

**STATE OF DELAWARE**  
**Department of Correction (DOC)**  
**FY2024/FY2025 EEO REPORT AND ACTION PLAN**



**State of Delaware**

**Department of Correction**

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**FY24 EEO/AA Report**  
**July 1, 2023 – June 30, 2024**

**and**

**FY25 Action Plan**  
**July 1, 2024 – June 30, 2025**

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**Department of Correction (DOC)**  
**FY2024/FY2025 EEO REPORT AND ACTION PLAN**

**MEMORANDUM**

TO: Claire DeMatteis  
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.  
Chief Diversity Officer  
Division of Diversity, Equity and Inclusion

FROM: Terra Taylor  
Commissioner  
[Terra.Taylor@delaware.gov](mailto:Terra.Taylor@delaware.gov)

Beverly Barr-Ford  
Director, Human Resources  
[Beverly.Barrford@delaware.gov](mailto:Beverly.Barrford@delaware.gov)

DATE: September 19, 2024

SUBJECT: **DOC FY24 Equal Employment Opportunity/Affirmative Action Report and FY 25 Action Plan**

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Attached is a copy of the Department of Correction FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace*.

We have reviewed the FY24 Equal Employment Opportunity/Affirmative Action Report and FY25 Action Plan and endorse its accuracy and content that will enable progress and results agency-wide.

If you have any questions, please let us know.

Thank you.

Enclosures

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**SECTION I: POLICY STATEMENT**

Included with this Report is the official declaration of the state executive branch agency's commitment to EEO and the Respectful Workplace and Anti-Discrimination Policy (RWAD), dated and signed by Terra Taylor, Commissioner. Executive Order 30 (Appendix A) is also attached to this Report.

**SECTION II: EXECUTIVE SUMMARY**

**SUMMARY STATEMENT:**

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Delaware Department of Correction's (DOC) commitment to equal employment opportunity is demonstrated through various initiatives and practices. The depth of that commitment is communicated through the five (5) DOC core values that guide how we serve our mission.

Integrity      Courage      Accountability      Respect      Diversity

**DOC Mission Statement:**

*To protect the public and promote successful reentry through safe and effective supervision, and rehabilitative services supported by a professional and diverse workforce.*

During the past year, the DOC has successfully adapted and maintained a forward momentum. The following report outlines the efforts and accomplishments in equal employment opportunity. The DOC4Inclusion Coalition continues to foster unity and collaboration within the Department by promoting inclusion and equity. In an effort to keep positive momentum within the Department, DOC continues to provide employees with support through meaningful training opportunities that will supply employees with the right tools for success. The DOC continues to place recruitment and retention at the forefront of the Department.

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**DEPARTMENT SUMMARY**

<b>Name of Division</b>	<b># of Employees</b>
Office of the Commissioner	17
Bureau of Administrative Services	84
Bureau of Prisons	1686
Bureau of Community Corrections	548
Bureau of Healthcare, Substance Abuse and Mental Health Services	10
<b>TOTAL</b>	<b>2345</b>

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## **Responsibilities for Implementation**

See Appendix B – List of Laws

## **RESPONSIBILITIES STATEMENT**

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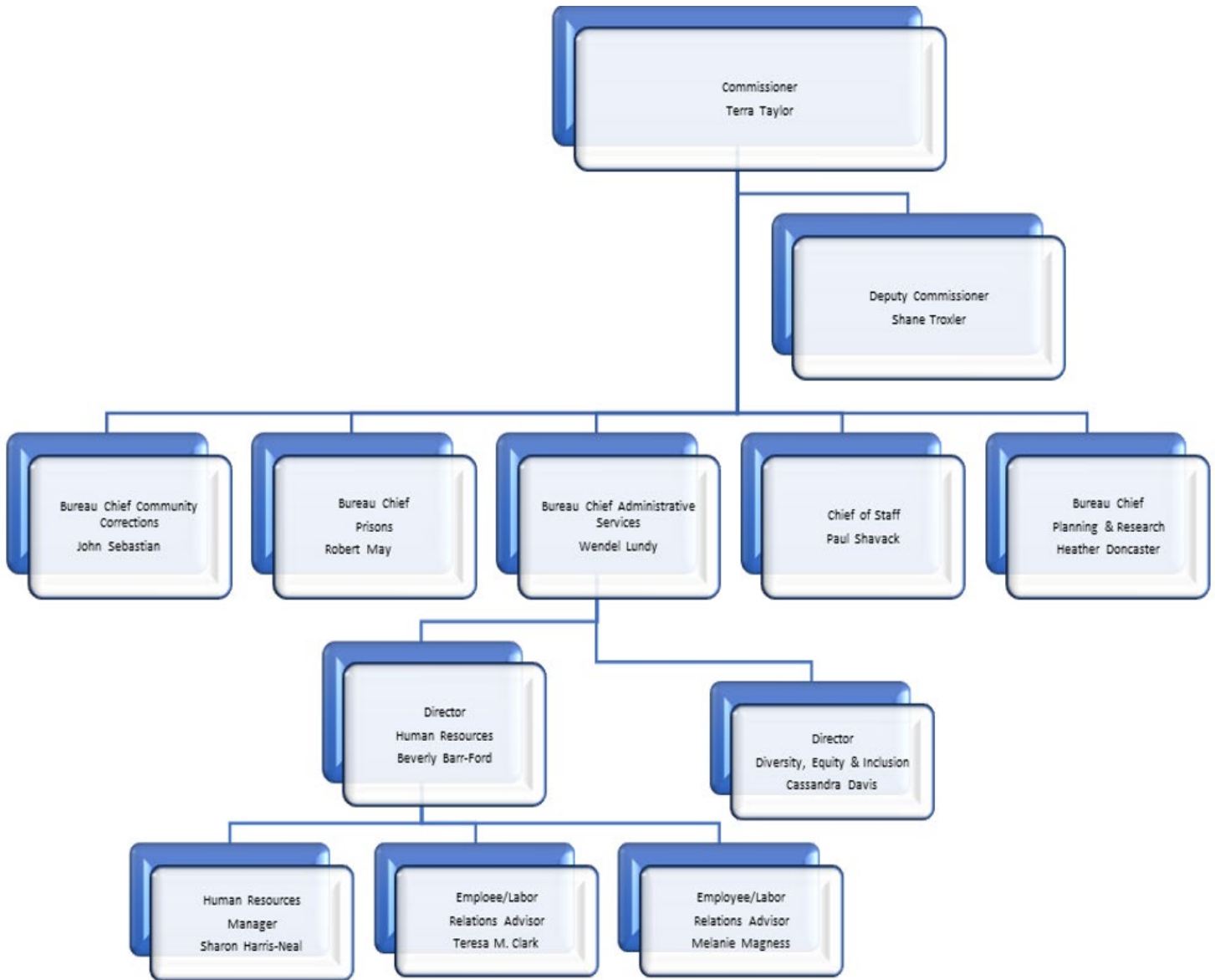
The Commissioner of the Department of Correction oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Department's leadership sets the example and acts as role models for all employees to emulate by demonstrating an appreciation for diversity among employees, offenders, and those in the community they serve. Managers provide their employees the opportunity to attend training on diversity to increase awareness and understanding, as well as to promote an inclusive environment. Sexual harassment awareness and prevention training is provided as required by 19 *Del. C.* §711A. In addition, management is charged with the responsibility of ensuring that all allegations of discrimination are addressed promptly and appropriately.

