

**STATE OF DELAWARE**

**DEPARTMENT NAME**

**FY 2014 AFFIRMATIVE ACTION REPORT  
FY 2015 AFFIRMATIVE ACTION PLAN**

**SECTION I: EXECUTIVE SUMMARY**

Provide a brief statement that describes the department’s equal employment opportunity/affirmative action efforts. Include the names of divisions (in table below) within the department and the number of employees that make up each division. Provide an update on each recommendation made by the GCEEO from your department’s most recent review.

**DEPARTMENT SUMMARY**

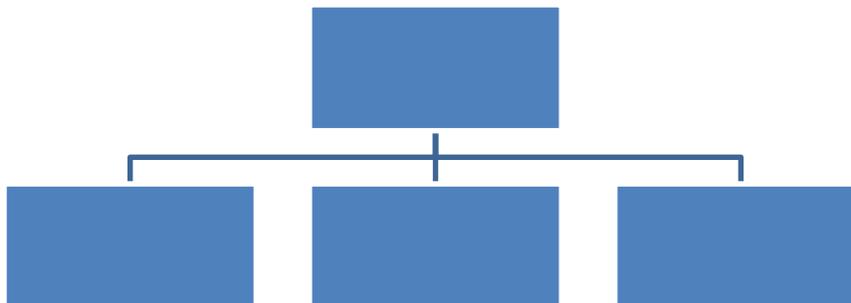
| <b>Names of Divisions</b> | <b># of Employees</b> |
|---------------------------|-----------------------|
|                           |                       |
|                           |                       |
|                           |                       |
|                           |                       |
|                           |                       |

**SECTION II: POLICY STATEMENT**

This is the official declaration of state executive branch agencies commitment to EEO/AA and should be signed by your cabinet official/agency head. See Appendix A for complete signed policy statement.

**SECTION III: RESPONSIBILITIES FOR IMPLEMENTATION**

Each department shall designate a high ranking person to be responsible for the direction of the program and provide the GCEEO with the person’s name and contact information including e-mail and telephone number. Ideally this person should have primarily EEO/AA responsibilities. This section should include a list of the responsibilities of the designee and an organizational chart which shows the reporting structure of the designated individual. See Appendix B for a complete list of federal and state laws, regulations and executive orders which must be followed to ensure compliance with Human Resource Management’s EEO/AA Plan Requirements.



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### SECTION IV: RECRUITMENT & RETENTION PRACTICES

#### JULY 1, 2013 TO JUNE 30, 2014 ACCOMPLISHMENTS

Describe internal and external EEO/AA communication procedures used to reach all employees and potential recruitment resources. EEO/AA strategies should provide clear instructions regarding recruitment efforts in terms of promoting diversity and implementation of diversity programs. Provide a brief statement on how management is being accountable and the cabinet is showing support from all levels.

Provide a **detailed** description of the department's involvement in the categories below (the list is comprehensive but not intended to be exhaustive). Details should include, but would not be limited to, dates, locations, partnerships, outcome of programs and how these efforts fulfill the objectives of Executive Order 8.

- **Recruitment and Retention Practices** (includes: Job Fairs, Other Outreach (e.g. colleges, professional groups), Notices/Advertisements (e.g. social media, internet, journals), Employee Recognition Programs, Mentoring (formal and informal), Internal Leadership Programs, Special Initiatives, Participation in Statewide Programs (e.g. certificate programs, foreign exchanges), Development of Career Ladders)
- **Employee Training/Development** (includes: Tuition Reimbursement, Attendance at Conference/Seminars, Diversity/Sensitivity Training, Availability of Staff Development Counseling or Planning, Special Training Offerings)
- **Management Accountability** (includes: Use of Performance Planning Process, Efforts at Management Level Meetings or Retreats to Ensure Accountability, Opportunities for Persons with Disabilities. Type and use of agency aide/selective placement programs, Composition of Interview Teams, Complaint Process, Use of Exit Interviews)
- **Transforming the Organizational Culture** (includes: Quality of Life Efforts, Policy Statements, Special Committees (e.g. diversity, wellness), Efforts of Top Leadership, Internal Communication Efforts (e.g. internal newsletters, department-wide e-mails), Measurement of Organizational Climate)

### SECTION V: WORKFORCE ANALYSIS

Attach EEO-4 Status Report for FY 2014 which is for the reporting period of July 1, 2013 – June 30, 2014. Appendix C. For comparison purposes, complete the tables below by providing parity status for FY 2014 and prior two years. (FY13 and FY14 statistics were compared to 2010 Census Data and FY12 compared to 2000 Census Data).

