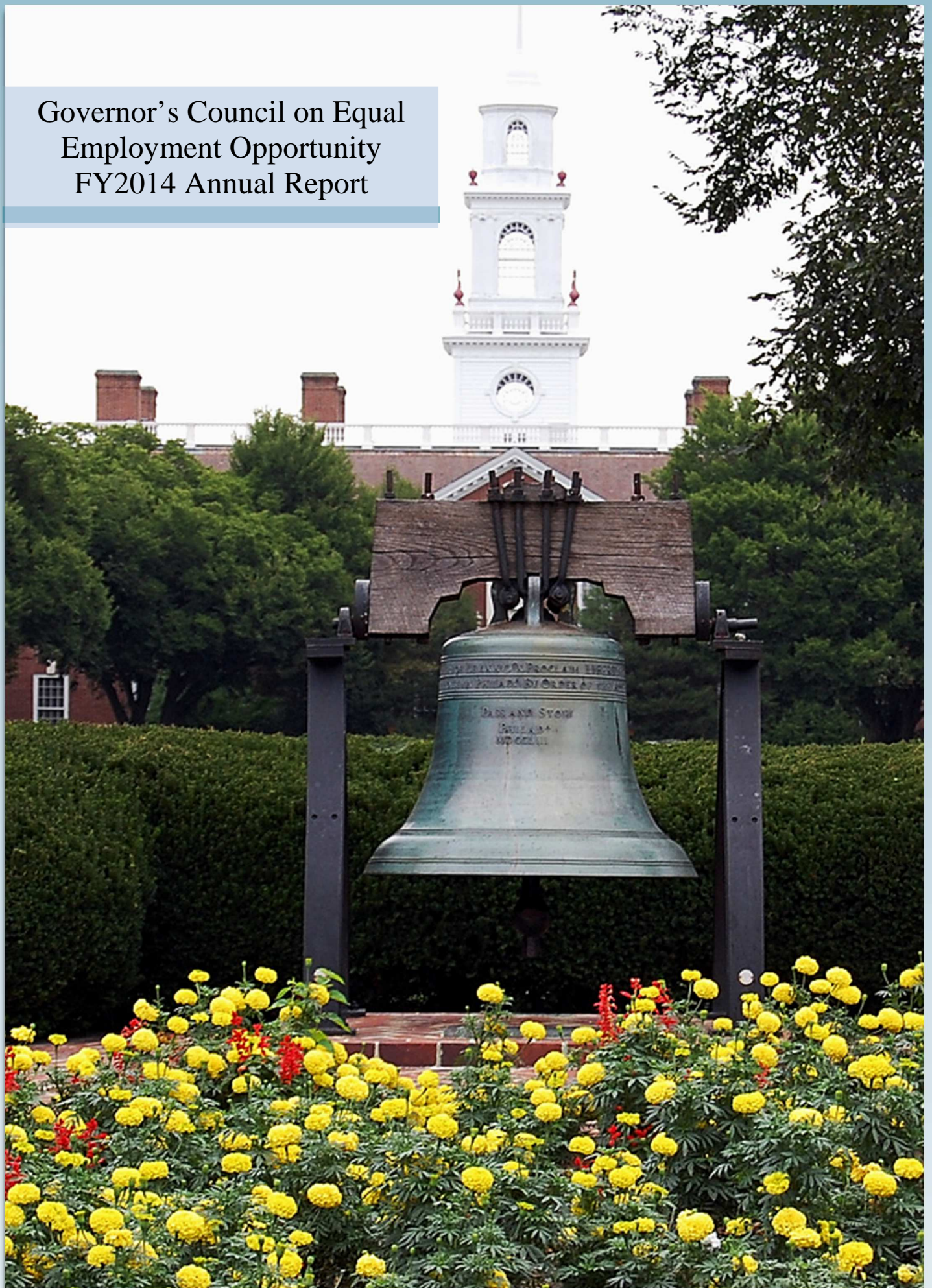


Governor's Council on Equal
Employment Opportunity
FY2014 Annual Report





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://gceo.delaware.gov/>.

Data sources for this report are the U.S Census Bureau, the Delaware Department of Labor, and the Delaware Payroll System (PHRST). Workforce numbers were drawn from the data effective June 30, 2014. 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:

The Governor's Council on Equal Employment Opportunity

State of Delaware

122 Martin Luther King Jr. Blvd, South

Dover, DE 19901

Submitted November 2015

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III. Membership, Governor’s Council on Equal Employment Opportunity

James L. Collins, Chairman
Chief Information Technology Officer
Department of Technology and Information

Mashoor Awad (Appointed February 2015)
Delaware Human Relations Commission

Wallace Dixon
Delaware Human Relations Commission

Bernice Edwards
Delaware Human Relations Commission

Deborah Gottschalk, Esq.
Department of Health and Social Services

Gail Launay
Delaware Human Relations Commission

David Mangler (Appointed June 2015)
Department of State

Richard Sonato (through January 2015)
Delaware Human Relations Commission

Terry Yancey-Bragg, Ed. D.
E.I. DuPont de Nemours

James Welch (through May 2015)
Department of Correction

Ex-Officio Member

Brenda Lakeman, Director, HRM - Office of Management and Budget
Amy Bonner, Deputy Director, HRM - Office of Management and Budget

Advisor on Disability

Cynthia Fairwell - Department of Labor

Staff

Sandy Reyes, Esq. – Office of Management and Budget
Denise Robbins – Office of Management and Budget
Joanna Carlson – Office of Management and Budget
Jane Hahn - Office of Management and Budget
Romona Fullman, Esq. - Delaware Human Relations Commission

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 Order continues the Governor's Council on Equal Employment Opportunity.

