



Delaware Department of
Safety and Homeland Security (DSHS)

FY22 EEO/AA Report and FY23 Action Plan



STATE OF DELAWARE
DEPARTMENT OF SAFETY AND HOMELAND SECURITY
OFFICE OF THE SECRETARY
P.O. BOX 818
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The Honorable John Carney
Governor

The Honorable Nathaniel McQueen, Jr.
Cabinet Secretary

MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

FROM:  Nathaniel McQueen Jr.
Cabinet Secretary, Department of Safety & Homeland Security

SUBJECT: Department of Safety & Homeland Security
FY22 Equal Opportunity Employment/Affirmative Action Report
and FY 23 Action Plan

DATE: December 7, 2022

Attached is a copy of the Department of Safety & Homeland Security FY22 Equal Employment Opportunity/Affirmative Action Report and FY23 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace*.

If you have any questions, please feel free to contact me at (302) 744-2655 or nathaniel.mcqueen@delaware.gov

Thank you.

STATE OF DELAWARE
DEPARTMENT OF SAFETY AND HOMELAND SECURITY (DSHS)
FY 2022/FY 2023 EEO REPORT AND ACTION PLAN



RESPECTFUL WORKPLACE AND ANTI DISCRIMINATION POLICY ¹ Statewide	
DHR-Policy #: To be assigned.	Authority: 29 Del. C. Chapter 90D (as applicable); 19 Del. C. Chapters 711, 712, 716, 717 and 720 (as applicable); Merit Rule 2.1; Executive Order #30
Effective Date: July 25, 2022.	Supersedes: June 24, 2019 Respectful Workplace and Anti-Discrimination Policy; June 2017 Policy on Anti-Discrimination, Workplace Harassment and Retaliation P17-001; Dec. 18, 2002 - Revised Oct. 2005 Policy on Sexual Harassment Prevention
Application: Executive Branch Agencies	Signature: 

1. Policy Purpose Statement

The State of Delaware (State) strives to create and maintain a work environment where people are treated with dignity, decency, and respect. The accomplishment of this goal is essential to the mission of the State. The work environment of the State is characterized by mutual trust and the absence of intimidation, oppression, and exploitation. Employees must work and learn in a safe, respectful, and stimulating atmosphere. For that reason, the State will not tolerate unlawful discrimination or harassment of any kind. Managers and supervisors are responsible for fostering a workplace environment free of discrimination and harassment. Through enforcement of this policy and education of employees, the State seeks to prevent, correct, and discipline behavior that violates this policy.

All employees are covered by and are expected to comply with this policy and to take appropriate measures to assure that prohibited conduct does not occur. Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include, but not be limited to, written reprimand, suspension, or termination of employment.

2. Scope

This policy applies to all employees, and for this policy includes unpaid interns, joint employees, and apprentices, and includes workplace conduct by individuals such as outside vendors, contractors, consultants, customers, or constituents.

Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, including business trips, business meetings, and business-related social events.

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3. Definitions and Acronyms

- **Complainant** - An individual who makes a complaint and begins the complaint process.
- **Discrimination** - Unlawful discrimination is the unjust or prejudicial treatment of individuals, based on their membership in a protected class.
- **Equal Employment Opportunity (EEO) Officer** - A Department of Human Resources (DHR) employee designated to manage EEO responsibilities at an agency.
- **Harassment** - Unwelcome conduct that is based on an individual's [protected class](#). Harassment becomes unlawful when: 1) enduring the offensive conduct becomes a condition of continued employment; or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. The behavior need not be intentional in order to be considered harassment.
- **Investigation Findings** - Complaint investigations will result in one of the following conclusions: substantiated, partially substantiated, or unsubstantiated. Substantiated means that the research and/or evidence through corroboration verifies the allegation. Partially substantiated means that the research and/or evidence through corroboration verifies some but not all the allegations asserted in the complaint. Unsubstantiated means that research and/or evidence failed to find sufficient evidence to support or verify the Complainant's claim.
- **Investigator** - A DHR employee or other designee assigned to begin an inquiry to determine whether there is a reasonable basis for moving forward with an investigation of the alleged violation of this policy and if so, to conduct an investigation.
- **Protected Class** - Protected classes under this policy are a person's race, protective hairstyle, color, national origin, gender, age, sex, creed, pregnancy, marital status, family responsibilities, sexual orientation, gender identity or expression, veteran's status, religion, genetic information, disability, status as a victim of domestic violence, sexual assault and/or stalking, or any other category protected by applicable State and/or federal laws.
- **Respondent** - The party against whom a complaint is made, and who is responsible for providing a response to the complaint under this policy.
- **Retaliation** - An act of reprisal, interference, restraint, penalty, discrimination, intimidation, or harassment against any individual(s) taken because that individual(s) has exercised rights under this policy, or State, or federal anti-discrimination laws, and that would reasonably discourage the individual from making a complaint.
- **Sexual Harassment** - Conduct defined in 19 Del. C. § 711A(c) which includes when an employee is subjected to unwelcome sexual advances, requests for favors, and/or other verbal or physical conduct of a sexual nature when: 1) submission to such conduct is made explicitly

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- **Sexual Harassment** - Conduct defined in 19 Del. C. § 711A(c) which includes when an employee is subjected to unwelcome sexual advances, requests for favors, and/or other verbal or physical conduct of a sexual nature when: 1) submission to such conduct is made explicitly or implicitly a term or condition of employee's employment; 2) submission to or rejection of such conduct is used as the basis for employment decisions affecting an employee; or 3) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment.

4. Policy

The State promotes a safe and respectful work environment in compliance with all applicable State and federal anti-discrimination and anti-harassment laws and regulations and enforces this policy in accordance with the following standards:

a. Discrimination

It is a violation of this policy to discriminate in the provision of employment opportunities, benefits, or privileges; to create discriminatory work conditions; or to use discriminatory evaluative standards in employment if the basis of that discriminatory treatment is, in whole or in part, the person's protected class.

b. Harassment

The State prohibits harassment of any kind and will take prompt and effective action in response to alleged violations of this policy. Unlawful harassment is when enduring the offensive conduct becomes a condition of continued employment or the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. This conduct may result in a **hostile work environment**. A hostile work environment can be created by anyone in the work environment, whether it be supervisors, other employees or third parties, including constituents and customers.

The following illustrations of harassment are intended to be examples and are not exhaustive when determining whether there has been a violation of this policy:

- **Verbal harassment** includes offensive or unwelcome comments regarding a person's membership in a protected class, including jokes, slurs, and negative stereotyping.
- **Nonverbal harassment** includes distribution, display, or discussion of any written or graphic material that ridicules, denigrates, insults, belittles, or shows hostility, aversion, or disrespect toward an individual or group because of membership in a protected class, including inappropriate staring, touching, hand gestures, posters, cartoons, and other nonverbal conduct.

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c. Sexual Harassment

The State prohibits sexual harassment and will take prompt and effective action in response to alleged violations of this policy.

Sexual harassment occurs when unsolicited and unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature:

- is made explicitly or implicitly a term or condition of employment;
- is used as a basis for an employment decision; and/or
- unreasonably interferes with an employee's work performance or creates an intimidating, hostile or otherwise offensive environment.

Types of sexual harassment:

- **"Quid pro quo" harassment**, where submission to harassment is used as the basis for employment decisions. This can be providing employee benefits such as raises, promotions and/or better working hours directly linked to compliance with sexual advances. Examples: A supervisor promising an employee a raise if s/he goes on a date with her/him; a manager telling an employee s/he will fire her/him if s/he does not have sex with her/him.
- **"Hostile work environment,"** where the harassing conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile or offensive. A hostile work environment can be created by anyone in the work environment, whether it be supervisors, other employees, or third parties, including constituents and customers. Hostile work environment harassment may include comments of a sexual nature, unwelcome sexual materials, or unwelcome physical contact as a regular part of the work environment. Texts, e-mails, cartoons, or posters of a sexual nature; vulgar or lewd comments or jokes; or unwanted touching or fondling all fall into this category.

Sexual harassment may take different forms. The following illustrations of sexual harassment are intended to be examples and are not exhaustive when determining whether there has been a violation of this policy:

- **Verbal sexual harassment** includes innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, lewd remarks, and threats; requests for any type of sexual favor (this includes repeated, unwelcome requests for dates); and verbal abuse or "kidding" that is oriented toward a prohibited form of harassment, including that which is sexual in nature and unwelcome.

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- **Nonverbal sexual harassment** includes the distribution, display, or discussion of any written or graphic material, including calendars, posters, and cartoons that are sexually suggestive or show hostility toward an individual or group because of sex; suggestive or insulting sounds; leering; staring; whistling; obscene gestures; content in letters and notes, facsimiles, e-mail, photos, text messages, tweets, and internet postings; or other forms of communication that is sexual in nature and offensive.
- **Physical sexual harassment** includes unwelcome, unwanted physical contact, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling, and assault.

d. Retaliation

The State prohibits retaliation and will take prompt and effective action in response to alleged violations of this policy. No tangible hardship, loss, or penalty may be imposed on an employee in response to:

- Filing or responding to a complaint of discrimination or harassment;
- Appearing as a witness in the investigation of a complaint; or
- Serving as an investigator of a complaint.

e. Violation

Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include, but not be limited to, written reprimand, suspension, or termination of employment.

f. EEO Officer

DHR shall designate an employee to serve as the Agency's [EEO Officer](#).

5. Complaint Procedures

An employee may obtain information from their Supervisor, their Agency's Human Resources (HR) representative, Agency EEO officer, or the Labor Relations & Employment Practices (LREP) section representative at DHR about the filing of a discrimination or harassment complaint.

a. Complaint Process

The State will treat courteously any person who invokes this complaint procedure, and the State will handle all complaints swiftly and as confidentially as possible considering the need

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to conduct a fair and thorough investigation. Filing a complaint in good faith will not be used against the employee or have an adverse impact on their employment status. An employee who is the recipient of unwelcome conduct should attempt to communicate to the offender their objection to the conduct whenever possible. If the employee is not comfortable addressing the conduct with the offender or if that has occurred and the conduct continues, an aggrieved employee is encouraged to report incidents of alleged harassment as soon as possible. Complaints are to be submitted individually by the employee alleging harassment or discrimination.² **The process in this Respectful Workplace Anti-Discrimination Policy shall not serve as an appeal following the disposition of an administrative decision (grievances pursuant to Merit Rules or a Collective Bargaining Agreement (CBA), discrimination charges filed at the Delaware Department of Labor (DDOL), or Equal Employment Opportunity Commission (EEOC)).** Filing a false or malicious complaint is an abuse of this policy and will be treated as a violation.

b. Confidentiality and Employee Assistance Program

During the complaint process, the confidentiality of the information received, the privacy of the individuals involved, and the wishes of the Complainant will be protected to as great a degree as possible. The expressed wishes of the Complainant for confidentiality will be considered in the context of the State's legal obligation to act on allegations of discrimination, harassment, or retaliation, and the obligation to conduct a fair and thorough investigation. During the investigation and afterward, all parties, including witnesses when applicable, will be required to maintain strict confidentiality. In addition, any notes or documents written by or received by the person(s) conducting the investigation will be kept confidential.