FY 2014 Parity Status Chart

| EEO Category             | Status: Minority<br>“parity or under-<br>represented” | Minority: Agency %<br>vs. Available Labor<br>Market | Status: Female<br>“parity or under-<br>represented” | Female: Agency %<br>vs. Available Labor<br>Market |
|--------------------------|---|---|---|---|
| Officials/Administrators |   |   |   |   |
| Professionals            |   |   |   |   |
| Technicians              |   |   |   |   |
| Protective Services      |   |   |   |   |
| Para-Professionals       |   |   |   |   |

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|                     |  |  |  |  |
|---------------------|--|--|--|--|
| Office/Clerical     |  |  |  |  |
| Skilled Craft       |  |  |  |  |
| Service Maintenance |  |  |  |  |

FY 2013 Parity Status Chart

| EEO Category             | Status: Minority<br>“parity or under-<br>represented” | Minority: Agency %<br>vs. Available Labor<br>Market | Status: Female<br>“parity or under-<br>represented” | Female: Agency %<br>vs. Available Labor<br>Market |
|--------------------------|---|---|---|---|
| Officials/Administrators |   |   |   |   |
| Professionals            |   |   |   |   |
| Technicians              |   |   |   |   |
| Protective Services      |   |   |   |   |
| Para-Professionals       |   |   |   |   |
| Office/Clerical          |   |   |   |   |
| Skilled Craft            |   |   |   |   |
| Service Maintenance      |   |   |   |   |

FY 2012 Parity Status Chart

| EEO Category             | Status: Minority<br>“parity or under-<br>represented” | Minority: Agency %<br>vs. Available Labor<br>Market | Status: Female<br>“parity or under-<br>represented” | Female: Agency %<br>vs. Available Labor<br>Market |
|--------------------------|---|---|---|---|
| Officials/Administrators |   |   |   |   |
| Professionals            |   |   |   |   |
| Technicians              |   |   |   |   |
| Protective Services      |   |   |   |   |
| Para-Professionals       |   |   |   |   |
| Office/Clerical          |   |   |   |   |
| Skilled Craft            |   |   |   |   |
| Service Maintenance      |   |   |   |   |

### **SECTION VI: PLAN OF ACTION - FUTURE STEPS TO IMPLEMENT IN FY 2015 (JULY 1, 2014 – JUNE 30, 2015)**

The bullets below are examples of best practices. Do not limit your agency to the list below, as you are encouraged to note initiatives outside of these examples. This is your opportunity to highlight new or expanded upon initiatives and **not a repeat of Section IV Accomplishments**.

- Recruitment and Retention Practices (outreach efforts, notices and formal recruitment plans)
- Employee Recognition Programs
- Mentoring (formal and informal)
- Internal Leadership Programs
- Special Initiatives
- Participation in Statewide Programs
- Development of Career Ladders
- Employee Training/Development
- Management Accountability
- Transforming the Organizational Culture

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For each underutilized job group, each department must develop a plan of action and timetable to correct specific problem areas:

- Specific proposals for recruiting minorities and women for employment in the department to the extent they are under-represented in the department when compared to the relevant statewide labor market.
- Specific proposals for assuring that hiring practices are conducted consistently with the objectives of Executive Order 8.
- Specific proposals for assuring that all promotional opportunities are offered in a manner consistent with Executive Order 8.
- Specific proposals for staff participation in training programs on interview techniques and acceptable hiring practices.
- Specific proposals for employee participation in career enhancement programs and seminars.

Provide information on your future plans to expand or currently engaged in activities that address the five areas below:

- Diverse interview panels for vacant positions of all pay grades.
- Diversity training to all employees a minimum of every three years.
- Surveying employees for diversity and employment satisfaction and any follow-up action planned.
- Recruitment strategies for hiring people with disabilities to include the blind and visually impaired individuals pursuant to HCR 29.
- Strategies for obtaining a greater response rate for completion of exit surveys.