Knowledge of the Executive Branch's workforce provides awareness of areas where the Council can continue to encourage growth in diversity and for the State of Delaware to remain an employer of choice. Information contained in this report allows leaders, managers, supervisors and employees to make decisions that have a direct impact on recruiting and retaining a diverse workforce.

V. EXECUTIVE SUMMARY

The FY2014 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 Force. The report results allow the State to focus recommendations and best practices in those areas where our incumbency levels are significantly less than the availability of females and minorities in the Labor Force. It highlights areas where they may be barriers and/or areas where progress has been achieved.

For FY2014, minorities represent 31.45% of the State's workforce. The Paraprofessional category¹ comprises the largest concentration of minority employees at 59.20% exceeding parity by 26.5%. Additionally, the largest concentration of employees fall within the Professional category which continues to exceed labor market availability. Females represent 49.9% of the State's workforce and the distribution of females in the Officials and Administrator category is 52.44% which is an increase from FY2013. Areas of under-representation exist in two EEO-4 categories for minorities (Technicians and Skilled Craft) and three categories for females (Technicians, Protective Services and Para Professional).

To evaluate the root cause of the under-representation, the Council engaged an expert consultant in the area of affirmative action data to review our overall hiring, recruitment and retention processes and data analysis. The consultant, Schuyler & Associates, is nationally known in the area of Diversity and Inclusion and is a Board Member of the American Association for Access, Equality and Diversity (AAAED). Ms. Schuyler reviewed all hiring practices, several agency Affirmative Action reports, Merit Rules and Executive Order Eight to assist with her reported recommendations. Her report is entitled "Global Recommendations for Moving the Needle on Achieving Diversity".

The recommendations included the following:

¹ For the definition and positions which are classified into one of the eight EEO-4 categories, see Appendix.

- Revise the recruitment process to include revisions to the hiring guide, extend postings for hard to fill positions, ensure accessibility through social media and reasonable accommodations, and develop relationships with potential sources of diverse hires.
- Revise the casual/seasonal hiring process including utilization of the posting-process and diverse interview panels whenever practical.
- Train and educate agency recruiters in appropriate on-boarding skills and development of a recruitment workgroup comprised of human resources representatives from all EEO reporting agencies.
- Hold agency management accountable at the highest level. Recognize successful agencies and make individual managers aware of their workforce statistics.

The Council continues to work diligently on a number of important tasks to fulfill its mission including implementing the goals and objectives outlined in the strategic plan which was updated during a facilitator led meeting in September 2014. The Council continues to refine this plan. The Council advances the understanding and importance of Equal Employment Opportunity/Affirmative Action (EEO/AA).

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.

The GCEEO strategic plan contains four stated goals for FY14:

- 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 offered 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.

Proposed goals for FY15- FY17:

- Continuously engage the Governor in strategies to affirmatively further EEO progress.
- Assist agencies to diversify their workforce and create a work atmosphere of mutual respect and understanding by sharing best practices, strategies and providing guidance.

- Ensure that the annual review process is an effective assessment of compliance with Executive Order Eight.
- Recommend and promote meaningful training and development opportunities that promote Diversity and Inclusion on a statewide basis.

In March 2014, the Council held the biennial Governor’s EEO Summit to continue fostering progress in EEO/AA and diversity initiatives. Cook Ross Inc. provided Cabinet Leaders, Division Directors, Human Resource Professionals and EEO Officials with education on unconscious bias. It is anticipated that the GCEEO will hold its next EEO Summit in the spring of 2016. 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 build a culturally competent 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. As a result of this important legislation and the Governor’s platform through the National Governor’s Association on furtherance and promotion of employment of people with disabilities, staff remains active with resulting workgroups that are identifying best practices and creating a draft blue-print for Delaware’s employment of people with disabilities. The Council has made this initiative a priority as evidenced by recommendations related to hiring and the selective placement program. 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.

Staff is an active member of the Education and Training Committee of Employment First. To date, a website has been created in concert with the State Council for Persons with Disabilities, the Government Information Center, and members of this committee. Materials will be placed on the website included, but not limited to, links to providers and services for people with disabilities, success stories, contact information for specific services, and updated education and employment information.

Actions of the Administration

Issued Executive Order Number Eight which accomplishes the following:

- Reaffirms the State’s commitment to Equal Employment Opportunity;
- Sets forth parameters for work atmosphere that fosters mutual respect and understanding among persons of different race, color, religion, national origin, age, marital status, disability, sexual orientation, genetic information, gender identity or expression, military or veteran status, and victims of domestic violence, sexual assault, and/or stalking;

- Continues the Governor’s Council on Equal Employment Opportunity;
- Maintains Human Resource Management’s role as the central management agency for equal opportunity, affirmative action and diversity matters;
- Requires recruitment of a diverse workforce;
- Requires each agency head to maintain an affirmative action plan;
- Holds agencies accountable for compliance.

VI. RECOMMENDATIONS AND BEST PRACTICES

After evaluating cabinet agencies for compliance with Executive Order Eight, the Council makes formal recommendations around the topics below that will be proposed to OMB/HRM for all Executive Branch agencies. This report contains future and past recommendations which remain current.

Recommendations

- Standardize a statewide climate survey.
- Establish a more stringent criteria to be followed when recruiting positions that fall into chronically under-represented EEO-4 categories. Chronic under-representation is being defined by the GCEEO. Additionally, agencies should work with the Statewide Recruiter to develop recruitment plans for filling positions that fall into that category.
- Examine the casual seasonal hiring process to be consistent with hiring practices for merit positions and subject to under-representation criteria.
- Continue to promote the use of the Selective Placement Program during the recruitment process.
- Continue proactive efforts to further employment of people with disabilities consistent with HB 319, the Employment First Act.