The Employee Assistance Program (EAP) provides confidential counseling services to State employees enrolled in one of the State's health plans. Individuals wishing to discuss an incident confidentially or seeking information and/or advice of a personal nature are encouraged to contact the EAP. The role of the EAP in such cases will be limited to personal counseling and treatment for the person who is then an EAP client. Contacting the EAP will not qualify as notification to the State of a potential harassment or discrimination issue.

c. Complaint Procedure

The State has established the following procedure for filing a complaint of harassment, sexual harassment, discrimination, or retaliation (based on protected class). The State will treat all aspects of the procedure confidentially to the extent reasonably possible. Prompt reporting of complaints is encouraged, so that prompt response and appropriate action may be taken. If a supervisor or manager becomes aware of allegations of harassment or discrimination, from personal observation, as a result of a Complainant or another individual coming forward, the supervisor or manager shall discuss the concern or incident with the

² This policy does not contain provisions for group complaints.

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employee and attempt to resolve the matter in consultation with Agency Labor Relations (LR) or HR representative.

- 1) An employee (Complainant) who believes they have been harassed, discriminated, or retaliated against may initiate the complaint process by filing a complaint in writing with any of the following:
 - Supervisor
 - Manager
 - Agency's Equal Employment Opportunity Officer
 - Agency's LR or HR representative
 - Labor Relations & Employment Practices section representative of the Department of Human Resources.

For this complaint procedure, the employee alleging workplace harassment, discrimination or retaliation is not required to file a complaint with the alleged offender.

- 2) Complainants making verbal complaints will be required to complete the Respectful Workplace and Anti-Discrimination Complaint Form (Complaint Form). To proceed with an inquiry into the complaint, the Complainant must submit a written and signed Complaint Form containing sufficient details to investigate whether a violation of this policy may have occurred. The Complainant may obtain the Complaint Form online or from their Agency LR or HR representative.
- 3) If a supervisor or manager becomes aware of allegations of harassment or discrimination, either from personal observation or as a result of a Complainant or other individual coming forward and attempts at resolving the matter with the employee are not successful, the supervisor or manager shall provide the employee with this policy and complaint form and also report allegation(s) in writing to their Agency's LR or HR representative as soon as reasonably possible.
- 4) Upon receiving a Complainant's written complaint or being advised by a supervisor or manager of an alleged violation of this policy, and no later than five (5) business days, their Agency's DHR representative must notify in writing the LREP section of DHR of the complaint and must consider any measures for the protection of the Complainant or alleged victim (i.e., transferring work location of the subject of the complaint, contacting law enforcement, etc.). If the complaint is received by LREP, they shall notify the DHR representative assigned to the Complainant's agency within five (5) business days.
- 5) Within five (5) business days of receiving the written complaint from a Complainant, LREP will review and act upon the complaint. If multiple process requests (complaints or grievances) are filed on the same issue, LREP may consolidate the submissions to address the issue more effectively and efficiently. An employee or other party will be assigned as an Investigator (hereinafter "Investigator") to begin an inquiry to determine

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whether there is a reasonable basis for moving forward with an investigation of the alleged violation under this policy and, if so, to conduct the investigation. There may be circumstances when a complaint may be investigated under the [Standards of Conduct Policy](#). With harassment complaints involving an outside vendor, consultant, or similar independent contractor, the Investigator will notify the outside vendor, consultant, or similar independent contractor of the complaint, and the matter will be addressed jointly with the outside entity's employer. Harassment complaints involving a customer will be handled with the customer directly on a case-by-case basis.

- 6) During the investigation, the investigator will interview the Complainant, the Respondent, and any witnesses; review relevant documents and other media; conduct other investigative actions to determine whether the alleged conduct occurred. Interviews may only be recorded with prior written consent of both the Investigator and the individual being interviewed or their representative. If either party refuses the recording, no participants will be allowed to record the interview or subsequent proceedings. The investigation will adhere to any relevant statute, Merit Rule, or CBA term.
- 7) If a harassment complaint involves an employee who has been charged with criminal misconduct, DHR is to conduct an investigation to determine whether the employee's conduct violated this or other State policy. The Investigator shall work with the Deputy Attorney General (DAG) assigned to the criminal complaint upon the initiation and throughout the progress of the administrative investigation. As the Investigator takes measures to coordinate with the DAG, it may cause the investigation to exceed the time limits imposed on such complaints.
- 8) State employees shall cooperate fully with any investigation covered under this policy. Failure to cooperate with investigations may result in disciplinary action.
- 9) As soon as reasonably possible but no longer than ninety (90) business days of receiving a complaint, the Investigator will conclude the investigation. The Investigator prepares a full written report (Report) that consists of their findings, conclusion, and recommendations. Based on the findings and criteria in this policy, the complaint investigation will result in one of the following conclusions: substantiated, partially substantiated, or unsubstantiated. If it is determined that a violation of this policy has occurred, the Investigator will work collaboratively with the Agency management representative to determine appropriate corrective action. Corrective action may include, but is not limited to, mandatory referral to EAP, additional training, and disciplinary action up to and including termination. If additional time is needed to complete the investigation, the Complainant and Respondent will be notified.
- 10) The designated Agency management representative shall review the report within five (5) business days and return to the Investigator who will then share the Report with the DHR Secretary or designee (LREP) for review and finalization.

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- 11) If the investigation is unsubstantiated, or partially substantiated, or if it is determined that there has been no violation of this policy, the DHR representative or designated Agency management representative may still recommend action (e.g., additional training, voluntary EAP referral, etc.).
- 12) Within five (5) business days of the determination, the Investigator will meet with the Complainant and the Respondent separately and notify each of the investigative conclusion (whether it was substantiated, partially substantiated, or unsubstantiated).
- 13) Any corrective action is to be administered within thirty (30) business days of the latter of these meetings by the Respondent's supervisor/manager. If additional time is needed, the Complainant and Respondent will be notified.
- 14) Any disciplinary action(s) shall be processed in accordance with Merit Rules, relevant statutes, and/or CBAs, where applicable.
- 15) Filing a harassment complaint according to this policy will not extend the time frames prescribed by statute by which an employee may file a formal complaint through the Merit Rules, the DDOL's Office of Anti-Discrimination, the EEOC, a Collective Bargaining Agreement (CBA), if applicable, or any court or regulatory body.

6. Exclusions or Exceptions

- a. The Legislative and Judicial Branches and Offices of Elected Officials are excluded but are encouraged to adopt this policy.
- b. If a complaint is filed against an employee in a law enforcement position whose classification is covered by the Law Enforcement Officers' Bill of Rights (LEOBR), agencies are to follow LEOBR investigative and other procedures, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- c. The Delaware Department of Correction maintains a separate investigative process conducted by ranking Correctional Officers at facilities, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- d. The Delaware Department of Safety and Homeland Security, Division of State Police maintains an investigative process conducted by the Office of Professional Regulation for employees in the Division of State Police, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- e. The State is not required to provide training under this subsection to applicants, independent contractors, or employees employed less than 6 months continuously.

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7. Dissemination and Training

a. Dissemination

- 1) This policy shall be disseminated to all employees with acknowledgment of receipt within thirty (30) business days of the commencement of employment.
- 2) This policy shall be posted by each State agency on its premises where notices to employees and applicants for employment are customarily posted.
- 3) The DDOL Sexual Harassment Notice shall be distributed, physically or electronically, to all new employees at the commencement of employment.
- 4) Each Agency is to post the contact information of their designated EEO Officer.

b. Training

- 1) The State shall provide all employees interactive training to prevent sexual harassment and other forms of discrimination in this policy and procedures within one (1) year of commencement of employment and thereafter every two (2) years.

The State shall provide all supervisors (newly hired and promoted) additional interactive supervisory training to prevent sexual harassment and other forms of discrimination in this policy and procedures within one (1) year of commencement of employment in the position and thereafter every two (2) years.

- 2) Successful completion of this training shall be documented in the Delaware Learning Center.
- 3) Each Agency is responsible for their employees adhering to these requirements.
- 4) Each covered employee is responsible for attending required trainings within the designated time frame.

8. Data Reporting

All agencies are required to:

- keep records of complaints of harassment; and
- track and report to DHR annually discrimination and harassment complaints, with sexual harassment complaints, tracked separately.

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- [Delaware Sexual Harassment Notice from Department of Labor](#)

11. Policy Owner

- **Division Name:** Division of Employee and Labor Relations
- **Policy Administrator:** Director of the Division of Employee and Labor Relations
- **Website:** <https://dhr.delaware.gov/labor/index.shtml>

This policy is not intended to create any individual right or cause of action not already existing and recognized under State or Federal law. If there is a conflict with, I.e., the law or regulation and this policy, the law and/or regulation govern.

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SECTION I: POLICY STATEMENT

SEE THE STATE OF DELAWARE RESPECTFUL WORKPLACE AND ANTI-DISCRIMINATION POLICY

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The mission of the Department of Safety and Homeland Security (DSHS) is to “*promote and protect the safety of people and property in Delaware.*”

The Department is comprised of the Office of the Secretary, the [Delaware State Police](#), the [Office of Highway Safety](#), the [Division of Communications](#), the [Delaware Emergency Management Agency](#), the [Capitol Police](#), the [Division of Forensic Science](#), the [Division of Gaming Enforcement](#), the [Division of Alcohol and Tobacco Enforcement](#), the [Developmental Disabilities Council](#), and the [State Council for Persons with Disabilities](#). Each of the divisions plays an integral role in achieving our mission. In addition, DSHS also works closely with first responders, various members of our public safety community, and public/private sector partners to provide for the safety of our citizens.

Retaining, recruiting, and hiring a diverse qualified workforce is one of the Department’s most significant challenges. The Department is losing experienced employees who retire or accept higher-paying job offers with private sector companies. Another hurdle in the recruitment process is attracting qualified applicants. Often postings for vacant positions result in only a few qualified applicants and an even smaller number of applicants who accept invitations to interview. This has resulted in longer vacancies and multiple or extended postings for a position.