The Director of Human Resources, Beverly Barr-Ford, 302-857-5203, [beverly.barrford@delaware.gov](mailto:beverly.barrford@delaware.gov), implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. Directing the Department's Affirmative Action/Equal Employment and Diversity programs.
2. Overseeing the development and instruction of training related to:
  - a. Diversity & Inclusion
  - b. Discrimination and Associated Topics
  - c. Implicit Bias Awareness
  - d. Generational Differences Awareness
  - e. Sexual Harassment Awareness and Prevention
3. Overseeing and conducting mediation and resolution of workplace issues.
4. Overseeing the development and implementation of workplace culture surveys.
5. Exploring recruitment and retention initiatives.
6. Overseeing the responses to requests from the Division of Labor Relations & Employee Practices-Department of Human Resources (DHR).
7. Overseeing the responses to Charges of Discrimination filed with the Equal Employment Opportunity Commission (EEOC) and the Delaware Department of Labor (DDOL)

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**ORGANIZATIONAL CHART:**



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**SECTION III: FY23 ACCOMPLISHMENTS: JULY 1, 2023 - JUNE 30, 2024**

**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.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-1 Goal 1	To increase employee engagement and retention at all levels within the DOC.	By conducting statewide site visits at DOC Level IV and V facilities. The goal is to solicit feedback from employees on this topic. Progress is measured by having proposed recommendations explored by leadership and having staff acknowledge when/if changes are implemented.	DOC4Inclusion Coalition	The DO4Inclusion Coalition conducted site visits with leadership at DOC and Probation and Parole facilities to gather perspectives and encourage open dialog. This team also facilitated Implicit Bias Training sessions during this fiscal year.	FY24-FY25
SP-1 Goal 2	To address workplace climate impacted by perceived racial injustices as described on a national level.	The DOC4Inclusion Coalition hosts employee engagement sessions statewide at the DOC Probation and Parole Offices. Success is measured by the willingness of participants to engage in tough but necessary conversations.	DOC4Inclusion Coalition	The DOC4Inclusion Coalition hosted two Implicit Bias training sessions and facilitated a meeting with Dover Probation and Parole staff members and their leadership team on ways to successfully address this important topic.	FY24 -FY25
SP-1 Goal 3	Continue recruitment and promotion of under-represented demographics.	Success is measured through the continuous improvement of hiring qualified candidates in under-represented job classifications.	DOC Recruitment Team	DEI successfully collaborated with DOC partners (HR and Recruitment), community-based organizations, colleges, and universities to identify potential candidates from underrepresented communities.	FY24 -FY25

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				The Academy will continue to partner with various non-profit agencies such as Home of the Brave, Code Purple, Milford Housing Authority, and Kent County Parks to assist underserved populations.	
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**Strategic Priority 1**

**Goal 1- Increase Employee Engagement and Retention**

- o Conduct workplace DEI surveys with leadership and staff with the goal of evaluating employee retention efforts.
  - Share feedback received with applicable members of the DOC leadership team aimed toward addressing areas for potential improvements.
- o Facilitate Implicit Bias Training for all CEIT and BOTC training classes.
- o Engage with leadership at all DOC Level V, Level IV, and Probation & Parole facilities in an effort to collaborate on potential ideas to increase employee engagement.
- o DOC Steven R. Floyd Training Academy (SRFTA):
  1. Facility-based Adjunct Instructors were trained in CPR/First Aid/AED in FY 23 to prepare them for the delivery of institutional based training throughout FY 24. The process of certifying facility-based Adjunct Instructors expanded in FY 24 and now has participation by DOC’s two (2 largest Level 5 facilities).
  2. In compliance with standards set by the American Safety and Health Institute (ASHI), Academy Instructors certified six (6) new full-time Academy and Adjunct Instructors. These newly trained Instructors will deliver training to cadets in our basic programs (CEIT and BOTC) as well as facilitating bi-annual recertification required trainings.
  3. Through a Blue-Collar Grant awarded to the DOC Training Academy, the Department was able to provide Variable Frequency Drives (HVAC system related) training to 39 Officers of the Facilities Maintenance team.
  4. Continuing the practice that started in FY 23, the Training Academy again incorporated presentations by the Special Olympics of Delaware (SODE) into all CEIT and BOTC classes to promote the partnership between the non-profit agency and law enforcement. SODE is one of the largest annual fundraisers in the Law Enforcement Torch Run.
  5. Implicit Bias was facilitated for all CEIT and BOTC classes. In addition, 231 DOC current staff members attended this training which was offered via the DLC Learning Center in FY24.
  6. DEI/DOC4Inclusion partnered with the Department of Human Resources (DHR) and the DOC Recruitment teams to ensure DEI representation at hiring events, job fairs, career expos, and diversity-focused events.
  7. DEI will soon offer Navigating Generational Differences training for DOC employees. The training was piloted with DOC4Inclusion Coalition Members, The Stephen R. Floyd Training Academy, Executive Leadership, and

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the State Training Advisory Network of Delaware (STAND). Based on feedback from these four (4) piloted sessions, minor changes were made to the curriculum. The proposed finalized training will be presented to Bureau of Administrative Services (BAS) leadership and the DOC executive staff for final approval.

8. Monthly DOC4Inclusion Meetings were held as scheduled. This included, establishing sub-committee meetings focused on DEI news/media, health & wellness and planning events geared to highlight and embrace the various cultural heritage calendar events.

### **Strategic Priority 1**

#### **Goal 2- Address Workplace Climate Impacted by Perceived Racial Injustices DOC4Inclusion Coalition**

DOC4Inclusion continues to have monthly meetings with Coalition members. The Commissioner joins meetings as her schedule permits. Initiatives accomplished thus far include:

1. Bylaws were established in an effort to provide a structured framework for the DOC4Inclusion goals and initiatives.
2. The Law Enforcement-Specific Implicit Bias Training continues this fiscal year. As a supplement to this training, Microlessons have been developed and added to the training via the Delaware Learning Center (DLC). Six (6) microlessons are assigned once a month, following each employee's completion of this training. The intention is to keep awareness of personal biases at the forefront of those who have attended the training as they interact with co-workers.
3. The DE&I team plans to conduct a survey focused on determining the Department's understanding of diversity, equity, inclusion, and accessibility. The results will be used to collaborate with senior leadership on ways to improve awareness to this important work.
4. A DOC4Inclusion Cultural Heritage Bulletin Board was placed in the DOC Administration Building. Since this building is the primary location for all DOC trainings, many staff members are afforded the opportunity to view the awareness information that is displayed. The Bulletin Board's information is updated on a monthly basis.
5. The Coalition Hosts Forums/Site Visits at facilities and offices throughout the state to gather perspectives from staff and encourage open, solutions-based dialog.
6. Global Bites, an initiative geared to introduce and celebrate culture through food, was established and implemented.