Best Practices

- Proactively address diversity by incorporating and communicating diversity objectives into agency strategic plans. Note: areas of chronic under-representation may warrant more creative and aggressive solutions.
- Partner with other agencies or organizations to conduct or participate in job fairs.
- Provide interview training that includes unconscious bias content for hiring managers on a regular basis, not to exceed every five years.
- Review the exit interview process to obtain sufficient response rates, analyze feedback and follow-up on trends with a plan of action and focus on in-person interviews when feasible.
- Agencies assign a representative to attend GCEEO monthly meetings as well as participate in the Recruitment Workgroup.

- Conduct and review employee surveys to assist with establishment of strategic priorities.
- Recommend the use of diverse interview panels for vacant positions of all pay grades.
- Provide diversity training to all employees regularly or a minimum of every three years.

VII. DEMOGRAPHIC SUMMARY

Delaware State Government, under Executive Order Eight EEO reporting guidelines, employs over 14,000 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.² 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 is examining changes made for EEO-1³ private sector report that may affect the State in regards to race/ethnic categories and the eight EEO-4 codes in which job classifications will be grouped.

² The Department of Education is not included in the demographic data due to EEO-5 status.

³ The EEOC collects workforce data from the following reporting groups: EEO-1= Employer Information Report, EEO-3= Local Union Report, EEO-4= State and Local Government Report, EEO-5= Elementary-Secondary Staff Information Report

EXHIBIT 1

Employees by Occupation (EEO-4 Categories)
Excludes casual/seasonal, commission and board members.

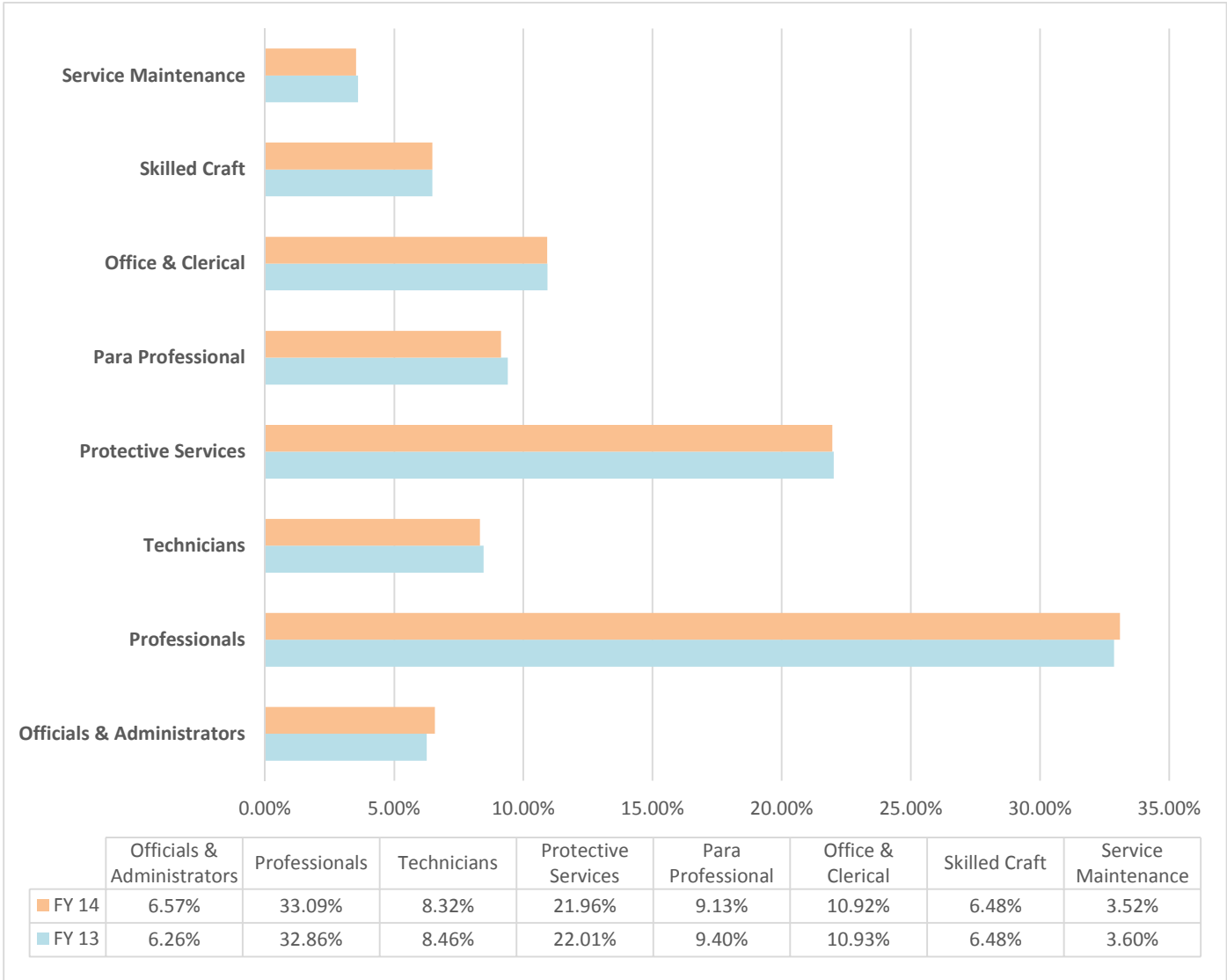


Exhibit 1 shows the distribution of State employees by EEO-4 categories. The largest concentration of employees fall within the Protective Services and Professionals category.

EXHIBIT 2

Minority Representation by EEO-4 Categories

Compared to available labor market, under-representation exists in Skilled Crafts and Technicians.