When our Division of Communications (DivComm) faced this challenge, the Department worked to establish a new Electronics Systems training program through Polytech Adult Education. This program provides a pathway for new radio installers to acquire the skills needed in exchange for a two-year commitment to work for DivComm. Anyone failing to honor their commitment must repay the education costs. For FY23, the Department worked with the Department of Human Resources (DHR) to offer cash incentives to retain DivComm employees and recruit new employees. DivComm staff supports our public safety community, by maintaining the State’s 800 MHz system and more than 7,000 communication devices utilized by first responders.

In other divisions, DSHS is working with DHR and OMB to reclassify positions to ensure proper compensation to retain current employees. Delaware State Police, [Division of Alcohol and Tobacco Enforcement](#), and [Capitol Police](#) also face challenges with hiring qualified diverse applicants resulting in repeated job postings. Recently, the DSP New Castle County 911 Telecommunication Specialists were temporarily relocated to the Kent County 911 office due to the staff shortage, and Sussex County employees are commuting as needed. This relocation allowed DSP to provide adequate coverage for each shift without impacting service to residents.

DSHS continues to have leadership meetings to address staffing shortages and departmental needs. In the next year, meeting this challenge will take a multi-prong approach with creative solutions. This will include reviewing an increasing number of requests for hybrid work schedules. Following COVID, our staff returned to a more traditional work setting at the office. However, several divisions permit staff to work remotely a few days a week or as needed. As private sector companies offer more opportunities to work from home, DSHS expects more job applicants will seek similar offers.

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DEPARTMENT SUMMARY

Names of Divisions	# of Employees
Office of the Secretary	16
Division of Communications	21
Delaware Emergency Management Agency (DEMA)	39
Office of Highway Safety	7
State Council for Persons with Disabilities	2
Division of Gaming Enforcement	7
Division of Forensic Science	54
Capitol Police	85
Developmental Disabilities Council	5
Division of Alcohol and Tobacco Enforcement	16
Office of Alcoholic Beverage Control Commissioner	5
TOTALS	254

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Responsibilities for Implementation

RESPONSIBILITIES STATEMENT

The Secretary of Safety and Homeland Security oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. Human Resource Manager, Ursula Dickerson, (302) 744-2686, implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations, and executive orders.

EEO/AA Officer/HR Lead:

Ursula Dickerson, Human Resources Manager is designated as the EEO/AA Officer, (302) 744-2686, Ursula Dickerson@delaware.gov.

To ensure compliance with the EEO/AA Plan Requirements, the Department is guided by federal and state laws, regulations, and executive orders as stated in Appendix B - List of Laws, attached.

As stated in the Respectful Workplace and Anti-Discrimination Policy, "all employees, regardless of their positions, are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur" and immediately report experienced harassment, discrimination or alleged violation of the Respectful Workplace and Anti-Discrimination Policy.

Cabinet Secretary:

The DSHS Cabinet Secretary retains final and ultimate responsibility for the implementation of the Department EEO/AA Plan and other subsequent diversity initiatives. The Affirmative Action Officer, Division Directors, Managers, and Agency HR are, at the Cabinet Secretary's direction, responsible for taking the necessary steps to appropriately deal with issues of underutilization, under-representation, discrimination, harassment and retaliation within the Department of Safety and Homeland Security. Under the direction of Secretary Nathaniel McQueen Jr., manager and supervisor performance evaluations measure their success in executing the EEO/AA plan.

Equal Employment Opportunity Officer:

A Department of Human Resources (DHR) employee designated to manage EEO responsibilities at an Agency:

- Administers and maintains the EEO/AA Policy and Plan. DHR shall designate an employee to serve as the Agency's EEO Officer.
- Drafts, implements, monitors, evaluates, and distributes the EEO/AA Policy and Plan.
- Serves as the official liaison with relevant State organizations and groups, including but not limited to, the State Human Rights Commission, the Office of the Coordinator of the Americans with Disabilities Act, and the State Personnel Affirmative Action Office.
- Works with appropriate agency personnel to ensure that the Department selection, appointment, and discipline processes are based on job-relatedness and are free of artificial barriers and discriminatory practices.

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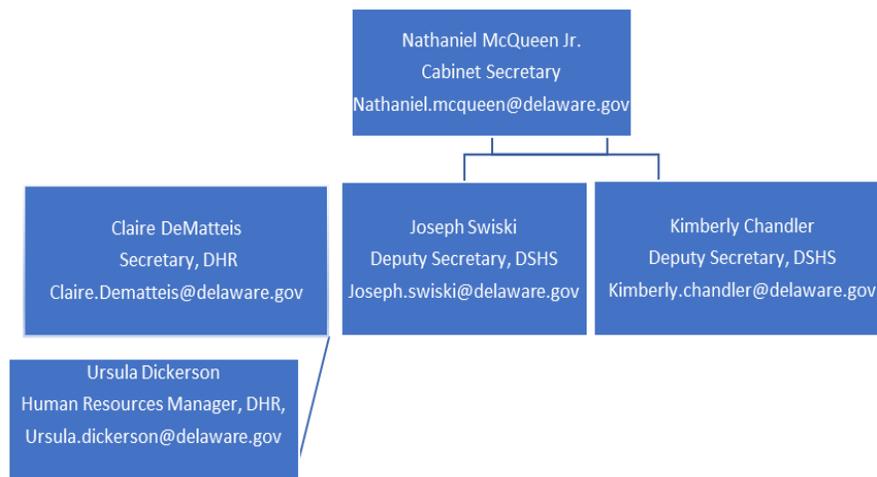
- Directs and/or coordinates Agency HR in the complaint process. Makes recommendations to the Cabinet Secretary regarding disposition and resolution of complaints, must notify in writing the ER section of DHR of complaints.
- Works with the Cabinet Secretary, Division Directors, Policy Advisor, and Agency HR to identify tools, training, and processes that provide employees with opportunities for career advancement and enrichment.
- Promotes affirmative action and diversity initiatives and provides technical guidance to the Cabinet Secretary, Division Directors, and Agency HR regarding related issues.
- Provides statistical data to assess progress in achieving objectives of the Plan and other diversity initiatives.

Human Resources Lead:

- Embraces and affirms continued commitment and support of the Department's equal employment opportunity, affirmative action, and diversity initiatives through the work of the human resources function.
- Reviews human resources policies and practices to identify inconsistencies or barriers to the goals of achieving and maintaining a workforce that reflects the diversity of the State of Delaware
- Ensures that the EEO/AA efforts are reflected in performance evaluations for all employees with management and supervisory responsibilities.
- Monitors employment, promotion, and discipline practices within the Department to ensure they are free of artificial barriers and discriminatory practices.
- Works with State Personnel Office, Agency EEO Officer, Division Directors, and Agency HR to ensure that applicant pools and certification lists reflect accepted standards of diversity.

Agency Human Resource Professionals:

- Responsible for the implementation and maintenance of the Plan and other diversity initiatives through daily human resources support.
- Work with Hiring Managers and Supervisors to ensure selection and promotion processes are free of artificial barriers and discriminatory practices.
- Promote and support the concept of diversity as an essential tool to reach agency goals.
- Counsel and assist employees in identifying career advancement and enrichment opportunities.



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Section III: FY22 Accomplishments: July 1, 2021, To June 30, 2022

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely.

Office of the Secretary (OSEC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Workplace Environment/Climate	Fostering a workplace environment free of discrimination and harassment.	Executive Staff and Supervisors	Facilitate trainings and mentoring opportunities.	Ongoing

Division of Communication (DIVCOMM):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	The Division will continue to solicit applicants through outreach to surrounding schools such as Delaware Technical Community College, Delaware State University, Polytech, and others.	The number of applicants that have applied from the respective trade schools.	Deputy Director will continue to make and maintain contact with the school.	Contact was made informing them of open positions. Open house opportunities were made available to showcase our work.	Ongoing

Delaware Emergency Management Agency (DEMA):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Floor layout updates for greater coordination.	The project was completed in June.	Management, IT, and Logistics Team	All updates completed.	Completed

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Office of Highway Safety (OHS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Workplace Environment/Climate	Fostering a workplace environment without discrimination and without harassment. Promoting a work environment where everyone feels comfortable and respected.	All employees	Training, mentoring, correction if needed, and discipline if needed.	Ongoing – The expectation is that the Division will continually strive for this. Through team building, discussions, and training, the Division is promoting a workplace environment where all employees feel respected, valued, treated fairly and are provided the tools they need to be successful.

Developmental Disabilities Council (DDC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Actively recruit/promote staff of diverse racial and geographic backgrounds.	Status of promotion	Kristin Harvey, Executive Director	Reclassification to change an Admin Specialist I to a Community Resource Officer, a promotion.	Staff is stable at this time and no anticipated openings are on the horizon. This objective is closed for the moment.
SP-1 Goal 2	Actively recruit/promote staff members who either have a disability or have direct knowledge of a disability.	The number of staff who wished to disclose they have a disability. Being a disabilities Council, representation on the staff of those we serve is important.	Kristin Harvey, Executive Director	-Environmental scan to determine if staff wished to be identified as a person with a disability -3 out of 4 staff identify as having a disability.	Staff is stable at this time and no anticipated openings are on the horizon. This objective is closed for the moment.

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Division of Forensic Science (DFS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Continue to maintain a healthy work environment	There is an online survey for customer satisfaction that can also be used by employees. Survey results have yielded no areas of concern. Additionally, no areas of concern were shared in Unit Meetings or Managers' Meetings.	John Evans, Director. Melissa Newell, Deputy Director. Johna Esposito, Quality Assurance Manager.	Held bi-weekly Manager Meetings and monthly Unit Meetings as an avenue for employees to share concerns. Also created a Safety Committee consisting of a diverse representation of the workforce to report any safety concerns in the work environment.	The steps taken described are ongoing and will continue into FY23.