### **Strategic Priority 1**

#### **Goal 3- Continue Recruitment and Promotion of Underrepresented Demographics**

- o The DOC partnered with the Department of Human Resources (DHR) in the annual Statewide Career Fair, collaborated with the Delaware National Guard, and successfully executed ten (10) hiring events between

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July 1, 2023 – June 30, 2024. These events are designed to offer an opportunity for potential applicants and members of the public to gain awareness about careers within the DOC. The ultimate goal for attending these events is to increase the DOC hiring pool of potential applicants. The Statewide Career Fair and DOC Hiring Events have brought approximately 960 potential applicants to the DOC.

- o In an effort to improve the number of under-represented classifications, the department continues to educate and require Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.

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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.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-2 Goal 1 *Refer to additional information below	To provide structured accountability via the performance evaluation process.	Measures of success will include the implementation of a cohesive performance evaluation tracking system.	DOC Human Resources	The performance appraisal training is provided to new supervisors quarterly during the Department’s Frontline Leadership Training. The appraisal tracking system is currently being developed by the HR Employment Services Team.	FY24
SP-2 Goal 2 *Refer to additional information below	To provide meaningful training opportunities aimed toward engaging and motivating a diverse workforce.	The DOC continues to promote employee training opportunities which are tracked within the Delaware Learning Center and DOC SRFTA.	DOC Human Resources; DOC4Inclusion Coalition; and, DOC SRFTA.	The Leadership Development Training Course continues to be hosted biannually. The Coalition has developed Navigating General Differences, and as previously described, the DOC SRFTA continues to develop and implement meaningful training opportunities to enhance the skill set of current staff.	FY23/FY24

**Strategic Priority 2**

**Goal 1\*- Performance Evaluation Process**

Performance Appraisal Training is conducted during the DOC Leadership Development Training experience. The goal of the training is to provide in-depth guidance on how to write an effective employee evaluation, how to develop an employee performance plan/ improvement plan and, provide rating tools to be used by supervisors and managers during the process. Managers also receive an overview of the DOC Career Ladder process.

- In FY 25 the DOC HR Team will continue to work towards the completion of a performance evaluation tracking system. The system will enable HR to capture the departments in which additional training and guidance may be needed to ensure that employee performance evaluations are being completed annually, and department wide. The goal is to work towards 100% completion of performance evaluations on an annual basis.

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**Strategic Priority 2**

**Goal 2\*- Meaningful Training Opportunities to Motivate and Engage Workforce**

1. Two (2) surveys were completed in FY 2024 with specific recommendations provided to applicable members of the DOC leadership team by the DOCares Committee. The data received is intended to be used during the training that is currently underdevelopment by the DOC HR Director and in collaboration with the DOCares committee, as well as members of the leadership team. This initiative supports the Commissioner's and Deputy Commissioner's goal to create a DOC specific training targeted for mid - senior level members of the leadership team (Captain and above). The primary focus will be promoting employee wellness, morale, retention, and improved overall culture.

• **DOC4Inclusion Coalition**

1. Hosted several site visits at facilities and offices throughout the DOC to gather perspectives and encourage open dialog.
2. Continue to facilitate ½ day Law Enforcement Specific Implicit Bias Training.
3. Is in the last stage of finalizing the Navigating Generational Differences Training.
4. Continue to offer suggestions on ways to improve DOC policy and procedures surrounding diversity, equity and inclusion.

• **Shadowing Program**

DOC Leaders implemented this program to provide staff the opportunity to experience “a day in the life of agency leadership” by gaining insights into the:

1. Roles and responsibilities
2. Skill requirements
3. Knowledge base

• **S.R. Floyd Training Academy**

1. In FY 24, through the completion of 7 Correctional Employee Initial Training (CEIT), 1 Basic Officer Training Course (BOTC), and 2 Non-Security Basic Training (NSBT) basic training programs, the Academy graduated 175 Correctional Officers, 14 Probation & Parole Officers, and 24 Non-Sworn staff members assigned to various Level IV and V institutions. An additional CEIT class started prior to the end of the FY 24 and will graduate during FY 25. While these basic training programs tend to receive the most recognition as they directly impact new staffing initiatives and highlight the recruitment efforts of the Department, they are only a portion of the training that is developed and delivered through the Academy.
2. In reference to mandatory training requirements, completion rates steadily increased despite Department-wide staffing shortages. While not fully back to pre-pandemic levels, the significant rise in staff attendance

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demonstrates the Department's focus on maintaining a skilled workforce. As in recent years, to bridge some of the training gaps, the Academy continued to provide and promote virtual training through various platforms. As mentioned previously, facility-based adjunct instructors were trained in CPR/First Aid/AED and delivered training on-site throughout FY 24 to ensure that staff maintained this critical certification.

3. In addition to basic training, the following accomplishments and initiatives should not go unnoticed. While this list is not all-encompassing, it provides an overall snapshot of the diverse opportunities provided to DOC employees, not only to meet mandatory requirements as established by the Delaware Code, Departmental Policy, and ACA guidelines but also for individual professional development.
4. FBI Law Enforcement Executive Development Association (LEEDA) Supervisory, Command, and Executive Leadership Institutes. The DOC continued to partner with FBI LEEDA to offer leadership development opportunities to DOC staff. These week-long courses provide participants with the skills necessary for effective law enforcement leadership and promote the exchange of information and best practices used in the law enforcement industry through collaboration, training, and education. We hosted five courses in FY 24, and 171 participants completed the training.
5. At the beginning of FY 24, the Department secured a sole source contract with FBI LEEDA, thus solidifying our long-term commitment to our partnership. In FY 25, we are scheduled to host 4 of the week-long courses, which are a part of the Trilogy series. Beginning this year and because of the sole source contract, we will increase the maximum participant allotment for each class from 35 participants to 40 participants.
6. The Training Academy has secured contracts with Federal Law Enforcement Training Centers (FLETC) to deliver both user and instructor-level certifications in Basic Tactical Medical training for first responders in December of 2024. Additionally, Sig Sauer will host another armorer's course at our facility. Both training sessions will be attended by DOC staff and officers from other law enforcement agencies.
7. Crisis Communication Course- In partnership with Wilmington University, this program was originally developed in FY 18 for delivery to all Correctional Officer series staff as a mandatory training. In FY 25, this course will be restructured and delivered by Academy instructors to specifically meet the needs of our department.
8. In FY 24, the Department continued to deliver the "in-house" Leadership Development Course. Facilitated by mostly DOC staff, this week-long training program was initially developed for newly promoted sworn supervisory staff. In FY 24, the Academy expanded this opportunity to newly promoted non-sworn supervisory staff since space allowed for their participation. It was again a success and will continue to be offered two times in FY 25.
9. Mental Health First Aid- This 8-hour course is delivered by certified DOC Instructors and has now been integrated into all CEIT, BOTC and NSBT classes. The focus of this class is to raise awareness of mental health as it relates to society and provides participants with step-by-step strategies for assisting those in crisis.
10. The Drill Instructors provide cadets with a solid foundation to physically and mentally prepare them for their careers and instill a sense of service to the community. In FY 24, some of the community partners that benefited from our cadet volunteers were Home of the Brave, Delaware Teen Challenge, Trap Pond State Park, and Milford Housing Authority. While these community-based initiatives were intended to instill the value of

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service to others in our cadets, on each occasion, both the cadets and Academy staff finished the day with a sense of pride and accomplishment.