### **SECTION VII: NEW HIRES**

Attach department record of new hires by job title, pay grade, EEO Code, race and sex. Appendix D.

#### **NEW HIRE SUMMARY**

|                                     | FY14<br>Number | FY14<br>Percent | FY13<br>Number | FY13<br>Percent | % increase<br>or decrease<br>from FY13 |
|-------------------------------------|----------------|-----------------|----------------|-----------------|--|
| <b>Total New Hires</b>              |                | n/a             |                | n/a             |  |
| Total Female New Hires              |                |                 |                |                 |  |
| Total Non-Minority Female New Hires |                |                 |                |                 |  |
| Total Minority Female New Hires     |                |                 |                |                 |  |
| Total Male New Hires                |                |                 |                |                 |  |
| Total Non-Minority Male New Hires   |                |                 |                |                 |  |
| Total Minority Male New Hires       |                |                 |                |                 |  |

### **SECTION VIII: TRAINING**

Attach department record of all agency participants who attended training programs such as conferences, workshops, seminars and educational opportunities related to EEO/AA and/or diversity. Examples of reportable training include, but are not limited to, sexual harassment prevention, training related to Civil Rights, Title VII and anti-discrimination laws such as the ADA, the Age

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Discrimination in Employment Act, and diversity training. The record shall be maintained by job title, pay grade, EEO Code, race and sex and should include course title. Appendix E.

**EEO/AA TRAINING SUMMARY**

|   | <b>Number</b> |
|---|---------------|
| <b>Total Employees Attending Training</b> |               |
| Total Female Attendees                    |               |
| Total Non-Minority Female Attendees       |               |
| Total Minority Female Attendees           |               |
| Total Male Attendees                      |               |
| Total Non-Minority Male Attendees         |               |
| Total Minority Male Attendees             |               |

Attach department record of tuition reimbursement which shall be maintained by job title, pay grade, EEO Code, race and sex. Appendix F.

**TUITION REIMBURSEMENT SUMMARY**

|   | <b>Number</b> |
|---|---------------|
| <b>Total Employees Requesting Tuition Reimbursement</b> |               |
| Total Female  |               |
| Total Non-Minority Female                               |               |
| Total Minority Female                                   |               |
| Total Male  |               |
| Total Non-Minority Male                                 |               |
| Total Minority Male                                     |               |

**SECTION IX: PROMOTIONS**

Attach department record of promotions which shall be maintained by job title, pay grade, EEO Code, race and sex. Appendix G.

**PROMOTIONS SUMMARY**

|                                      | <b>FY14<br/>Number</b> | <b>FY14<br/>Percent</b> | <b>FY13<br/>Number</b> | <b>FY13<br/>Percent</b> | <b>% increase<br/>or decrease<br/>from FY13</b> |
|--------------------------------------|------------------------|-------------------------|------------------------|-------------------------|---|
| <b>Total Promotions</b>              |                        | n/a                     |                        | n/a                     |   |
| Total Female Promotions              |                        |                         |                        |                         |   |
| Total Non-Minority Female Promotions |                        |                         |                        |                         |   |
| Total Minority Female Promotions     |                        |                         |                        |                         |   |
| Total Male Promotions                |                        |                         |                        |                         |   |
| Total Non-Minority Male Promotions   |                        |                         |                        |                         |   |
| Total Minority Male Promotions       |                        |                         |                        |                         |   |

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### **SECTION X: DISCIPLINE**

Attach department record of disciplinary actions which shall be maintained by pay grade, EEO Code, race and sex. Appendix H.

#### **DISCIPLINE SUMMARY**

|                                      | FY14<br>Number | FY14<br>Percent | FY13<br>Number | FY13<br>Percent | % increase or<br>decrease<br>from FY13 |
|--------------------------------------|----------------|-----------------|----------------|-----------------|--|
| <b>Total Discipline</b>              |                | n/a             |                | n/a             |  |
| Total Female Discipline              |                |                 |                |                 |  |
| Total Non-Minority Female Discipline |                |                 |                |                 |  |
| Total Minority Female Discipline     |                |                 |                |                 |  |
| Total Male Discipline                |                |                 |                |                 |  |
| Total Non-Minority Male Discipline   |                |                 |                |                 |  |
| Total Minority Male Discipline       |                |                 |                |                 |  |

### **SECTION XI: SEPARATIONS**

Attach department record of separations which shall be maintained by job title, pay grade, EEO Code, race and sex. Appendix I.