Capitol Police (DCP):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Obtain Commission on Accreditation for Law Enforcement Agencies (CALEA) Award. CALEA is an established set of nationally recognized Standards demonstrating best practices in the law enforcement profession. By obtaining CALEA Status, an agency is providing the best workplace environment, climate, and culture in the police profession.	Regular interaction with the DCP Accreditation Manager on the implementation of policies incorporating CALEA Standards.	The DCP Accreditation Manager and DCP Command Staff who prepared and reviewed DCP Policies to ensure compliance with CALEA Standards.	Each CALEA Standard was reviewed and compared with the existing DCP Policy. Any policies requiring changes were amended to become CALEA compliant, and then all policies were distributed to DCP personnel. This occurred monthly throughout FY22.	In March of 2022 CALEA Staff members reviewed all applicable DCP policies and found them compliant with CALEA requirements. In July of 2022, the DCP Chief and DCP Accreditation Manager are scheduled to attend the CALEA Conference in Chicago, IL, for a review hearing. If successful, the DCP will be awarded CALEA Status.

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Alcohol and Tobacco Enforcement (DATE):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Staffing – filling current vacancies with both sworn and civilian positions.	Increased advertisement, working with DATE agent union and with DHR on salary increases and/or other incentives to boost recruiting efforts,	DATE and DHR.	General funds budget, possible future grant opportunities from outside parties.	Currently working towards this effort.
SP-1 Goal 2	Increase diversity of DATE sworn and civilian staff.	Meeting diversity goals has historically been a challenge at DATE. We have had some success with this in 2022 and look to continue the same in 2023.	DATE management and supervisory staff	N/A	December 2022

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state’s mission, vision, and value proposition.

Office of the Secretary (OSEC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Increase & improve supervisory and management training.	Two staff members completed the State Continuous Improvement Program and received certification.	Executive Staff	Provided support and leave needed to complete the course.	Continuing to recruit and direct staff to training opportunities

Delaware Emergency Management Agency (DEMA):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Inconsistency with Pay	Lower attrition, higher satisfaction	Leadership team	Multiple reclassifications have been submitted.	2 have been approved over the last year. 6 are still pending.

Office of Highway Safety (OHS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Increased accountability for supervisors and managers.	Completed training by supervisors and managers; employee observations and lack of complaints	Managers and supervisors	Training, mentoring, correction if needed, and discipline if needed.	On-going – supervisors and managers are accountable every day to prevent behavior that violates the respectful workplace and anti-discrimination policy.

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Developmental Disabilities Council (DDC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Empower Executive Director (ED) to lead a diverse group of staff and Council members to accomplish the goals and objectives established in the DDC's state plan	ED feels confident in her ability to lead the Council and staff.	ED, DSHS HR, DSHS Fiscal, DDC travel determination group, Cabinet Secretary	-Training through statewide training on leadership and development -Approval for travel requests for ED to travel to out-of-state training opportunities	Ongoing
SP-2 Goal 2	Ensure effective oversight of the Executive Director, including clear role definitions between volunteer Council members and DSHS/HR state employees who possess the ability to review the ED as a fellow state employee using the required HR forms.	All parties are clear regarding their roles and responsibilities and act accordingly. ED can identify areas of strength to continue to amplify, and weaknesses to continue to improve.	ED, DSHS HR, DDC Personnel Committee, Cabinet Secretary	Time for annual review and meeting with ED and all parties to conduct the ED's evaluation.	Ongoing

Division of Gaming Enforcement (DGE):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Development of a Career Ladder or Investigator III.	Program Development	Investigative Supervisor and Director DHR	TBD	October 3, 2022
SP-2 Goal 2	Develop a Level III Investigator; DGE has no current Career Ladder for Advancement.	Development of career ladder or Level III Investigator.	Investigative Supervisor; Director	TBD	TBD

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Division of Forensic Science (DFS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	To continue maintaining a healthy team of Supervisors & Managers.	Any areas of concern shared during bi-weekly meetings were addressed/resolved in a timely manner or an action plan was identified.	John Evans, Director Melissa Newell, Deputy Director Johna Esposito, Quality Assurance Manager Ashely Wang, Lab Manager Amrita Lal-Paterson, Lab Manager Jessica Smith, Lab Manager Dr. Gary Collins, Chief Medical Examiner.	Bi-weekly meetings between leadership and management to share relevant, timely information, new state directives, internal staffing status, monthly productivity stats, operational matters.	The steps taken described are ongoing and will continue into FY23.

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Capitol Police (DCP):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Provide leadership and management training for DCP personnel through recognized training classes.	As leadership and management classes became available, the DCP Command Staff would post the opportunity to DCP personnel and solicit interest in attending the class. A candidate would be selected from interested personnel, who would then attend the class.	The DCP Command Staff was responsible for identifying and distributing opportunities for the training as it became available.	Once a course was identified, DCP personnel were made aware and provided an opportunity to request the class. Once a candidate is selected, they attend and complete the training.	During FY22, five DCP personnel completed leadership and management training through the NJ Chiefs of Police Command and Leadership School and the Delaware State Police Leadership and Development Training courses.

Alcohol and Tobacco Enforcement (DATE):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Increase & improve supervisory and management training.	Major Jones attended the DHR CIP course and received his CIP certification in 2022.	DATE management staff	Allocated training funds from DATE budget and other resources.	End of FY24

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STRATEGIC PRIORITY (SP-3)

Recruitment and Retention

Office of the Secretary (OSEC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Improve recruitment and retention.	Obtaining position upgrades and salary increases.	Leadership and DHR	Review make-up of interview panels, explore salary limits/options, determine why staff leave.	Ongoing

Division of Communication (DIVCOMM):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Increase the number of qualified and diverse applicants for the position of Communications System Tech.	Working with local trade schools to promote the diversity of the division.	Deputy Director will continue to make and maintain contact with the school.	Contact was made informing them of open positions. Open house opportunities.	Ongoing
SP-3 Goal 2	Increase the effectiveness of recruiting efforts.	Attending job fairs.	Deputy Director will assign employees to attend as available.	Job Fair was attended.	Ongoing

Delaware Emergency Management Agency (DEMA):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Improve recruitment and retention.	TBD	Leadership and DHR	Expanded internship program, robust interview panels, review because people leave (professional development, satisfaction, etc.).	TBD

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Office of Highway Safety (OHS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Recruitment and Retention	A diverse, inclusive, and equitable work environment that encourages retention of the workforce.	Supervisors, Managers, and HR	Trying to acquire more full-time merit positions to encourage retention.	Ongoing – OHS currently has the request for three full-time merit positions with OMB clearinghouse for grant-funded positions. A previous request through the state budget process for a full-time Management Analyst II was denied.

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Developmental Disabilities Council (DDC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Ensure that DDC staff are aware of training opportunities for professional development both through the state and from our national networks.	Staff reports feeling that they have growth opportunities and are appreciated and valued.	DDC staff, ED, DSHS HR, DSHS Fiscal, DDC travel determination group, Cabinet Secretary	Training on professional development is offered to ED through the State. Travel requests for professional development training are approved.	Ongoing
SP-3 Goal 2	Continue to foster an encouraging, welcoming environment that respects staff members of all genders, races, gender identities, geographic locations, and skill levels.	One-on-one meetings with staff members weekly to discuss questions, concerns, and goals for their professional future.	Kristin Harvey, Executive Director	-Continued training on inclusion and diversity, and how to be an effective leader.	Ongoing
SP-3 Goal 3	Implement a standardized employee recognition program that will provide either an event or gift once a year to improve employee job satisfaction and retention.	Agreement in place with the State of Delaware to fund employee recognition efforts using state funds. Our federal funds which make up the majority of our funding, are not permitted to be used for gifts/recognition. Simultaneously, the State of Delaware requires employee recognition gifts or events at least once per year. The Executive Director has been paying for these items/activities out of her own pocket.	Kristin Harvey, Executive Director	State funding for annual DDC employee recognition.	By June 30, 2023, hope to reach an agreement with DSHS to provide state funding for DDC employee recognition events/activities in accordance with all applicable laws and rules.

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Division of Gaming Enforcement (DGE):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Develop a Level III Investigator; DGE has no current Career Ladder for Advancement.	Development of career ladder or Level III investigator.	Investigative Supervisor; Director	DHR	October 3, 2022

Division of Forensic Science (DFS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	To recruit, hire and retain a qualified and diverse workforce.	There were several successful new hires in various positions within the Division, however, several challenges in recruitment continue and vacancies remain.	DHR, OMB, Class & Comp Melissa Newell, DFS Hiring Manager John Evans, Director	Reclassify several positions in an effort to increase the applicant pool and/or advance the relevant pay grade.	Ongoing

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Capitol Police (DCP):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Increase the effectiveness of recruiting efforts, and increase the number of qualified and diverse applicants for the position of police officer.	The DCP Recruitment Team kept the DCP Command Staff up to date with recruiting activities and results. The DCP Chief also maintained liaison with DSHS Human Resource personnel to stay current with DCP applicants to determine what if any action was needed to improve recruiting efforts.	All DCP personnel are responsible for recruiting, including the Chief. The DCP Recruiting Team is specifically tasked with attending job fairs, recruiting events, etc., and provides feedback as to the results of such efforts.	The DCP Recruiting Team created a Recruitment Plan in August of 2021 to formalize and coordinate recruiting efforts. The DCP Chief also made a change to the DCP Recruitment Policy to allow for the hiring of out-of-state certified police officers, thus increasing the size of the DCP applicant pool.	In January 2022 the DCP hired five new police officers, four of whom were minority candidates. The recruits will attend police academies and graduate in August/September of 2022. Recruitment of state-certified, out-of-state officers continues, with none hired in FY22.

Division of Alcohol and Tobacco Enforcement (DATE):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Recruit, hire, and retain the most qualified staff.	Reduce employee turnover and fill vacancies in a timelier manner.	DHR, DFS Hiring Manager, DFS Interview Panels	DHR, Class & Comp, OMB, LiUNA Union Contract, Job Descriptions	Effective immediately

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SECTION IV: WORKFORCE ANALYSIS

DSHS Overview:

The Department of Safety and Homeland Security (DSHS) is underrepresented for minorities in four EEO-4 categories. DSHS has 254 employees and minorities represent 26% of the DSHS workforce, a 1% increase from FY21.

Below are observable trends that affect DSHS's opportunity to increase diversity in its workforce:

- DSHS is underrepresented for minorities, especially in Paraprofessionals (34%) and Service Maintenance (45%.) but they only have 4 positions in each category. They should look for a diverse applicant pool when these become vacant.
- DSHS has a diverse pipeline of applicants with 45% minority and 50% female applicants.
- DSHS has hard-to-fill positions in six EEO-4 categories. These include classifications in Capitol Police, Forensics, and Alcohol and Tobacco Enforcement.
- DSHS has 10% of its workforce eligible for retirement and the largest numbers are in Division of Alcohol and Tobacco Enforcement (17%), Capitol Police (13%), and Office of the Secretary (20%). As many of these positions are law enforcement/public safety, these divisions must find ways to attract a diverse applicant pool to the jobs. Employment for Capitol Police and Alcohol and Tobacco Enforcement require a State of Delaware Council on Police Training Certificate, which further reduces the applicant pool.
- The Division of Forensics Science must stay competitive as they are hiring Analytical Chemists and Laboratory Managers, both of which are in high demand at other state agencies and within the private sector. DSHS should partner with Delaware State University to offer internships to students in these fields.
- DSHS's small workforce results in limited opportunities to increase diversity.