11. Crisis Intervention Training (CIT)- After developing a curriculum specific to the needs of the Delaware Department of Correction, in FY 24, the National Commission for Correctional Health Care (NCCHC) twice delivered CIT training to Correctional Officer Series staff who work with inmates suffering from mental illness and are housed in DOC's Level 4 and 5 facilities. Thirty-four (34) participants completed this valuable training.

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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.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-3 Goal 1 *Refer to additional information below	To continue sign on bonuses and referral incentives; Attend in-person hiring and community events. Expanded the use of virtual job posting services. Implement a recruitment media plan. Increase social media presence; and, Post recruitment flyers on virtual bulletin boards.	The DOC continues to track bonuses and measure the effectiveness that this incentive provides related to recruiting and retaining employees.	DOC Recruitment Team	The DOC offers a \$5,000 signing bonus to new Correctional Officers. DOC Recruiters have increased their presence at community hiring events, radio streaming platforms, and via social media platforms.	FY24 -FY25
SP-3 Goal 2 *Refer to additional information below	The Recruitment and promotion of under-represented demographics.	As previously stated, the DOC continues to improve the numbers of under-represented classifications by requiring Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.	DOC Human Resources	The DOC continues to Educate hiring managers on under-represented classifications requirements and practices.	FY24 -FY25
SP-3 Goal 3 *Refer to additional	Decrease the vacancy and turnover rates as	By monitoring vacancy rates for all staff on a continuous basis.	DOC Human Resources/ DOCares	Two employee “stay” surveys were sent to all DOC staff members to determine their current	FY24

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information below	well as improve employee morale.	Develop a plan of action to increase employee retention.	Committee/ Leadership Team.	perspectives on employment within the Department (i.e., what they enjoyed about working for the DOC and areas that could be improved).	
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**Strategic Priority 3**

**Goal 1\*- Increase Sign on Bonuses and Recruitment Objectives**

- o Signing Bonus - The DOC continues to provide the \$5,000 signing bonus. This bonus has been a key process in increasing the number of quality applicants.
- Referral Incentive for Current Staff - The Department continues to provide the \$2,000 incentive bonus to officers and staff who recruit new cadets. This initiative is also vital to increasing the number of quality applicants.
- DOC Equivalency Incentive Program - In an effort to aid in recruitment and retention, the Department continues to offer the equivalency pay incentive program for newly hired out-of-state correctional officers. The incentive program allows employees who have equivalent work experience from another Department of Correction to be placed on the DOC salary step table and receive the qualified length of service credit for up to and not greater than ten (10) years of service. Note: This incentive applies to compensation only.
- Out of State Housing for Cadets – DOC recently implemented an out-of-state free temporary housing option for newly hired cadets who reside more than 75 miles from the training academy. In FY24, 75 cadets took advantage of this provision.
- Salary Compression – After contractual salary increases are calculated, the DOC continues the practice of reviewing all impacted job classifications to ensure that equitable pay is provided.
- Hiring and Community Events - During FY24 the recruiters, actively engaged in the recruitment of Correctional Officers and Probation Officers. In addition, they fielded emails and calls from potential applicants, monitored DOC job postings on INDEED, RECRUIT MILITARY, ZIP RECRUITER and, assisted HR with contacting applicants. DOC recruiters also attended 102 career fairs and community events within our recruiting area, as well as actively recruited at all regional military installations. The recruiters were also present at five (5) DOC Correctional Officer Hiring Events held throughout the year. See below for details of the events attended during FY24:
  - DOC Hiring Events - 5
  - Flyer Distribution and establishing contacts with Job Centers within our recruiting area - 52
  - Virtual Career Fairs – 9
  - Miscellaneous Career / Community events – 54
  - Recruitment Webinars – 1

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- College Campus Visits – 28 (In state and out of state)
  - High School Visits – 9
- o SOCIAL MEDIA PRESENCE - The Delaware DOC has been very active with social media and regularly posts on Facebook/META, Instagram, LinkedIn, and Twitter. Throughout FY2024 DOC made 115 posting to its social media accounts, with a strong response to most postings. A number of these postings were effectively boosted throughout the year to enhance recruiting efforts. Our Social Media and Marketing Manager has created numerous flyers throughout the year in support of recruitment efforts, which the recruiters have regularly distributed throughout the recruiting area. In addition, these fliers have been added to the webpage as a link to provide additional information to potential applicants. Our recruitment calendar is also available to all on the DOC webpage and is updated regularly. It is also important to note that our current recruitment videos are still being via these platforms.
- o UPDATED WEBPAGE/ NEW URL - Throughout FY2024 the recruiters have worked closely with DOC's IT department to maintain and keep current the recruitment webpage and to promote the new URL JoinDelawareDOC.com. Also, in addition to the established dedicated recruitment email and phone number where messages are relayed directly to the recruitment team, a link has been added to the page which includes the recruiters' events calendar. This was added to better assist potential applicants with locating a recruitment event near their home(s).
- o BILLBOARDS - In FY2024 the billboard located in front of the Sussex Correctional Institute in Georgetown was updated. This message highlights the \$5000 signing bonus and the new JoinDelawareDOC.com web address. Additionally, a large banner was placed in front of the HRYCI facility located in Wilmington DE, advertising the same.
- o EffecTV CAMPAIGN – During the FY24 fiscal year the recruiters ran three (3) separate one- month streaming ad campaigns throughout DOC's recruiting area(s). Each ad was timed to coincide with upcoming hiring events. This effort played a significant role in increasing turnout of potential applicants during DOC hiring events.
- o DELAWARE STATE FAIR - In July 2024 the recruitment team again had a booth at the Delaware State Fair for the length of the fair as well as posted advertisements at multiple locations throughout the fair. This package resulted in numerous impressions for the entire duration of the annual Fair.
- o FLYERS - All recruitment flyers for Correctional Officers, Probation& Parole Officers, Food Service and Maintenance positions were continuously updated as necessary in a manner that reflected uniformity throughout the messaging. All flyers were also updated to include the new recruiting web address and phone numbers, as well as adding a QR code. These flyers have also been added as links on the recruitment website and are distributed by the recruiters when attending events.
- o ELECTRONIC SIGNAGE AT DOC ADMIN BUILDING - The electronic billboard in front of the DOC Administration building on McKee Road in Dover is constantly running recruitment messages throughout the year, as well as notifying the passing motorist of any upcoming Hiring events.