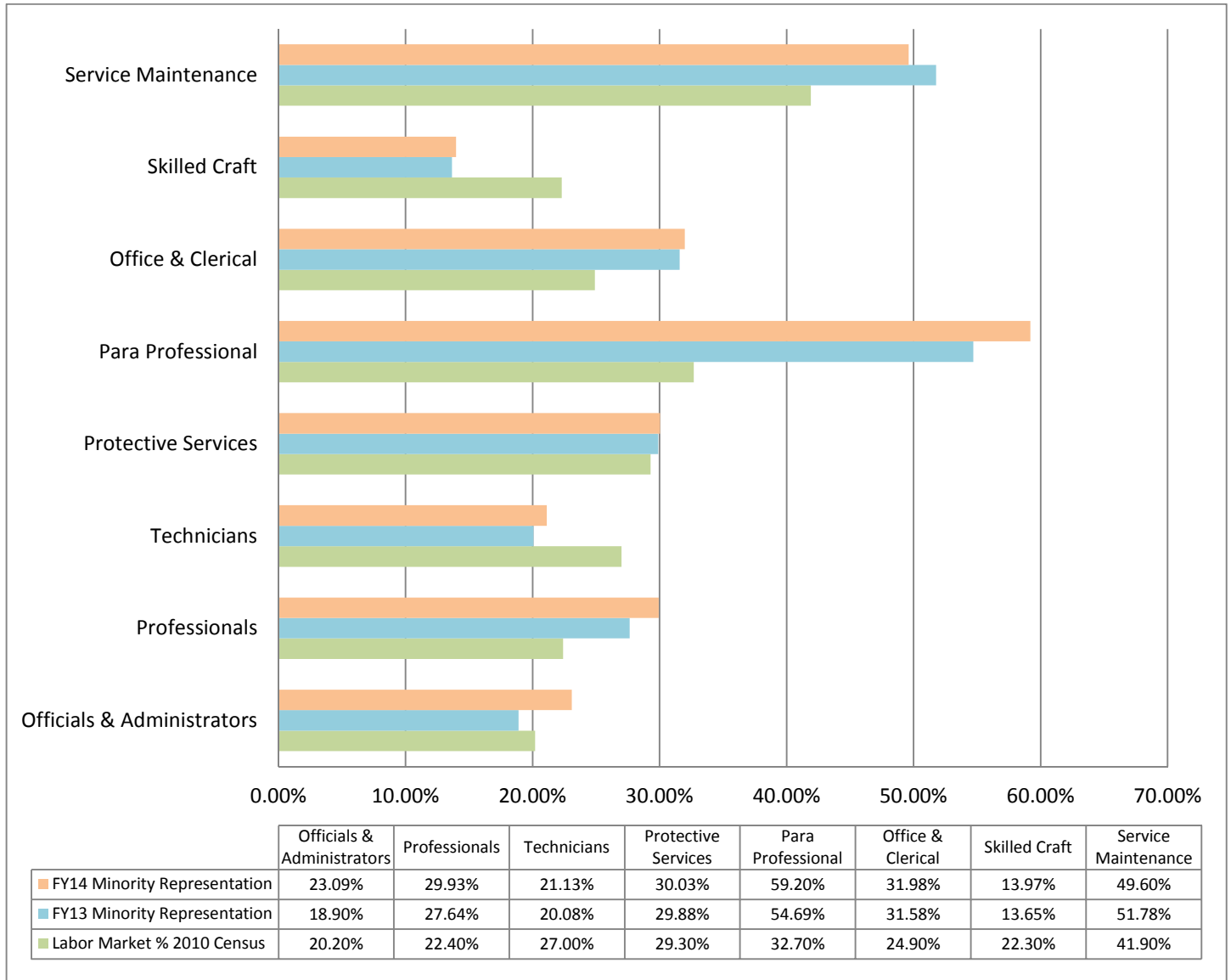


Exhibit 2 shows the percentage of minorities in State government in the eight EEO-4 categories compared to labor market availability as defined by the EEOC. Paraprofessional workers comprise the largest concentration of minority employees at 59.20%, exceeding parity by 26.5%. Service Maintenance representation decreased from 51.78% to 49.60% for FY 14. Compared to FY 2013, there has been a small improvement in the representation of minorities in seven out of eight EEO-4 categories – notably, they are the Skilled Crafts, Office & Clerical, Paraprofessionals, Protective Services, Technicians, Professionals, and Officials & Administrators. Although the percentage for Skilled Craft and Technician employees went up by 0.32% and 1.05% respectively, both categories still fell below parity compared to the Labor Market.

EXHIBIT 3

Female Representation by EEO-4 Categories

Compared to available labor market, under-representation exists in Para Professionals, Protective Services, and Technicians.