In summary, DSHS must work to attract a diverse applicant pool to their jobs as they get vacancies, but many of their retirement-eligible and high turnover positions are in law enforcement/public safety and STEM positions. Partnering with Delaware universities and the Delaware Pathways Program to offer internship/job shadowing opportunities could help expose students to their work. DSHS should continue to evaluate the roles of supervisors and managers in meeting their responsibilities related to EEO/AA and ensure managers are offered continuing education in areas of leadership and supervision to make the working environment inclusive and keep employees engaged. The Department's workforce planning, and subsequent recruitment efforts should be broad in scope but focus on positions with high retirement eligibility and turnover such as Capitol Police, Forensics, and Alcohol and Tobacco Enforcement.

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DSHS Demographics at a Glance:

The total number of DSHS employees as of June 30, 2022, by EEO-4 category is 254.

The DSHS EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DSHS workforce based on the total number of employees within the eight EEO-4 categories. Analyses are made comparing DSHS workforce demographics to the available Delaware regional labor market statistics by race/ethnicity, and gender. DSHS does not hire in the Skilled Craft EEO-4 category.

The following summary of findings were derived from this data:

Minority Representation:

- Minorities represent 26% of the total DSHS workforce, a 1% increase from FY21.
- Minorities are under-represented in the following EEO-4 categories:
 - Officials & Administrators (-3%)
 - Professionals (-15%)
 - Technicians (-6%)
 - Protective services (-3%)
 - Paraprofessionals (-34%)
 - Service Maintenance (-45%)

Female Representation:

- Females represent 36% of the total DSHS workforce, the same as in FY21.
- Females are under-represented in the following EEO-4 categories:
 - Officials & Administrators (-10%)
 - Professionals (-1%)
 - Technicians (-36%)
 - Service Maintenance (-9%)

Male Representation:

- Males represent 64% of the DSHS workforce, the same as in FY21.
- Males are under-represented in the following EEO-4 categories:
 - Paraprofessionals (-23%)
 - Office & Clerical (-22%)

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EEO-4 Status Report FY 2022
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	11	4	0	0	0	0	0	15	65%	1	7	1	0	0	0	0	0	8	35%	0	23	5	22%
2 Professionals	28	4	0	0	0	0	1	33	42%	5	39	2	0	3	0	0	1	45	58%	1	78	11	14%
3 Technicians	12	5	0	0	0	0	2	19	86%	5	3	0	0	0	0	0	0	3	14%	0	22	7	32%
4 Protective Services	58	23	7	1	0	0	1	90	83%	5	13	4	1	0	0	0	0	18	17%	0	108	37	34%
5 Para Professional	0	0	0	0	0	0	0	0	0%	0	4	0	0	0	0	0	0	4	100%	0	4	0	0%
6 Office & Clerical	2	0	0	0	0	0	0	2	13%	0	8	2	1	0	0	1	1	13	87%	2	15	5	33%
7 Skilled Craft	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
8 Service Maintenance	3	0	0	0	0	0	0	3	75%	1	1	0	0	0	0	0	0	1	25%	0	4	0	0%
Totals	114	36	7	1	0	0	4	162	64%	17	75	9	2	3	0	1	2	92	36%	3	254	65	26%

Table 1 illustrates the total FY 22 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2022.

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Minority Labor Market Representation FY2022
(Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	22%	-3%	22%	0%	0%	0%	0%	0%
2 Professionals	29%	14%	-15%	8%	0%	4%	0%	0%	3%
3 Technicians	38%	32%	-6%	23%	0%	0%	0%	0%	9%
4 Protective Services	37%	34%	-3%	25%	7%	1%	0%	0%	1%
5 Para Professional	34%	0%	-34%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	33%	2%	13%	7%	0%	0%	7%	7%
7 Skilled Craft	26%	0%	NA	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	0%	-45%	0%	0%	0%	0%	0%	0%

Female Labor Market Representation FY2022
(Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	35%	-10%	30%	4%	0%	0%	0%	0%	0%
2 Professionals	59%	58%	-1%	50%	3%	0%	4%	0%	0%	1%
3 Technicians	50%	14%	-36%	14%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	17%	-3%	12%	4%	1%	0%	0%	0%	0%
5 Para Professional	77%	100%	23%	100%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	87%	22%	53%	13%	7%	0%	0%	7%	7%
7 Skilled Craft	6%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	25%	-19%	25%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY2022
(Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	65%	10%	48%	17%	0%	0%	0%	0%	0%
2 Professionals	41%	42%	1%	36%	5%	0%	0%	0%	0%	1%
3 Technicians	50%	86%	36%	55%	23%	0%	0%	0%	0%	9%
4 Protective Services	81%	83%	3%	54%	21%	6%	1%	0%	0%	1%
5 Para Professional	23%	0%	-23%	0%	0%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	13%	-22%	13%	0%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	75%	19%	75%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and Agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2022.

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Table 5 **Minority Representation Trends FY20, 21, 22**

EEO-4 CATEGORY	FY20 Minority Variance of Labor Market	FY21 Minority Variance of Labor Market	FY22 Minority Variance of Labor Market
1 Officials & Administrators	-1%	1%	-3%
2 Professionals	-8%	-15%	-15%
3 Technicians	7%	-6%	-6%
4 Protective Services	2%	-6%	-3%
5 Paraprofessional	-33%	-34%	-34%
6 Office & Clerical	5%	10%	2%
7 Skilled Craft	N/A	N/A	0%
8 Service Maintenance	-42%	-45%	-45%

Table 6 **Female Representation Trends FY20, 21, 22**

EEO-4 CATEGORY	FY20 Female Variance of Labor Market	FY21 Female Variance of Labor Market	FY22 Female Variance of Labor Market
1 Officials & Administrators	-15%	-10%	-10%
2 Professionals	4%	1%	-1%
3 Technicians	-39%	-40%	-36%
4 Protective Services	-9%	-1%	-3%
5 Paraprofessional	-34%	-27%	23%
6 Office & Clerical	23%	17%	22%
7 Skilled Craft	N/A	N/A	0%
8 Service Maintenance	-20%	-19%	-19%

Table 7 **Male Representation Trends FY20, 21, 22**

EEO-4 CATEGORY	FY20 Male Variance of Labor Market	FY21 Male Variance of Labor Market	FY22 Male Variance of Labor Market
1 Officials & Administrators	15%	10%	10%
2 Professionals	-4%	-1%	1%
3 Technicians	39%	40%	36%
4 Protective Services	9%	1%	3%
5 Paraprofessional	34%	27%	-23%
6 Office & Clerical	-23%	-17%	-22%
7 Skilled Craft	N/A	N/A	0%
8 Service Maintenance	20%	19%	19%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2022

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SECTION V: COMPLAINTS

Table 8

Complaint Summary					
	FY21		FY22		% Change
	Total	%	Total	%	
Total Informal Complaints Received	0	N/A	0	N/A	N/A
Total Informal Complaints Resolved Internally	0	N/A	0	N/A	N/A
Total Formal Complaints Received	6	100%	4	100%	40%
Total Formal Complaints Resolved	6	100%	3	75%	50%
Total External Complaints Received	2	100%	1	25%	50%
Total External Complaints Resolved	1	50%	1	25%	0%

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records during FY22.

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SECTION VI: EMPLOYEE ACTIONS

Table 9

TYPE	2021		2022		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	1	13%	0	0%	-100%
Total Female Minority Disciplines	1	13%	0	0%	-100%
Total Male Non-Minority Disciplines	4	50%	0	0%	-100%
Total Male Minority Disciplines	2	25%	4	100%	50%
Total Disciplines	8	100%	4	100%	-50%
SEPARATIONS					
Total Female Non-Minority Separations	7	47%	11	31%	36%
Total Female Minority Separations	0	0%	2	6%	100%
Total Male Non-Minority Separations	4	27%	16	46%	75%
Total Male Minority Separations	4	27%	6	17%	33%
Total Separations	15	100%	35	100%	57%
NEW HIRES					
Total Female Non-Minority New Hires	2	29%	18	42%	89%
Total Female Minority New Hires	0	0%	3	7%	100%
Total Male Non-Minority New Hires	4	57%	15	35%	73%
Total Male Minority New Hires	1	14%	7	16%	86%
Total New Hires	7	100%	43	100%	84%
PROMOTIONS					
Total Female Non-Minority Promotions	7	30%	16	40%	56%
Total Female Minority Promotions	1	4%	3	8%	67%
Total Male Non-Minority Promotions	11	48%	15	38%	27%
Total Male Minority Promotions	4	17%	6	15%	33%
Total Promotions	23	100%	40	100%	43%

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2022.