OTHER ADVERTISING/RECRUITMENT INITIATIVES

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- Continue to partner with DHR to also push out DOC recruitment initiatives via their recruitment efforts which has had a positive result in our recruitment efforts.
- Continue to place “Now Hiring” bumper stickers on all fleet vehicles.
- The recruitment unit Tahoe’s wraps were updated to provide an improved visual appeal and to promote the new web. New pop-up tents were also purchased with the DOC logo and web address. These tents are used at all outdoor recruitment events.
- A hiring process checklist was created to address frequently asked questions (FAQ’S) commonly inquired by potential applicants.
- DOC HR Team sends text and email reminder alerts to applicants scheduled to attend hiring events. This newly implemented strategy has had a very positive impact on DOC hiring event participation numbers.
- Streamlined the ability to contact applicants who have expressed interest via Indeed, through automatic responses.
- Developed a relationship with the Delaware Food Bank allowing DOC recruiters an opportunity to speak with their culinary classes in hopes to recruit qualified candidates for vacant food service positions.
- CO job posting is being advertised through Recruit Military, and is intended to target all military bases within a 150-mile radius of Dover for the next year.
- Continue to engage with Departments of Labor and Military TAP Programs within our recruiting area.
- A recruitment baseball card advertainment was developed for officers to give out to prospective candidates while they are out and about.

Workforce Retirement – Planning and Knowledge Transfer

Discussions continued with Bureau leadership to focus on pipeline efforts. The recruitment of Plant Maintenance Mechanic Positions was addressed through outreach to Delaware Contractors Association and Associated Builders and Contractors organizations. Positions in the CO series, specifically Sgt. and Lt. positions, were also monitored. Efforts focused on utilizing the Career Ladder, the Leadership Development Training Program, FBI LEEDA training and other available training tools designed to build skills to prepare lower ranking officers for career ladder and competitive promotion opportunities.

**Strategic Priority 3**

**Goal 2\*- The Recruitment and Promotion of Under-Represented**

The Department partnered with the Department of Human Resources in a Statewide Career Fair and successfully executed five (5) hiring events between July 1, 2023 – June 30, 2024. These events are designed to offer an opportunity for potential applicants and members of the public to gain awareness about careers within the DOC. The ultimate goal for attending these events is to increase the DOC’s hiring pool of potential applicants.

As previously stated, in an effort to improve the number of underrepresented classifications, the department continues to require Hiring Managers to interview all candidates for classifications identified as being under-represented in race and/or gender.

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**SECTION IV: WORKFORCE ANALYSIS**

**DOC WORKFORCE ANALYSIS OVERVIEW:**

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The Department of Correction is underrepresented in four EEO-4 categories. DOC has 2,346 employees and minorities represent 46% of the DOC workforce which is a 6% increase from FY23.

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

- o Recruitment for all public safety/law enforcement jobs has become increasingly challenging in the last few years due to the influence of social, political, and economic forces. DOC does offer recruitment and retention incentives for Correctional Officers; however, they continue to be presented with challenges in this area.
- o DOC has a rigid background investigation practice for all positions which limits the applicant selection pool.
- o Generational differences make it harder to attract people to Correctional Officer positions because they offer little flexibility in work schedules. The excessive number of vacant positions exacerbates this problem by leading to forced overtime and last-minute schedule changes for current employees.
- o While the DOC is underrepresented in Technicians, they only have three positions in this category. They are also underrepresented in Office & Administrators, Professionals, Protective Services, Office & Clerical and Skilled Craft but the percent of underrepresentation is low, between 1-5%. DOC continues to target recruitment efforts towards diverse schools and plans to promote job shadowing and internships.
- o DOC continues efforts to focus on improved manager education on leadership/supervisory skills to ensure an inclusive environment.
- o DOC has held targeted camps/events during the year that expose applicants to the field of Corrections. They continue to expand this outreach to increase the talent pool.

In summary, DOC remains proactive in efforts to create a more diverse workforce. Further, efforts are focused on increasing their applicant pool for under-represented positions. In addition to prioritizing recruitment efforts toward Correctional Officers, they also promote for other vacant positions such as Administrative, Accounting, Training, and Probation & Parole vacancies.

DOC will continue to evolve its marketing, sourcing, and outreach to keep talent pipelines flowing. Workforce planning and subsequent recruitment and retention efforts are a major goal for the DOC in FY25.

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**DEPARTMENT OF CORRECTION DEMOGRAPHICS AT A GLANCE:**

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The total number of Department of Correction EEO-4 eligible employees as of June 30, 2024, is 2,346.

The Department of Correction EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the Department of Correction workforce based on the total number of employees within the eight EEO-4 categories (Appendix B). Analyses compare the Department of Correction. The Department of Correction does not hire in the Para-Professional and Service Maintenance EEO-4 categories.

The following summary of findings was derived from this data:

**Minority Representation:**

- Minorities represent 46% of the total DOC workforce, a 6% increase from FY23.
- Minorities are under-represented in the following EEO-4 category:
  - Technicians (-38%)

**Female Representation:**

- Females represent 31% of the total DOC workforce, the same as FY23.
- Females are under-represented in the following EEO-4 categories:
  - Officials & Administrators (-4%)
  - Professionals (-12%)
  - Skilled Craft (-4%)

**Male Representation:**

- Males represent 69% of the DOC workforce, the same as FY23.
- Males are under-represented in the following EEO-4 category:
  - Technicians (-50%)
  - Protective Services (-1%)
  - Office & Clerical (-29%)

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**EEO-4 Status Report FY24**  
**(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	34	9	1	0	0	0	0	44	58.7%	3	18	12	0	1	0	0	0	31	41.3%	0	75	23	30.7%
2 Professionals	197	59	12	1	0	0	4	273	53.4%	17	138	77	10	5	0	0	8	238	46.6%	3	511	176	34.4%
3 Technicians	0	0	0	0	0	0	0	0	0.0%	0	2	0	0	0	0	0	0	2	100.0%	0	2	0	0.0%
4 Protective Services	646	445	71	12	3	4	35	1216	79.5%	30	68	218	15	3	0	2	8	314	20.5%	1	1530	816	53.3%
5 Para Professional	9	5	0	0	0	0	1	15	23.1%	1	34	12	3	0	0	0	1	50	76.9%	2	65	22	33.8%
6 Office & Clerical	5	0	0	0	0	0	1	6	5.7%	0	67	22	5	3	0	0	2	99	94.3%	3	105	33	31.4%
7 Skilled Craft	39	8	5	2	0	0	3	57	98.3%	1	1	0	0	0	0	0	0	1	1.7%	0	58	18	31.0%
8 Service Maintenance	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0%
<b>Totals</b>	<b>930</b>	<b>526</b>	<b>89</b>	<b>15</b>	<b>3</b>	<b>4</b>	<b>44</b>	<b>1611</b>	<b>68.7%</b>	<b>52</b>	<b>328</b>	<b>341</b>	<b>33</b>	<b>12</b>	<b>0</b>	<b>2</b>	<b>19</b>	<b>735</b>	<b>31.3%</b>	<b>9</b>	<b>2346</b>	<b>1088</b>	<b>46.4%</b>

**Table 1** illustrates the total FY 24 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 06/30/2024.*

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**Minority Labor Market Representation FY24**  
**(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%	31%	6%	28%	1%	1%	0%	0%	0%
2 Professionals	29%	34%	6%	27%	4%	1%	0%	0%	2%
3 Technicians	38%	0%	-38%	0%	0%	0%	0%	0%	0%
4 Protective Services	37%	53%	17%	43%	6%	1%	0%	0%	3%
5 Para Professional	34%	34%	0%	26%	5%	0%	0%	0%	3%
6 Office & Clerical	31%	31%	0%	21%	5%	3%	0%	0%	3%
7 Skilled Craft	26%	31%	5%	14%	9%	3%	0%	0%	5%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

