADA and ADEA), Public Employment Relations Board (unfair labor practice, representation cases), and U.S. Department of Labor (FMLA, FLSA, and USERRA). We also provide guidance and training on these and other workforce accountability and performance matters.

<http://www.delawarepersonnel.com/labor>





SERVICES FOR HR PROFESSIONALS

Serving Those Serving the Heart of Delaware Government:
Our Employees

HR Certificate Program

HRM provides a Human Resources Certificate Program offering those employees whose professional responsibilities are devoted to the field of HR a comprehensive, progressive series of developmental opportunities to improve their performance. Employees aspiring to careers in Human Resources are also eligible. The program encourages human resources professionals to take on new roles that stress the importance of organizational vision, customer-focused practices, managerial flexibility and worker empowerment, while remaining true to the more traditional responsibilities associated with attracting, retaining, motivating, and compensating employees.

The Human Resources Certificate program builds on five core competencies (Technical Competencies, Interpersonal Competencies, Critical Thinking, Organizational Competencies and Customer Focus) necessary for developing effective human resources professionals.

<http://www.delawarepersonnel.com/training/special/hrc/index.asp>

HR Roundtable



HRM conducts monthly meetings of agency HR managers to discuss current HR issues facing the state of Delaware and to recommend and implement HR policy. Outcomes of these meetings include information sharing, consistent application of HR procedures, training, and professional development.



We Value Your Opinion

We are eager to hear from you. Two links on our website have been established, one for your general comments and the other for specific Merit Rule recommendations. The link for general comments is www.delawarepersonnel.com/idea.shtml. If you have specific suggestions on the Merit Rules go to: www.delawarepersonnel.com/mrules.

Your input is appreciated!



HRM is also grateful for our many partners such as the Statewide Labor-Management Committee, Statewide EEO Representatives, Agency Employee Recognition Coordinators, Delaware Quality Partnership, Statewide Training Advisory Network of Delaware (STAND), and the HR Roundtable.



Human Resource Problem Solving

HRM is available to help agencies solve their employee-related business problems to promote excellence in service to Delaware citizens.

Do not hesitate to contact the HRM
Leadership Team:

Linda McCloskey, Director

Joseph P. Hickey, Deputy Director

Gregory Chambers, Manager, EEO and Diversity

Jerry M. Cutler, Director of Labor Relations and
Employment Practices

Cindy Fauerbach, Manager
Statewide Training and Organization Development

Linda McCloskey, Director
Classification, Compensation & Employment Services

Trudy Mifflin, Manager, OMB Personnel

Sandy Reyes, Esq., Human Resource Administrator for
Employee Relations & HR Policy





HRM Office Locations

Carvel State Office Building*
New Castle County
820 N. French Street, 10th Floor
Wilmington, Delaware 19801
State Location Code: C1020
Phone: (302) 577-8977
FAX: (302) 577-3996
Training Fax: (302) 577-7757

Haslet Armory*
Kent County
122 William Penn Street
Dover, DE 19901
State Location Code: D370E
Phone: (302) 739-4195
FAX: (302) 739-3000

Silver Lake Plaza
Kent County
821 Silver Lake Boulevard
Barratt Building, 2nd Floor
Dover, Delaware 19904
State Location Code: D430G
Phone: (302) 739-1990
FAX: (302) 739-2543

Del Tech Owens Campus*
Sussex County
P.O. Box 610
Georgetown, Delaware 19947
State Location Code: S920A
Phone: (302) 856-5966
FAX: (302) 856-5969

*Employment Services available at these locations.

HUMAN RESOURCE MANAGEMENT



*Working together to create
excellence in state government.*

<http://www.omb.delaware.gov>