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SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10 Training by Gender

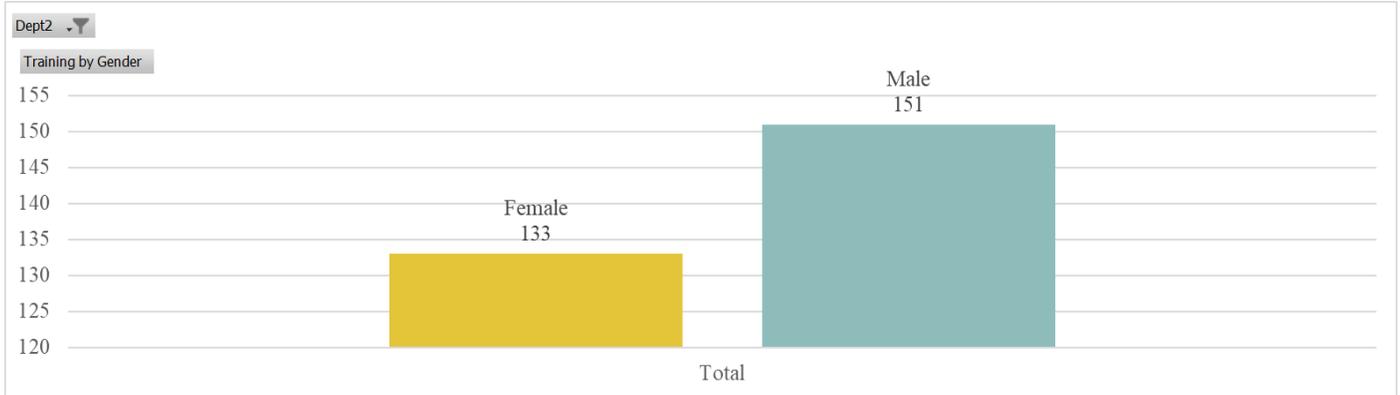


Figure 11 Training by Race/Ethnicity

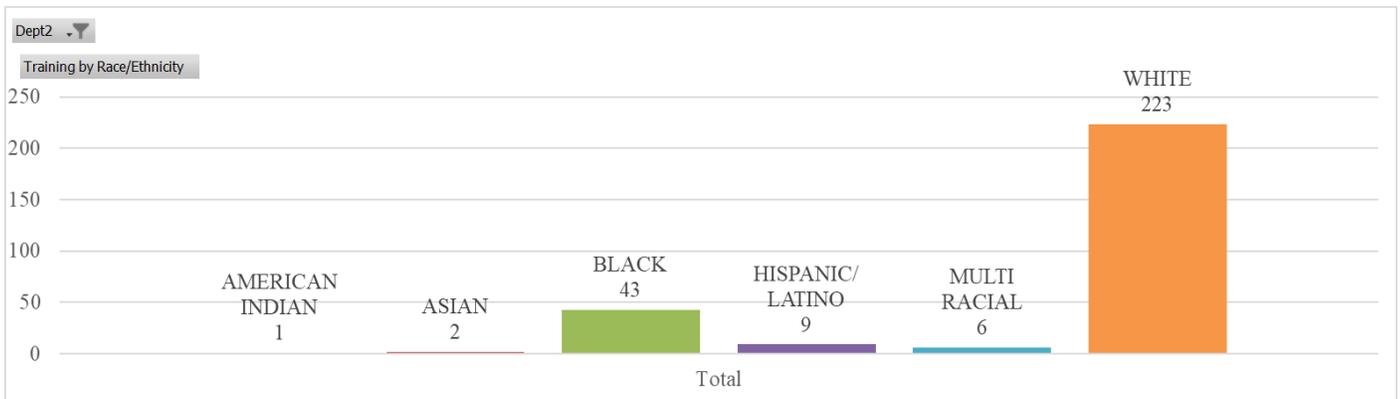
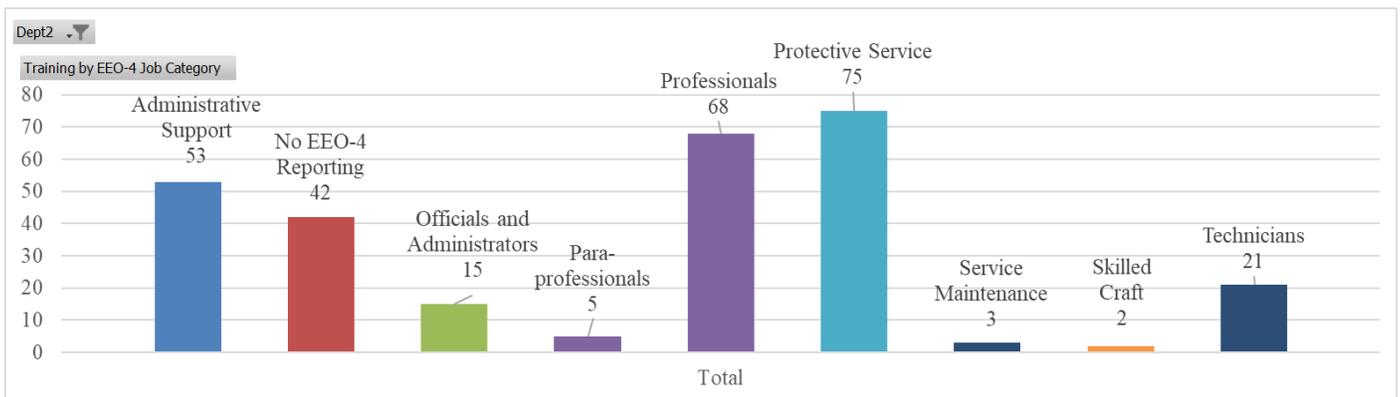


Figure 12 Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2022.

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Table 13

DSHS Tuition Reimbursement data is not currently available.

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY22.

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	20
Total Requests for Accommodations	N/A
Total Requests Accommodated	N/A
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program

Table 14 data were obtained from the PHRST system as of 06/30/2022.

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Table 15

EXIT SURVEY SUMMARY						
	EXCELLENT	GOOD	AVERAGE	BELOW	POOR	TOTAL
Agency as a place to work	38%	40%	14%	7%	0%	100%
	16	17	6	3	0	42
Opportunity for advancement or promotion	12%	27%	17%	22%	22%	100%
	5	11	7	9	9	41
Recognition of accomplishments/contributions	17%	33%	24%	12%	14%	100%
	7	14	10	5	6	42
Relationships with co-workers	46%	32%	15%	7%	0%	100%
	19	13	6	3	0	41
Relationship with your manager/supervisor	45%	36%	7%	5%	7%	100%
	19	15	3	2	3	42
Agency commitment to quality and customer service	5%	26%	24%	5%	0%	60%
	19	11	10	2	0	42
Work area tools available to perform the functions of your job	24%	29%	29%	14%	5%	100%
	10	12	12	6	2	42
Performance goals were clear and you knew what was expected of you in your job	36%	26%	24%	5%	10%	100%
	15	11	10	2	4	42
Training and development needs were assessed and met	38%	19%	14%	14%	14%	100%
	16	8	6	6	6	42
Benefits package	49%	32%	12%	0%	7%	100%
	20	13	5	0	3	41
Compensation	29%	14%	10%	26%	21%	100%
	12	6	4	11	9	42
Family-Friendly Workplace	34%	37%	12%	7%	10%	100%
	14	15	5	3	4	41

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to provide responses.

Table 15 data were obtained from the employee responses provided on an online survey during FY22.

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SECTION XIII: RECRUITMENT AND RETENTION SUMMARY FY22 (JULY 1, 2022 – JUNE 30, 2023)

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/21)	Vacancies (as of 6/30/22)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 21	Vacancy Rate FY 22	% change FY22 vs FY21
12	2	MBBA03	Alcohol Tobacco Enforcement Agent III	13	92%	15%	-83%
1	0	MBBB03	Capitol Police Officer II	1	100%	0%	-100%
1	1	MBBB04	Capitol Police Officer III	51	2%	2%	0%
0	1	MBBB05	Capitol Police Sergeant	9	0%	11%	100%
0	1	MBBB06	Capitol Police Lieutenant	3	0%	33%	100%
1	1	MBBB07	Capitol Police Major	2	50%	50%	0%
0	0	MDEZ01	Assistant Medical Examiner	3	0%	0%	0%
0	0	MFEA06	Planning Supervisor	3	0%	0%	0%
0	1	MGBA07	Analytical Chemist I	2	0%	50%	100%
0	0	MGBA08	Analytical Chemist II	4	0%	0%	0%
0	2	MGBA09	Analytical Chemist III	11	0%	18%	100%
0	0	MGBB05	Laboratory Manager I	5	0%	0%	0%
0	0	MGBB06	Laboratory Manager II	3	0%	0%	0%
0	0	MGBD01	Forensic DNA Analyst	1	0%	0%	0%
0	5	MGBD02	Senior Forensic DNA Analyst	5	0%	100%	100%

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Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Job Code	Job Title	# Times Posted in FY22	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MBBA03	Alcohol Tobacco Enforcement Agent III	3	18	6	9	3
MBBB03	Capitol Police Officer II	1	14	14	7	7
MBBB04	Capitol Police Officer III	2	35	18	5	3
MBBB05	Capitol Police Sergeant	1	8	8	8	8
MBBB06	Capitol Police Lieutenant	2	17	9	8	4
MBBB07	Capitol Police Major	2	18	9	17	9
MDEZ01	Assistant Medical Examiner	1	1	1	1	1
MFEA06	Planning Supervisor	1	24	24	8	8
MGBA07	Analytical Chemist I	1	16	16	14	14
MGBA08	Analytical Chemist II	1	16	16	13	13
MGBA09	Analytical Chemist III	N/A				
MGBB05	Laboratory Manager I	1	8	8	8	8
MGBB06	Laboratory Manager II	N/A				
MGBD01	Forensic DNA Analyst	N/A				
MGBD02	Senior Forensic DNA Analyst	N/A				

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

Table 16 data were obtained from the PHRST system as of 06/30/2022.

Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
450101100	DSHS/Office o/t Secretary/Administration	15%	14%	-1%
450120300	DSHS/ Office o/t Secretary /Communication	20%	30%	10%
450130400	DSHS/ Office o/t Secretary /DE Emer. Mgt	3%	19%	16%
450140500	DSHS/ Office o/t Secretary /Highway Safety	0%	14%	14%
450150100	DSHS/Sec/Dev Dis Council	0%	0%	0%
450160100	DSHS/Sec/Persons w/ Disabilities	0%	0%	0%
450170100	DSHS/Division of Gaming Enforcement	0%	0%	0%
450180100	DSHS/Division of Forensic Science	9%	21%	12%
450210100	DSHS/Capitol Police	6%	7%	1%
450310100	DSHS/Alcoholic Beverage Control	0%	0%	0%
450410100	DSHS/Alcohol and Tobacco Enforcement (DATE)	13%	0%	-13%
Department Average		6%	10%	4%

Table 19

Turnover by Hard-to-Fill Jobs				
Job Code	Job Title	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
MBBA03	Alcohol Tobacco Enforcement Agent III	9%	0%	-9%
MBBB03	Capitol Police Officer II	0%	0%	0%
MBBB04	Capitol Police Officer III	2%	4%	2%
MBBB05	Capitol Police Sergeant	0%	12%	12%
MBBB06	Capitol Police Lieutenant	0%	29%	29%
MBBB07	Capitol Police Major	67%	0%	-67%
MDEZ01	Assistant Medical Examiner	0%	33%	33%
MFEA06	Planning Supervisor	0%	25%	25%
MGBA07	Analytical Chemist I	0%	0%	0%
MGBA08	Analytical Chemist II	0%	18%	18%
MGBA09	Analytical Chemist III	12%	24%	12%
MGBB05	Laboratory Manager I	0%	0%	0%
MGBB06	Laboratory Manager II	0%	0%	0%
MGBD01	Forensic DNA Analyst	0%	0%	0%
MGBD02	Senior Forensic DNA Analyst	0%	0%	0%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2022.