**Female Labor Market Representation FY24**  
**(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%	41%	-4%	24%	16%	0%	1%	0%	0%	0%
2 Professionals	59%	47%	-12%	27%	15%	2%	1%	0%	0%	2%
3 Technicians	50%	100%	50%	100%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	21%	1%	4%	14%	1%	0%	0%	0%	1%
5 Para Professional	77%	77%	0%	52%	18%	5%	0%	0%	0%	2%
6 Office & Clerical	65%	94%	29%	64%	21%	5%	3%	0%	0%	2%
7 Skilled Craft	6%	2%	-4%	2%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

**Male Labor Market Representation FY24**  
**(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%	59%	4%	45%	12%	1%	0%	0%	0%	0%
2 Professionals	41%	53%	12%	39%	12%	2%	0%	0%	0%	1%
3 Technicians	50%	0%	-50%	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	79%	-1%	42%	29%	5%	1%	0%	0%	2%
5 Para Professional	23%	23%	0%	14%	8%	0%	0%	0%	0%	2%
6 Office & Clerical	35%	6%	-29%	5%	0%	0%	0%	0%	0%	1%
7 Skilled Craft	94%	98%	4%	67%	14%	9%	3%	0%	0%	5%
8 Service Maintenance	56%	0%	NA	0%	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 06/30/2024.

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**Minority Representation Trends FY22, 23, 24**

Table 5

EEO-4 CATEGORY	FY22 Minority Variance of Labor Market	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market
1 Officials & Administrators	7%	5%	6%
2 Professionals	4%	3%	6%
3 Technicians	-38%	-38%	-38%
4 Protective Services	12%	12%	17%
5 Paraprofessional	-3%	-4%	0%
6 Office & Clerical	-4%	-5%	0%
7 Skilled Craft	-6%	-5%	5%
8 Service Maintenance	NA	NA	NA

**Female Representation Trends FY22, 23, 24**

Table 6

EEO-4 CATEGORY	FY22 Female Variance of Labor Market	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market
1 Officials & Administrators	-4%	-2%	-4%
2 Professionals	-13%	-12%	-12%
3 Technicians	50%	50%	50%
4 Protective Services	1%	1%	1%
5 Paraprofessional	2%	-1%	0%
6 Office & Clerical	26%	24%	29%
7 Skilled Craft	-4%	-4%	-4%
8 Service Maintenance	NA	NA	NA

**Male Representation Trends FY22, 23, 24**

Table 7

EEO-4 CATEGORY	FY22 Male Variance of Labor Market	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market
1 Officials & Administrators	4%	2%	4%
2 Professionals	13%	12%	12%
3 Technicians	-50%	-50%	-50%
4 Protective Services	-1%	-1%	-1%
5 Paraprofessional	-2%	1%	0%
6 Office & Clerical	-26%	-24%	-29%
7 Skilled Craft	4%	4%	4%
8 Service Maintenance	NA	NA	NA

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 06/30/2024.

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**SECTION V: EMPLOYEE COMPLAINTS**

**Table 8**

<b>Total Complaints by Gender</b>	
Male	17
Woman	16
Other	0
<b>Total</b>	<b>33</b>

<b>Total Complaints by Race/Ethnicity</b>	
Black - African American	13
Asian	1
Hispanic/Latinx	0
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	19
<b>Total</b>	<b>33</b>

<b>Total Complaints by Employment Status</b>	
Merit	33
Non-Merit Exempt	0
Casual/Seasonal	0
<b>Total</b>	<b>33</b>

<b>Total Complaints by Category</b>	
Informal	0
Formal	33
External	0
<b>Total</b>	<b>33</b>

<b>Total Complaints by type</b>	
ADA	0
Discrimination	0
Gender	0
Generic Issue	0
Harassment	6
Hostile Work Environment	15
Merit Rule	0
Misconduct	1
Retaliation	3
Sexual Harassment	4
Standards of Conduct	4
Workplace Violence	0
<b>Total</b>	<b>33</b>

<b>Total Complaints by Current Status</b>	
Open	2
Closed	31
<b>Total</b>	<b>33</b>

<b>Total Complaints by Resolution</b>	
To be Determined	2
Substantiated	6
Partially Substantiated	1
Unsubstantiated	17
Withdrawn	7
<b>Total</b>	<b>33</b>

**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 submitted to the Division of Diversity & Inclusion during FY24.*

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**SECTION VI: EMPLOYEE ACTIONS**

**Table 9**

<b>FY 23-24 EEO REPORT KEY OBSERVATIONS</b>					
<b>TYPE</b>	<b>2023</b>		<b>2024</b>		<b>PERCENT CHANGE</b>
	<b>Total</b>	<b>Percent</b>	<b>Total</b>	<b>Percent</b>	
<b>DISCIPLINES</b>					
Total Female Non-Minority Disciplines	4	6%	4	5%	0%
Total Female Minority Disciplines	10	16%	12	14%	20%
Total Male Non-Minority Disciplines	26	42%	27	32%	4%
Total Male Minority Disciplines	22	35%	41	49%	86%
<b>Total Disciplines</b>	<b>62</b>	<b>100%</b>	<b>84</b>	<b>100%</b>	<b>35%</b>
<b>SEPARATIONS</b>					
Total Female Non-Minority Separations	34	13%	26	11%	-24%
Total Female Minority Separations	48	18%	48	20%	0%
Total Male Non-Minority Separations	83	31%	69	28%	-17%
Total Male Minority Separations	102	38%	100	41%	-2%
<b>Total Separations</b>	<b>267</b>	<b>100%</b>	<b>243</b>	<b>100%</b>	<b>-9%</b>
<b>NEW HIRES</b>					
Total Female Non-Minority New Hires	18	10%	125	17%	594%
Total Female Minority New Hires	40	21%	127	17%	218%
Total Male Non-Minority New Hires	41	22%	246	33%	500%
Total Male Minority New Hires	89	47%	241	33%	171%
<b>Total New Hires</b>	<b>188</b>	<b>100%</b>	<b>739</b>	<b>100%</b>	<b>293%</b>
<b>PROMOTIONS</b>					
Total Female Non-Minority Promotions	42	11%	146	19%	248%
Total Female Minority Promotions	68	17%	149	20%	119%
Total Male Non-Minority Promotions	172	43%	231	30%	34%
Total Male Minority Promotions	116	29%	233	31%	101%
<b>Total Promotions</b>	<b>398</b>	<b>100%</b>	<b>759</b>	<b>100%</b>	<b>91%</b>

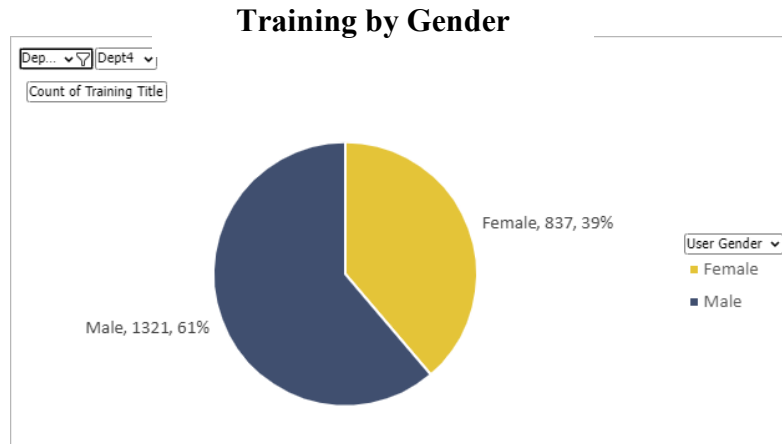
**Table 9** displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