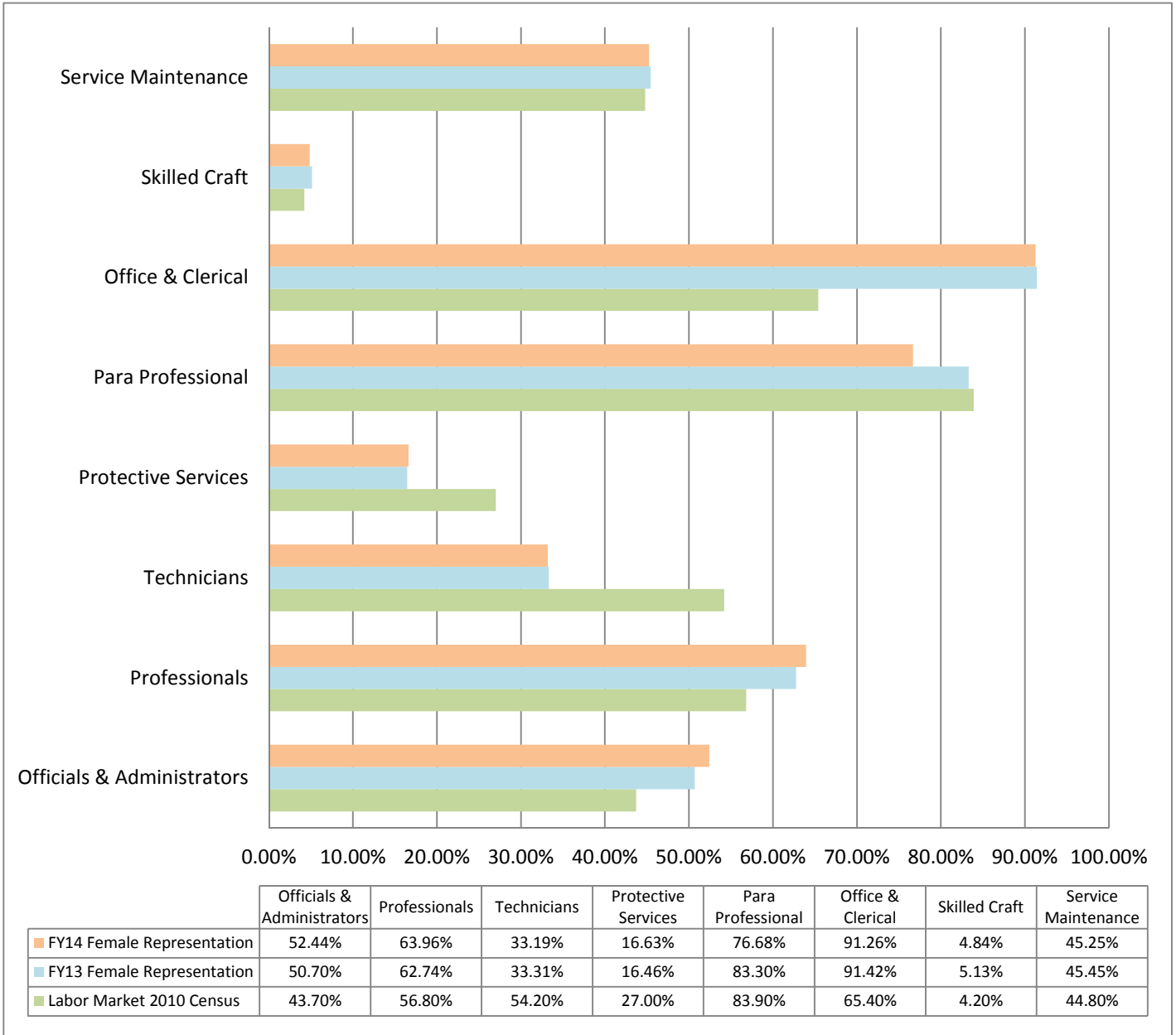
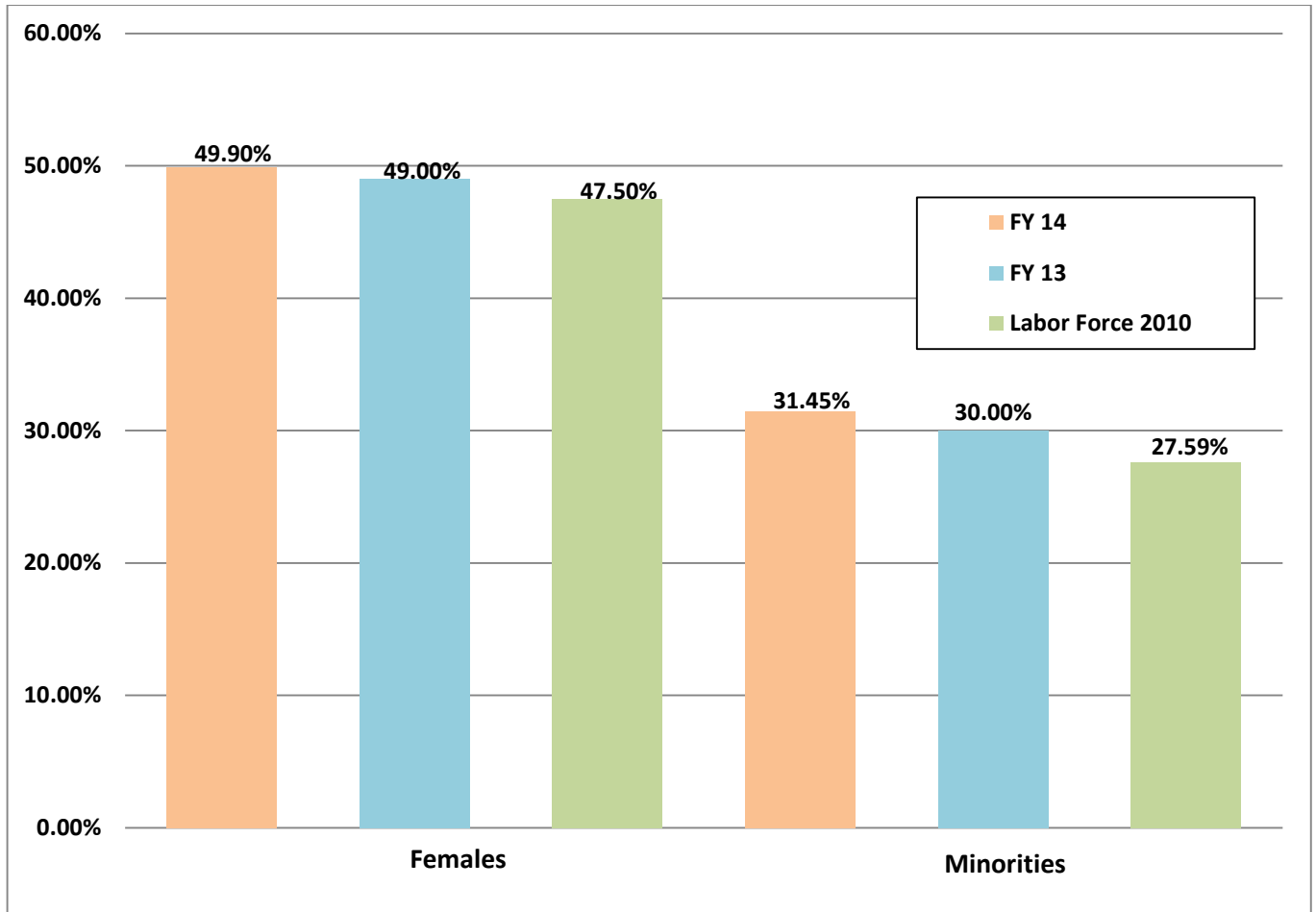