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RETIREMENT ELIGIBILITY BREAKDOWN - FY22

Figure 20

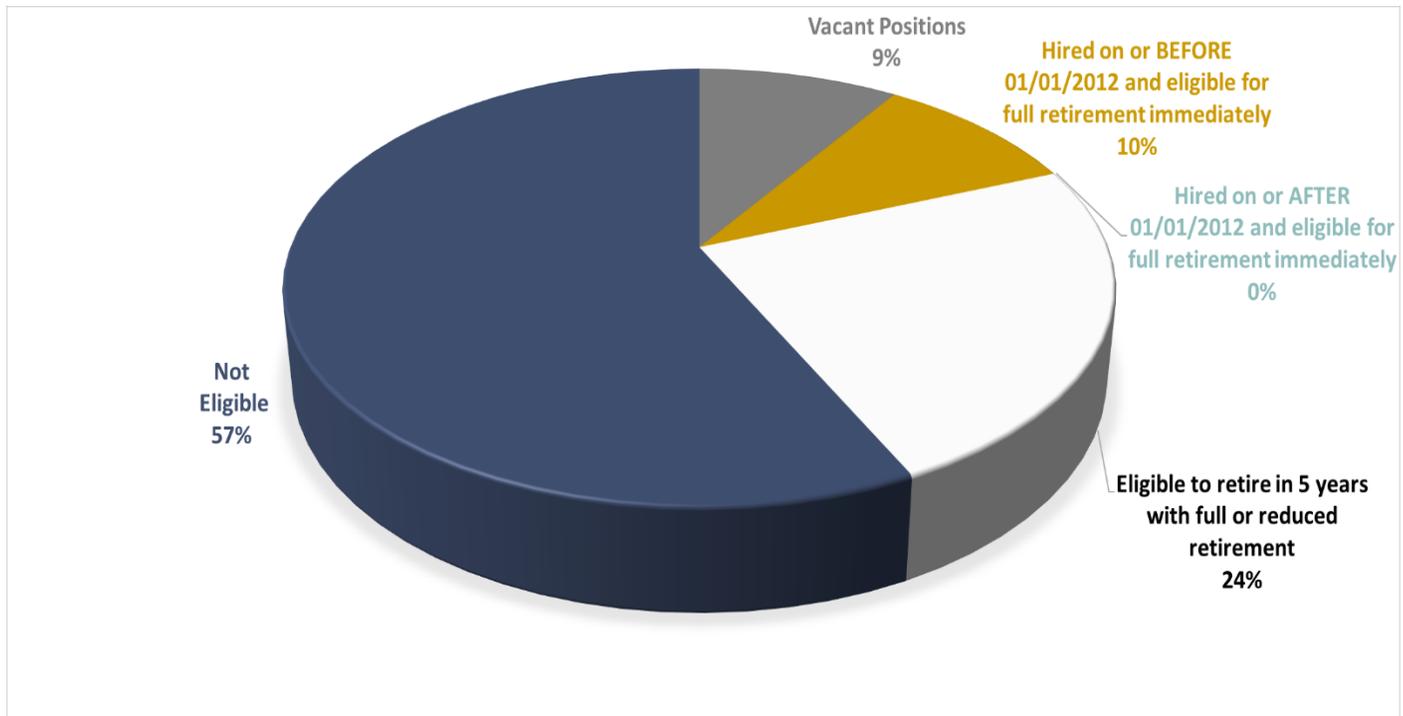


Figure 20 illustrates the percentage of positions based on their retirement eligibility status.

Figure 20 data were obtained from the PHRST system as of 06/30/2022.

Retirement Eligible Criteria: **

Employees Initially hired prior to January 1, 2012

1. Five (5) years pension credited service (must have five (5) consecutive) and has attained age 62; or,
2. Fifteen (15) years of pension credited service (must have five (5) consecutive) and has attained age 60; or,
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age.

Employees Initially hired on or after January 1, 2012

1. Ten (10) years pension credited service (must have five (5) consecutive) and has attained age 65; or,
2. Twenty (20) years of pension credited service (must have five (5) consecutive) and has attained age 60; or
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age

Department of Safety and Homeland Security: Per H.B. 363, DSHS Capital Police Officers and Division of Alcohol and Tobacco Enforcement agents are fully eligible to retire after 25 years of credited state service.

**Source: State Employees' Pension Plan Retirement Overview, 29 Del. C. c. 55, as amended.

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RETIREMENT ELIGIBILITY BY DIVISION as of 6/30/2022

Table 21

Forensic Science						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
61	54	7	2	0	7	45
Gaming Enforcement						
7	7	0	1	0	2	4
Alcohol and Tobacco Enforcement						
18	16	2	0	0	4	12
Administration						
16	15	1	1	0	4	10
Alcoholic Beverage Control Commission						
5	5	0	0	0	2	3
Highway Safety						
7	7	0	0	0	2	5
Delaware Emergency Management						
42	39	3	8	0	6	25
Communications						
26	21	5	4	0	6	11
Delevmental Disabilities Council						
6	5	1	1	0	1	3
Capitol Police						
92	85	7	10	0	33	42
Department of Safety and Homeland Security Totals						
280	254	26	27	0	67	160

Table 21 illustrates the total number and percentage of positions by division based on their retirement eligibility status.

Table 21 data were obtained from the PHRST system as of 06/30/2022.

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Applicant Pipeline

In FY22, 889 people applied online to DSHS jobs, an 18% decrease from FY21 in which 1,082 applied. This includes applicants for all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual/Seasonal Recruitments.

Figure 22

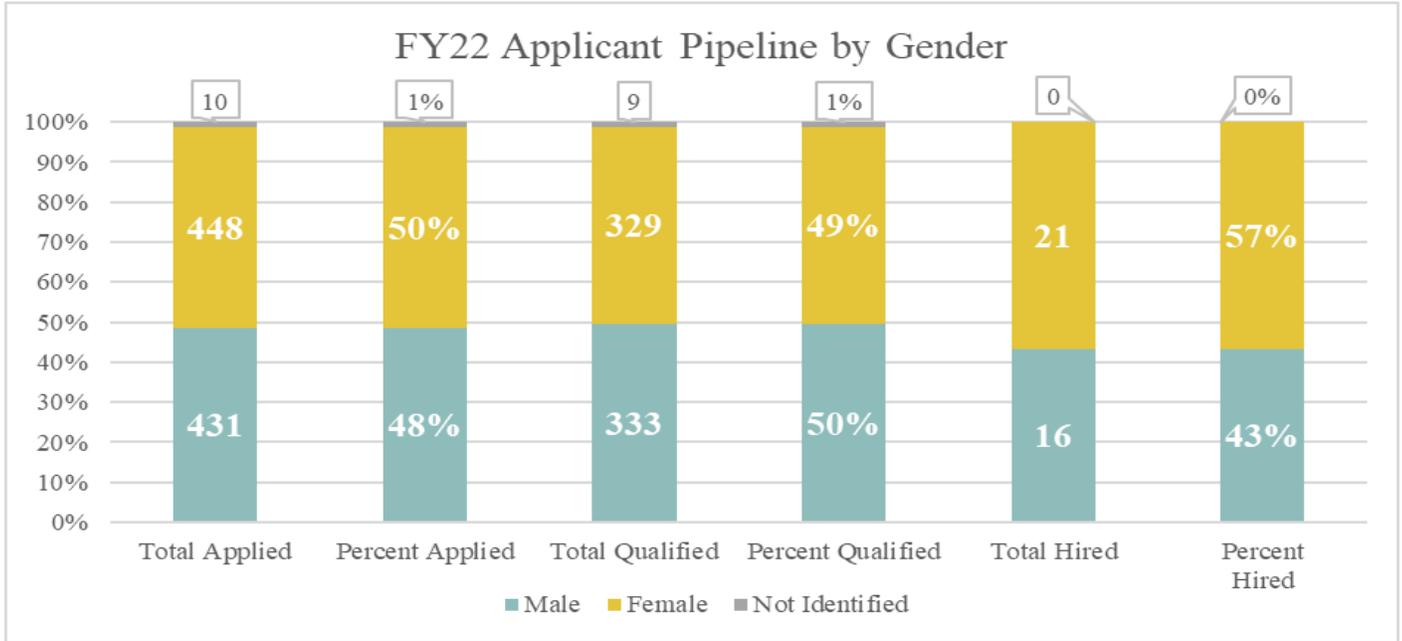
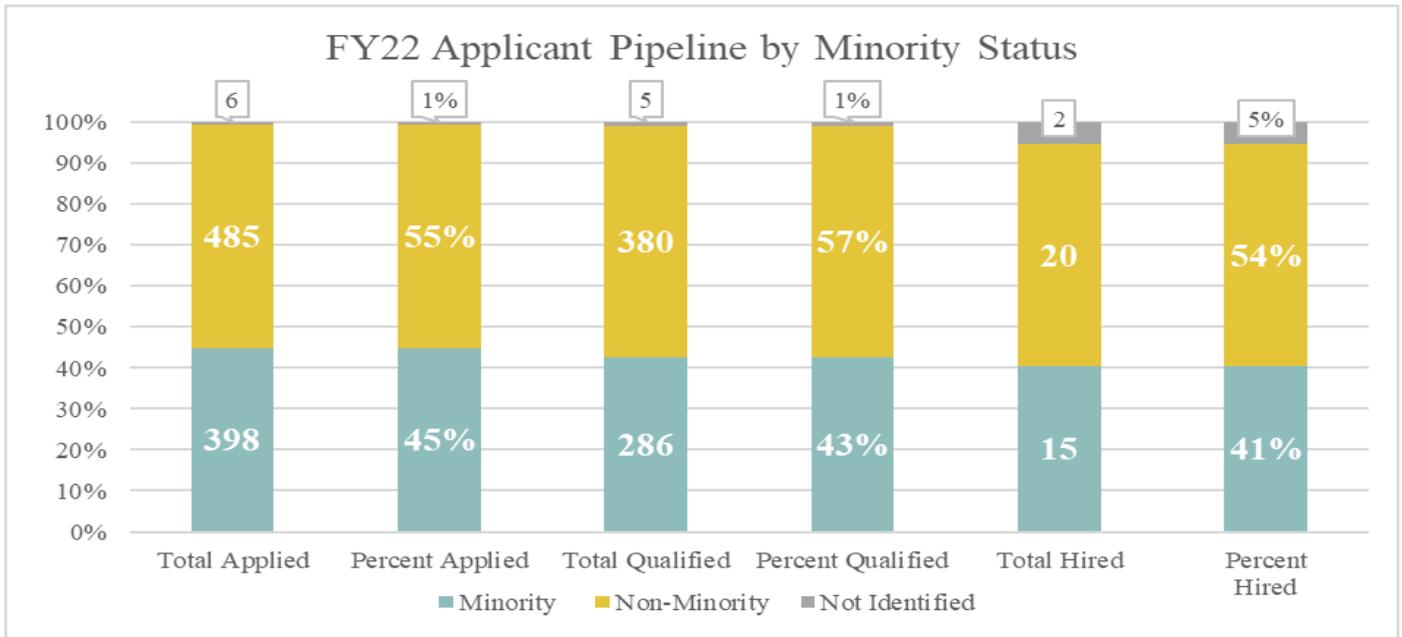