#### **SEPARATIONS SUMMARY**

|                                       | FY14<br>Number | FY14<br>Percent | FY13<br>Number | FY13<br>Percent | % increase<br>or decrease<br>from FY13 |
|---------------------------------------|----------------|-----------------|----------------|-----------------|--|
| <b>Total Separations</b>              |                | n/a             |                | n/a             |  |
| Total Female Separations              |                |                 |                |                 |  |
| Total Non-Minority Female Separations |                |                 |                |                 |  |
| Total Minority Female Separations     |                |                 |                |                 |  |
| Total Male Separations                |                |                 |                |                 |  |
| Total Non-Minority Male Separations   |                |                 |                |                 |  |
| Total Minority Male Separations       |                |                 |                |                 |  |

Provide the FY 2014 Exit Survey Results and Analysis for the following exit survey questions: reason for leaving agency, agency as a place to work, opportunity for advancement or promotion, recognition of accomplishments/contributions, and would you consider re-employment with the State/Agency.

#### **EXIT SURVEY SUMMARY**

|  |               |                 |                |
|--|---------------|-----------------|----------------|
| Reason for Leaving Agency                | % Voluntary = | % Involuntary = | % Retirement = |
| Agency as a Place to Work                | % Excellent = | % Average =     | % Poor =       |
| Opportunity for Advancement/Promotion    | % Excellent = | % Average =     | % Poor =       |
| Recognition of Accomplishments           | % Excellent = | % Average =     | % Poor =       |
| Consider Re-employment with State/Agency | % Yes =       | % No =          |                |
| <b>Number of Surveys Completed</b>       |               |                 |                |

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### **SECTION XII: COMPLAINT PROCESS**

Attach written policy outlining a complaint process/procedure for applicants and employees. Appendix J. Attach department record of FY 2014 complaints which shall be maintained by type of complaint (informal, formal, external), pay grade, EEO Code, race, sex, status (open, closed and resolved, or closed and unsubstantiated) and category, Title VII, ADA, Age or GINA laws (age, disability, equal compensation, genetic information, national origin, pregnancy, race/color, religion, gender identity, retaliation, sex, or sexual harassment). **Note: pending complaints that span multiple reporting periods should be highlighted and included in the data spreadsheet but not included in the totals or summary table. Appendix K.**

Definitions:

- Informal Complaint – an internal complaint that is not filed under an agencies written complain procedure/merit rule.
- Formal Complaint – a Merit Rule grievance such as MR 2.1 complaint or under a formal agency complaint procedure.
- External Complaint – complaint filed with DOL or EEOC.

### **COMPLAINT SUMMARY**

|   | FY14<br>Number | FY14<br>Percent | FY13<br>Number | FY13<br>Percent | % increase<br>or decrease<br>from FY13 |
|---|----------------|-----------------|----------------|-----------------|--|
| <b>Total Informal Complaints Received</b>     |                | n/a             |                | n/a             |  |
| Total Informal Complaints Resolved Internally |                |                 |                |                 |  |
| Total Formal Complaints Received              |                |                 |                |                 |  |
| Total Formal Complaints Resolved              |                |                 |                |                 |  |
| Total External Complaints Received            |                |                 |                |                 |  |
| Total External Complaints Resolved            |                |                 |                |                 |  |

### **SECTION XIII: DISABILITY DATA**

While we realize data pertaining to people with disabilities has historically been difficult to obtain, each agency shall make every attempt to report on employees who have self-identified or disclosed as employees with disabilities. Provide an update on department's use of the Agency Aide and Selective Placement Programs or any partnerships with the disability community. Attach department record of disability data which shall be maintained by pay grade, EEO Code, race and sex. Appendix L.

### **DISABILITY SUMMARY**

|   | <b>Number</b> |
|---|---------------|
| Total Requests for Accommodations                         |               |
| Total Requests Accommodated                               |               |
| Total Employees Self-Identified or Disclosed Disabled     |               |
| Total Selective Placement Candidates Interviewed          |               |
| Total Employees Hired through Selective Placement Program |               |
| Total Employees Hired through Agency Aide Program         |               |

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