*Table 9 data were obtained from the PHRST system as of 06/30/2024.*

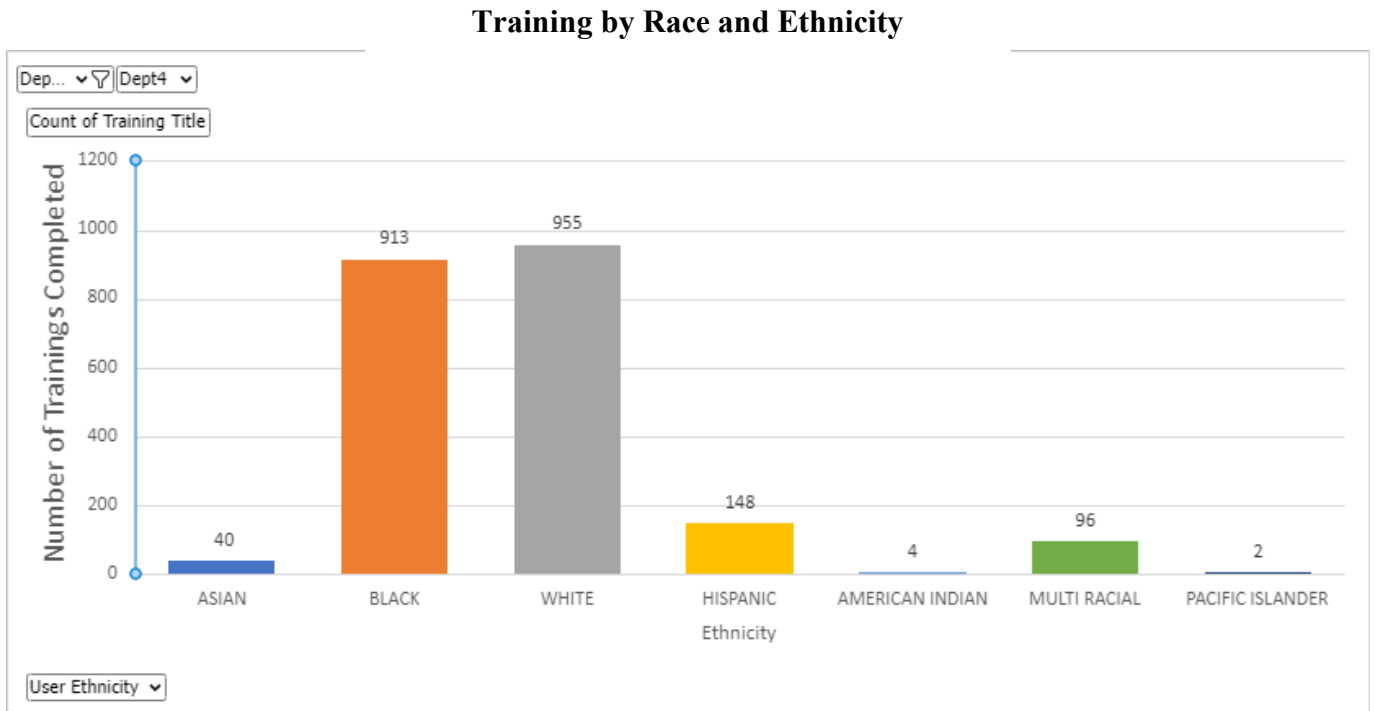
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**SECTION VII: EMPLOYEE ENGAGEMENT**

**Figure 10**



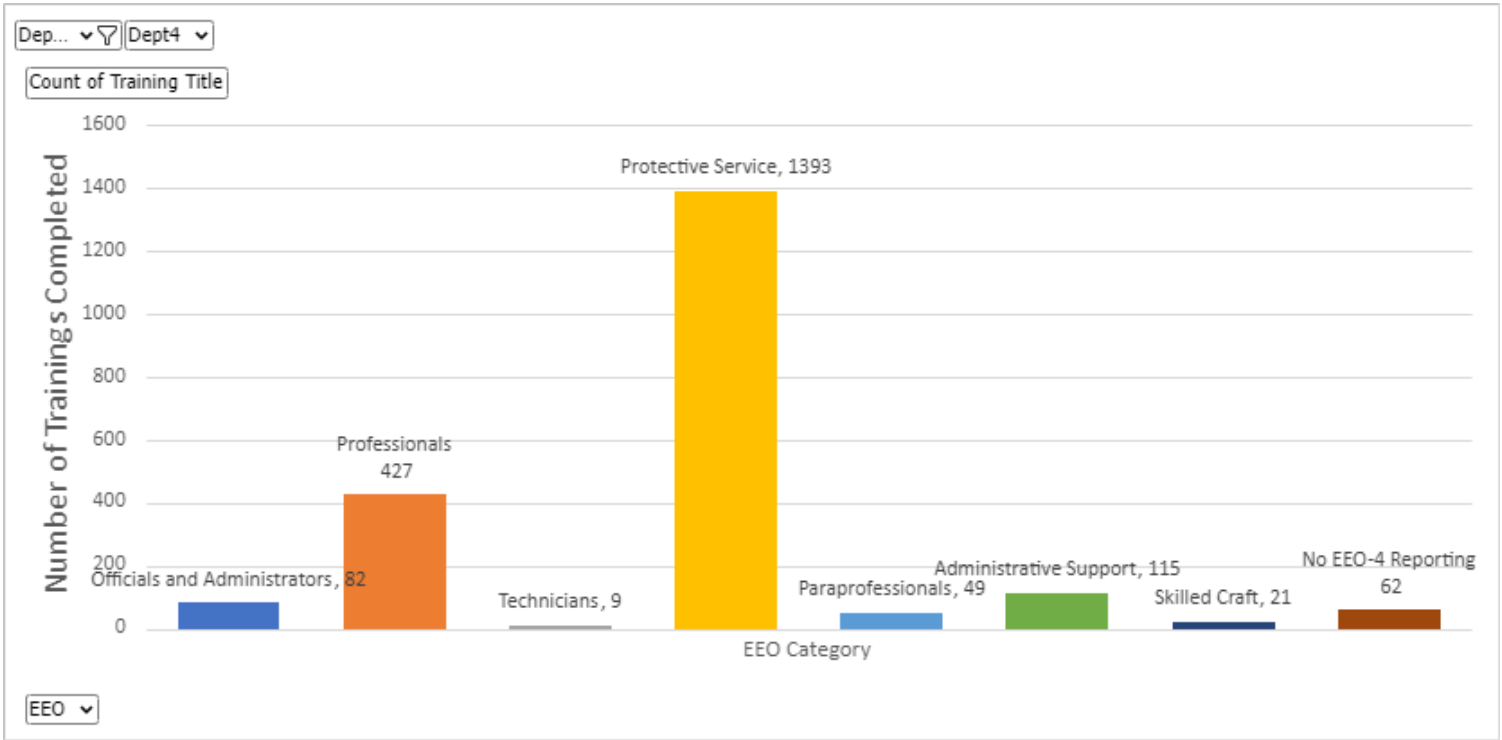
**Figure 11**



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**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 06/30/2024.*