Figure 23



Figures 22 and 23 illustrate the total applicants who applied to State of Delaware jobs on the state’s primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov, by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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Recruitment and Hiring Times

Table 24

Fiscal Year	Average Time-to-Fill (days)	Average Time-to-Hire (days)
FY21	74	47
FY22	79	28
Change FY21 vs FY22	5	-19

Table 25

Fiscal Year	Average Time Req-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY21	2	11
FY22	4	23
Change FY21 vs FY22	2	12

Table 24 illustrates the average time in calendar days it takes to hire for vacant jobs and *measures the hiring manager's effectiveness in making hires.*

- Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.
- Time-to-Hire is measured by the number of calendar days from the time referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 25 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and *measures HR's effectiveness in processing recruitments.*

- Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.
- Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 24 and 25 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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SECTION IV: PLAN OF ACTION - FUTURE STEPS TO IMPLEMENT IN FY23 (JULY 1, 2022 – JUNE 30, 2023)

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely*.

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Delaware Emergency Management Agency (DEMA):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-1 Goal 1	Currently, we have multiple generations as employees, need to address differences.	Hold the generational differences course again.	Training	DHR Diversity and Inclusion Training and Strategic Initiatives.	By June, 2023

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state’s mission, vision, and value proposition. *

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Office of Highway Safety (OHS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Each manager and supervisor is responsible for fostering a workplace environment free of discrimination and harassment and to promote a safe and respectful work environment. As new personnel fill management positions, it is vital to ensure that they understand their responsibilities and that they hold themselves and employees accountable for their actions.	Through the education of supervisors and enforcement of policies, the Division wants to prevent behavior that violates the respectful workplace and anti-discrimination policy.	OHS Management	Training, mentoring, correction if needed, and discipline if needed.	Ongoing

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Developmental Disabilities Council (DDC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Continue to foster an encouraging, welcoming environment that respects staff members of all genders, races, gender identities, geographic locations, and skill levels.	One-on-one meetings with staff members weekly to discuss questions, concerns, and goals for their professional future.	Kristin Harvey, Executive Director	Continued training on inclusion and diversity, and how to be an effective leader.	Ongoing
SP-2 Goal 1	Implement a standardized employee recognition program that will provide either an event or gift once a year to improve employee job satisfaction and retention.	Agreement in place with the State of Delaware to fund employee recognition efforts using state funds. Our federal funds which make up the majority of our funding, are not permitted to be used for gifts/recognition. Simultaneously, the State of Delaware requires employee recognition gifts or events at least once per year. The Executive Director has been paying for these items/activities out of her own pocket.	Kristin Harvey, Executive Director	State funding for annual DDC employee recognition.	By June 30, 2023, hope to reach an agreement with DSHS to provide state funding for DDC employee recognition events/activities in accordance with all applicable laws and rules.

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Division of Forensic Science (DFS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Continue to maintain a healthy, diverse, equitable, and inclusive work environment.	Monitor survey results, customer feedback, feedback from monthly unit meetings, and bi-weekly Leadership meetings.	John Evans, Director. Melissa Newell, Deputy Director. Johna Esposito, Quality Assurance Manager.	DHR, Class & Comp, LiUNA Union, Merit Rules	Effective immediately

Capitol Police (DCP):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Increase the effectiveness of recruiting efforts, improving the number of qualified and diverse applicants for the position of police officer. The desired outcome is to improve the recruitment of minority and underrepresented police officer candidates.	The DCP Recruitment Team will keep the DCP Command Staff up to date with recruiting activities and results. The DCP Chief will also maintain liaison with DSHS Human Resources personnel to stay current with DCP applicants to determine what if any action is needed to improve recruiting efforts.	All DCP personnel are responsible for recruiting, including the Chief. The DCP Recruiting Team is specifically tasked with attending job fairs, recruiting events, etc., and provides feedback as to the results of such efforts. By including all DCP personnel in our recruiting the desired outcome is improved retention as a result of being part of an agency-wide effort.	There will be a cost to attend recruiting events such as job fairs, as well as for recruiting promotion materials. There is \$10,000.00 in the budget for FY23 for this purpose.	Recruiting efforts are daily throughout the year. There is no beginning or end to these efforts.

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Developmental Disabilities Council (DDC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Ensure effective oversight of the Executive Director (ED), including clear role definitions between volunteer Council members and DSHS/HR state employees who possess the ability to review the ED as a fellow state employee using the required HR forms.	All parties are clear regarding their roles and responsibilities and act accordingly. ED can identify areas of strength to continue to amplify, and weaknesses to continue to improve.	ED, DSHS HR, DDC Personnel Committee, Cabinet Secretary	Time for annual review and meeting with ED and all parties to conduct the ED's evaluation	Ongoing

Division of Gaming Enforcement (DGE):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Development of a Career Ladder or Investigator III	Program Development	Investigative Supervisor and Director	DHR	October 3, 2022

Division of Forensic Science (DFS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Continue to maintain a healthy, diverse, equitable, and inclusive work environment	Monitor survey results, customer feedback, feedback from monthly unit meetings, and bi-weekly Leadership meetings	John Evans, Director. Melissa Newell, Deputy Director. Johna Esposito, Quality Assurance Manager.	DHR, Class & Comp, LiUNA Union, Merit Rules	Effective immediately

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Capitol Police:

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Provide management and supervisory effectiveness training for DCP personnel. Providing such training will provide DCP personnel with promotion potential and will thus assist with retention. Management and supervisory training provided to underrepresented personnel will provide greater promotion potential to minority candidates, and present leadership roles for minorities which will assist in minority recruitment.	As management and supervisory classes become available the DCP Command Staff will post the opportunity to DCP personnel and solicit their interest in attending the class. The number of officers selected and completing the training would be maintained by the DCP Command Staff.	The DCP Command Staff will be responsible for identifying and distributing opportunities for the training as it becomes available. They will then select a candidate to attend the training from those who apply for the opportunity.	The cost of tuition for the NJ Chiefs of Police Command and Leadership School is \$1,000.00. The Delaware State Police Leadership Program is free of charge. If the DCP sends 3-5 personnel to the NJ Program the cost would be approximately \$3,000.00-\$5,000.00 per year.	The target date is throughout the fiscal year as the classes become available. They are not on any set schedule.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities*.

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Office of Highway Safety (OHS)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	The Division relies on DHR staff for recruitment. We have had significant turnover within the Division over the past three years. We are a relatively small division with 12 total employees. We have 1 full-time merit exempt position, 5 full-time merit positions, 5 casual/seasonal positions, and 1 contractual position. Turnover has been significant in casual/seasonal and contractual positions. Many of these employees have stayed less than a year and moved on to full-time merit positions where they have benefits including paid sick/vacation and health insurance. It takes time to hire new personnel and train them which puts more pressure and work on the remaining employees when there is a vacancy causing them to feel overwhelmed and frustrated.	A diverse, inclusive, and equitable work environment that encourages retention of the workforce. Employees in casual/seasonal and contractual positions, are often doing the same work as the full-time merit positions, but do not receive the benefits that full-time merit employees receive. This does not make the work environment feel fair and equitable to all employees. Employees leaving have reported that they very much value the work environment of the Division but need to have a position that provides benefits. The desired outcome would be to have more full-time merit positions that encourage retention.	OHS Management	The ability to have more full-time merit positions that may encourage retention.	Ongoing

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Developmental Disabilities Council (DDC):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Empower the Executive Director (ED) to lead a diverse group of staff and Council members to accomplish the goals and objectives established in the DDC's state plan.	ED feels confident in her ability to lead the Council and staff.	ED, DSHS HR, DSHS Fiscal, DDC travel determination group, Cabinet Secretary	Training through statewide training on leadership and development. Approval for travel requests for ED to travel to out-of-state training opportunities.	Ongoing
SP-3 Goal 2	Ensure that DDC staff are aware of training opportunities for professional development both through the state and from our national networks.	Staff reports feeling that they have growth opportunities and are appreciated and valued.	DDC staff, ED, DSHS HR, DSHS Fiscal, DDC travel determination group, Cabinet Secretary	Training on professional development is offered to ED through the State. Travel requests for professional development training are approved.	Ongoing

Division of Gaming Enforcement (DGE):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Development of a Career Ladder for Investigator III	Program Development	Investigative Supervisor and Director	DHR	October 3, 2022

Division of Forensic Science (DFS):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Promote and foster professional growth at all levels.	Monitor the number of professional development and leadership training attended by the DFS staff.	DFS Leadership & Management	Delaware Learning Center Delaware State Police Leadership Development Program Training funded through General Funds and Grant Funds	Effective Immediately

Capitol Police (DCP):

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Providing applicable in-service training to all DCP personnel to achieve professional development, education, and awareness. In providing training in ethics and bias policing, DCP personnel will be well versed in these topics, which will assist them in recruiting efforts for new police officers, including underrepresented minority officers, as well as improving the retention of existing officers.	The DCP Training Officer will schedule mandatory in-service training for all DCP personnel as required by the Commission on the Accreditation for Law Enforcement (CALEA). The training officer will schedule the instructors and identify a location for the training to be held. The Training officer will also maintain records of who completed the training.	The DCP Training officer will be responsible for scheduling and proctoring the mandatory in-service training.	There will be no cost for this training. A state facility will be used to conduct the training, and the instructors will be either DCP personnel or other law enforcement professionals from other departments free of charge.	The training will be scheduled for January 2023. This will provide for minimal impact on staffing as compared to the spring, summer and fall time frames when many more DCP personnel are on vacation.