Exhibit 3 shows the distribution of women in the Executive Branch for FY 2014 in each EEO-4 job category. Women represent 49.90% of the State’s Executive Branch. 52.44% of women employees fall under the Officials and Administrators job category which saw an increase from FY 2013’s 50.70%. Women representation in the Skilled Craft category has been on the decline for the past four fiscal years. Compared to FY 2013, women in this category saw a decline of 0.29%. Women maintain the highest representation in the Office & Clerical and Professional category at 91.26% and 63.96% respectively.

Women in the Paraprofessional category are still under-represented compared to the available labor market.

EXHIBIT 4

Female and Minority Employees Compared to Labor Market Availability



Female and minority employees comprise 49.90% and 31.45% of the State’s Executive Branch workforce respectively. Minority employees increased by 1.45% in contrast to FY 2013. It is a relatively small increase but it also demonstrates a moderate improvement trend. Additionally, while our workforce is made up of 31.45% minority groups, the 2010 Delaware labor market is comprised of 27.59%.

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 and Technician EEO-4 categories while women are under-represented in the Para-professional, Protective Services, and Technician EEO-4 categories. It must be noted that the percentage of minorities and women in the highest level of public service, Officials and Administrators, is at its highest percentage since fiscal year 2010.

In order to better address the under-representation that exists in some agencies, the GCEEO is in the process of defining chronic under-representation. Recommendations will be made to Human Resource Management once the process is complete.

VIII. 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 FY2014, four 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 Natural Resources and Environmental Control
2. Department of State
3. Department of Finance
4. Department of Services for Children, Youth and Their Families

Department of Natural Resources and Environmental Control (DNREC)

The Department provided a thorough overview of the agency including the various divisions and mission on December 18, 2014. The Department includes eight divisions of distinct nature. As of June 30, 2014, DNREC employs a total of 692 full-time employees. There are 283 total female employees and 79 minority employees within DNREC. The Department is under-represented by minorities in six out of seven EEO-4 categories and five out of seven categories for females. While DNREC's focus on diversity is evident, there remains substantial progress to be made in the Department's chronically under-represented labor market categories.

GCEEO Findings

- Encouraged that minority representation increased in four of the seven EEO categories. In addition, under-representation has moved in a positive direction for both females and minorities.
- Identified the Department's use of social media and online videos to assist with the recruitment process as a best practice.
- Continued assessment of the effectiveness of recruitment strategies by analyzing applicant pool demographics.
- Requested more information on upcoming initiatives to utilize casual seasonal positions to develop a diverse pipeline of potential employees.
- Encouraged to continue to focus on obtaining exit interview data for analysis.
- Satisfied to learn of job rotation programs and urban youth programs. The Council is interested in additional information on these initiatives as they continue to evolve. Project Star internship program is notable as a best practice.
- Encouraged continued outreach to organizations that support the employment of people with disabilities. The Council also remains interested in updated information on relationships with community groups including colleges and universities to support diversity employment. Within this same initiative the Council is interested in learning about the specifics of relationships developed including mentoring and others.
- Satisfied that diversity has been incorporated into the new employee orientation.

- Recommended the development of an objective within the Department’s strategic plan to support increased diversity.
- Recommended partnering with the HRM Statewide Recruiter to develop a formal recruitment plan targeting under-represented areas.
- Recommended surveying employees for diversity/climate satisfaction.
- Encouraged all agencies to partner with the GCEEO and to send a representative from the Department to attend Council meetings.

Department of State (DOS)

The Department was reviewed by the GCEEO on January 15, 2015 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, 2014, DOS had a total of 587 employees. There are 440 total female employees and 174 minority employees within DOS. The Council recognized that DOS achieved parity in EEO-4 categories for females with the exception of Skilled Craft. For minority representation the Department achieved parity in four out of eight categories.

GCEEO Findings

- Appreciated the leadership and commitment to diversity at the highest level as demonstrated by the Department.
- Recognized the success of the mentoring program, diversity training and promotional and recruitment opportunities for women and minorities.
- Interested in learning more regarding the Department’s future plans and activities with specific recruitment efforts for the Veterans Home, Bank Commission and Professional Regulation.
- Satisfied that the Department has future plans to address recruitment of veterans and people with disabilities, and would like to continue to receive updated information as it becomes available.
- Satisfied to hear of the Department’s participation in six career fairs.
- Satisfied with 100 percent participation with exit surveys and commends this best practice.
- Satisfied with the use of referral lists for recruitment analysis.
- Interested to learn more about upcoming initiatives involving casual seasonal positions as a diverse pipeline for future employees.
- Encouraged continued outreach to partner with organizations that support the employment of people with disabilities.
- Recommended consideration of the development of an objective within the department’s strategic plan to support increased diversity.
- Recommended a partnership with the HRM Statewide Recruiter to develop a formal recruitment plan targeting under-represented areas.
- Recommended surveying employees for diversity/climate satisfaction.
- Encouraged to partner with the GCEEO and to send a representative from the Department to attend Council meetings.

Department of Finance (DOF)

The Department was reviewed by the GCEEO on December 18, 2014 and provided an overview of the Department’s mission, values and how they are transforming their organizational culture. As of June 30, 2014, DOF had a total of 263 employees. There are 171 total female employees and 92 minority

employees within DOF. The DOF is under-represented in two out of six EEO-4 categories for minorities and three categories for females.

GCEEO Findings

- The DOF implemented several best practices noted below:
 - Completion of Department-wide climate survey including follow-up meetings with leadership pertaining to data/information obtained from surveying.
 - Continued education and training of entire staff through Diversity Food for Thought course.
 - Champion within the Cabinet for support of programs involving students aging out of foster care.
- Requested further information on the Department's summer youth program.
- Recommended continued work towards increasing the number of new hires with disabilities.
- Encouraged to incorporate specific goals and objectives within agency strategic plans.
- Encouraged to continue focusing on obtaining exit interview data for analysis.
- Recommended a partnership with the HRM Statewide Recruiter to develop a formal recruitment plan targeting under-represented areas.
- Encouraged to partner with the GCEEO and to send a representative from the Department to attend Council meetings.

Department of Services for Children, Youth and Their Families (DSCYF)

The Department was reviewed by the GCEEO on January 15, 2015 and provided an overview of the Department's very diverse service and management divisions. As of June 30, 2014, DSCYF had a total of 1,157 employees. There are 750 total female employees and 537 minority employees within DOF. The Council found it noteworthy that the Department has a very diverse and long history of parity for women and minorities. There are only two EEO-4 categories under-represented by females. In the paraprofessional category the nature of the work within the 24 hour institutions was discussed, and will be taken into consideration when reviewing parity in this category.

GCEEO Findings

- Recognized the work performed by the Department is very difficult, which adds additional challenges to day to day opportunities for climate and culture initiatives.
- Recommends the Department review the population it serves for consistency with the workforce of employees to gain an understanding of needs with regard to a deliberate plan to have multi-lingual staff.
- Recommends the Department develop a plan to increase participation rates for exits surveys.
- Indicated a better understanding of the Department after its presentation but suggested that additional detail be included in future Affirmative Action plans.
- Recommended surveying employees for diversity/climate satisfaction.
- Recommended continued education and training of entire staff through Diversity training.
- Recognized the use of diverse interview panels for all positions as a best practice.
- Encouraged to incorporate specific diversity related goals and objectives within the Department's strategic plans.
- Encouraged continued outreach to partner with organizations that support the employment of people with disabilities.

- Encouraged to partner with the GCEEO and to send a representative from the Department to attend Council meetings.

IX. EXECUTIVE BRANCH AGENCY INFORMAL REVIEWS

The following agencies were not required to appear before the Council for an in-depth consideration of recruiting, promotion, and retention processes. However, a council member thoroughly reviewed and contributed to the feedback on each agency contained in this report.

Department of Agriculture

The Department continues to be under-represented in all EEO-4 categories for minorities and five out of eight categories for females. The Council recommends an executive level official be assigned to analyze applicant and recruitment data and develop a recruitment plan to yield qualified diverse candidates to address chronic under-representation. The Department should also evaluate their casual seasonal hiring process to use as a pipeline for increasing minority and female applicants.

Department of Correction

The Department should be commended for responding to the Council's most recent feedback by implementing new initiatives to try and improve minority and female representation. However, efforts to improve have shown little improvement in female representation as the Department continues to be under-represented in five out of seven EEO-4 categories. The Council recognizes that movement to parity will be gradual but a more aggressive and focused approach might accelerate efforts.

Criminal Justice Council

The Department should be commended for implementing many best practices such as completion of a climate survey, development of a leadership training program with direction from the University of Delaware and participated in the Delaware Youth Opportunities Initiative to host interns aging out of foster care. The Department should focus recruitment efforts around increasing minority representation.

Delaware Economic Development Office

For a relatively small agency, the Office should be commended for maintaining a diverse workforce. Similar to FY13, the Council recommends that future reports include additional data to update the Council fully on steps and action plans for the previous reporting period. The current report did not include expansion on major reporting areas. The Department should expand upon recruitment and retention practices with specific focus on recruiting minorities and women in all areas of under-representation. Based on the information provided, it could not be ascertained if any specific focus around diversity is being pursued. The Council would like a detailed update on specific diversity efforts to include recruiting efforts and applicant data.

Delaware National Guard

The Council remains appreciative that DNG continues to share its overall EEO reports beyond the scope of Executive Order Eight. The Council would like an update on climate survey results and whether trends were noted and any follow up that occurred. The Council continues to recommend completion of in-person exit surveys when feasible. Even though DNG continues to be under-represented in all EEO4 categories for minorities and females, it is evident that incremental progress is being made. DNG shows

significant diversity in overall staffing however the Council encourages DNG to increase opportunities for their State employees to increase diversity.

Delaware State Housing Authority

The Council continues to be encouraged by many best practices outlined in DSHA's report such as the development of a supervisory development program, succession planning, high rate of exit survey completion, and recruitment efforts. The Council recommends DSHA track the number of hires through posting recruitment notices in their rental office and whether it is yielding minorities and women. The Council was pleased DSHA completed a climate survey and provided a summary of the results. One trend noted in exit survey results was employee recognition. The Council encourages DSHA to develop plans to take to follow-up in this area.

Delaware State Police

The Council is pleased with the efforts being demonstrated to increase minority and female representation. Specifically the restructuring of the applicant process, addition of Sergeant position for recruiting, developing a diversity recruitment plan, launching a web-based application process, and the partnership with the AA consultant to evaluate the sworn officer hiring process. The Council would like an update on the progress of the restructuring of the hiring process and trends noted and/or addressed from the recent climate survey. The Department continues to be under-represented by minorities in seven out of eight EEO-4 categories and six out of eight categories for females.

Department of Education

The Department of Education should be commended for many best practices outlined in their annual report and for maintaining a diverse workforce with parity in all categories for females and under-representation in two categories for minorities. Some of those best practices include: implementing an employee recognition program, requiring diversity training, Secretary led meetings around employee satisfaction, hiring a full-time recruiter and developing a central website for all districts to link vacant job postings. The Council appreciated the detailed workforce analysis and crosswalk comparison of EEO-4 and EEO-5 categories. The Council would like a future update on the new website and recruiter to determine if this has had a positive effect on minority and female applicants.

Department of Health and Social Services

The Department should be commended for submitting a very thorough report and for the diverse makeup of its overall workforce with parity in all EEO-4 categories for minorities and females. Each Division within DHSS indicated programs which support EEO objectives such as employee recognition, diverse recruitment efforts, staff development and open communication which foster an inclusive organizational culture. The Council continues to encourage DHSS to provide detailed information for each division; however the Council continues to recommend an overall integration for sharing best practices. In addition, a summary for the entire agency would be useful if shared with all divisions within the Department and included in the annual written report.

Department of Labor

The Council continues to be pleased that DOL employs a diverse workforce when compared to labor market availability. The Council would like an update on recruiting an intern to develop and implement a climate survey. The Council appreciated the analysis and response to the increase in complaints. The

Council would like to know if DOL has a strategic plan that incorporates diversity and specific recruitment strategies to address areas of under-representation.

Office of Management and Budget

OMB has made obvious efforts to expand both their capacity to reach out to minority groups in recruiting and persons with disabilities. The Council was pleased to see Unconscious Bias information incorporated into training materials for interview panels. It appears that a great deal of effort has been expended in boosting awareness of disabilities issues including ADA training and providing alternative ways for state employees to self-disclose disabilities. The Council would like additional information in the following areas:

- Recruitment plan to achieve diversity/parity in the paraprofessional category for minorities.
- Regularly conduct climate survey and address trends identified?
- What follow-up will take place as a result of the statewide disability survey?
- Have the efforts of the Statewide Recruiter, the recruitment workgroup and employment web pages yielded results?
- The Department should consider requiring diversity training periodically for all employees.

Department of Safety and Homeland Security

The Department continues to be under-represented in seven out of eight EEO-4 categories for minorities and five out of eight categories for females. The Council recommends an executive level official be assigned to analyze applicant and recruitment data and develop a recruitment plan to yield qualified diverse candidates to address chronic under-representation. The Council would like an update on plans to implement a climate survey. The Council noted continued efforts through the Cultural Competency Committee.

Department of Technology and Information

The Department should be commended for demonstrating an overall appreciation of the importance of diversity, inclusion and non-discrimination. Programs such as DigiGirlz, STEM Council and the collaboration with the 4-H computer club from Lake Forest School District shows DTI understands the need for innovation in developing its future workforce. For FY15, the Council recommends a more comprehensive report on recruitment strategies and proposals for action in the areas of outreach, mentoring, workplace culture and employee training and development.

Department of Transportation

The Department continues to be under-represented in all EEO-4 categories for minorities and seven out of eight categories for females. The Council recommends an executive level official be assigned to analyze applicant and recruitment data and develop a recruitment plan to yield qualified diverse candidates to address chronic under-representation. DelDOT should work closely with OMB to develop a recruitment plan and create relationships with diverse communities to increase minority and female applicants.

X. 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. Through the commitment of the Chairman and the Council, efforts around EEO/AA and diversity within Executive Branch agencies continue to be reenergized. The Council remains vigilant in assisting agencies in complying with the laws prohibiting discrimination in employment and promoting an inclusive workplace atmosphere.

The GCEEO continues to broadly define diversity objectives and measures and recommends that agencies encompass a wide range of initiatives that meet the changing needs of our workforce, labor market, and customers. Agency heads, directors, managers, and employees are strongly encouraged to take active roles in implementing an inclusive diverse culture. This requires fully aligned diversity strategic goals and objectives with core organizational goals and objectives.

The Council will be further evaluating best practices as they relate to leadership and management commitment, employee involvement, strategic planning, diversity indicators, accountability, measurement and evaluation, and linkage to organizations goals and objectives. The Council continued to review policies and practices of agencies that promote diversity in addition to reviewing trends that may be seen with regard to complaint or discipline. The Council will be reviewing current policies and procedures to make recommendations in these areas to the Office of Management and Budget, Human Resource Management Office.

It is expected that as a result of this process the GCEEO will generate further recommendations to contribute to a respectful diverse state government both individually and globally to Executive Branch agencies. In addition, it is anticipated that the GCEEO will hold its EEO Summit in the spring of 2016. Discussions on the summit are preliminary at this point. The goals are to reach Agency Heads, Division Directors, Senior Management, Human Resource Management and State EEO Officers as well as Diversity Officers. The GCEEO will continue to demonstrate and enhance its commitment to best practices in a respectful work environment per Executive Order 8.

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.