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**Tuition Reimbursement Summary**

**Table 13**

<b>TUITION REIMBURSEMENT SUMMARY</b>	
	<b>Number</b>
Total Female	8
Total Non-Minority Female	1
Total Minority Female	7
Total Male	3
Total Non-Minority Male	2
Total Minority Male	1
<b>Total Employees Requesting Tuition Reimbursement</b>	<b>11</b>

**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 FY24.*

**Disabilities Summary**

**Table 14**

<b>DISABILITIES SUMMARY</b>	
	<b>Number</b>
Total Employees Self-Identified or Disclosed Disabled	10
Total Request for Accommodations	271
Total Request Accommodated	271
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 06/30/2024.*

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**Exit Survey Summary**

**Table 15**

**Please rate the following:**

**Workplace Environment (Personal Interactions with your co-worker(s) and/or supervisor(s), organizational culture and your physical work environment)**

	Excellent		Good		Average		Below Average		Poor		Total	
	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #	Percentage	Total #
American Indian or Alaska Native	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Asian	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Black or African American	38%	3	13%	1	38%	3	0%	0	13%	1	28%	8
Hispanic or Latino	50%	1	0%	0	50%	1	0%	0	0%	0	7%	2
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	0%	0	50%	1	0%	0	0%	0	50%	1	7%	2
White	24%	4	29%	5	18%	3	18%	3	12%	2	59%	17
Prefer Not to Identify	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>Total</b>	<b>28%</b>	<b>8</b>	<b>24%</b>	<b>7</b>	<b>24%</b>	<b>7</b>	<b>10%</b>	<b>3</b>	<b>14%</b>	<b>4</b>	<b>100%</b>	<b>29</b>
											<b>Answered</b>	<b>29</b>
											<b>Skipped</b>	<b>3</b>

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

*Table 15 data were obtained from the employee responses from an online survey during FY24.*

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**SECTION VIII: RECRUITMENT AND RETENTION SUMMARY**

**Table 16**

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/23)	Vacancies (as of 6/30/24)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 23	Vacancy Rate FY 24	Change in % FY24 vs FY23
1	2	UBDA01	Correctional Officer/K9 Handler	29	3%	7%	4%
50	29	UBDB01	Correctional Officer	354	14%	8%	-6%
106	41	UBDB02	Correctional Corporal	360	29%	11%	-18%
150	167	UBDB03	Correctional Sergeant	735	20%	23%	3%
1	2	UCBC01	CO/Youth Rehab Food Service Specialist I	12	8%	17%	9%
13	5	UCBC02	CO/Youth Rehab Food Service Specialist II	37	35%	14%	-21%
0	1	UCCH01	CO/Physical Plant Maintenance Trades Mechanic I	17	0%	6%	6%
0	1	UCCH03	CO/Physical Plant Maintenance Trades Mechanic III	19	0%	5%	5%
2	1	UCCH08	CO/Physical Plant Maintenance/Trades Technician	4	1%	25%	24%
2	2	UCCH09	C/O Physical Plant Maintenance/Master Electrician	4	50%	50%	0%

**Table 17**

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY24	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
UBDB01	Correctional Officer	12.00	3357.00	279.75	2798.00	233.17
UBDB01	Correctional Officer K9 Handler	1.00	18.00	18.00	3.00	3.00
UBDB02	Correctional Corporal	1.00	3.00	3.00	3.00	3.00
UBDB03	Correctional Sergeant	5.00	96.00	19.20	72.00	14.40
UCBC01	C/O Youth Rehab Food Service Specialist I	1.00	614.00	614.00	180.00	180.00
UCBC03	C/O Youth Rehab Food Service Specialist III	5.00	41.00	8.20	26.00	5.20
UCCH01	C/O Physical Plant Maintenance Trades Mechanic I	1.00	24.00	24.00	14.00	14.00
MCCH06	Correctional Physical Plant Maintenance Supv. I	1.00	10.00	10.00	8.00	8.00
UCCH08	C/O Physical Plant Maintenance/Trades Technician	2.00	30.00	15.00	2.00	1.00
UCCH09	C/O Physical Plant Maintenance/Master Electrician	2.00	11.00	5.50	0.00	0.00

**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 06/30/2024.*

*Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.*

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Table 18

<b>Turnover by Division</b>				
<b>Dept ID</b>	<b>Division</b>	<b>Turnover Rate FY23</b>	<b>Turnover Rate FY24</b>	<b>Change in % FY24 vs FY23</b>
380101001	DOC/Admin/Off o/t Commissio	14%	7%	7%
380102002	DOC/Admin/Human Resources	0%	0%	0%
380103003	DOC/Planning/Research Reent	0%	0%	0%
380104004	DOC/Education	0%	0%	0%
380110010	DOC/Administrative Services	0%	15%	15%
380110011	DOC/Administrative Services	14%	0%	-14%
380112012	DOC/Admin/Cntrl Offender Rc	9%	5%	-4%
380114014	DOC/Admin/InformationTechno	20%	9%	-11%
380201001	DOC/HC/SA&MHS/MedTrtmnt&Srv	0%	10%	10%
380401001	DOC/Prisons/Bur Chief-Priso	0%	0%	0%
380403003	DOC/Prisons/James T Vaughn	11%	8%	-3%
380404004	DOC/Prisons/Sussex Corr Ins	9%	6%	-3%
380405005	DOC/Prisons/D Baylor Corr I	7%	9%	2%
380406006	DOC/Prisons/Howard R Young	16%	8%	-8%
380408008	DOC/Prisons/Special Operati	7%	4%	-3%
380409009	DOC/Prisons/DE Corr Industr	0%	0%	0%
380412012	Steven R. Floyd Sr. TraingAc	83%	113%	30%
380413013	DOC/Intelligence Operations	12%	0%	-12%
380420020	DOC/Food Services	15%	2%	-14%
380420080	DOC/Food Services	18%	0%	-18%
380440040	DOC/Facilities Maintenance	8%	3%	-5%
380601001	DOC/Community Corr/Bur Chie	0%	0%	0%
380602002	DOC/Com Cor/Probation & Par	7%	6%	-1%
380607007	DOC/ComCor/Sussex County CC	10%	8%	-2%
380608008	DOC/ComCor/Kent County CC	10%	18%	7%
380613013	Hazel D. Plant Wmns Trmt Fc	14%	10%	-4%
380614014	PlummerCommunityCorrections	8%	2%	-6%
<b>Department Average</b>		<b>11%</b>	<b>9%</b>	<b>-1%</b>

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**Table 19**

<b>TURNOVER BY HARD-TO-FILL VACANCIES</b>				
<b>Job Code</b>	<b>Job Title</b>	<b>Turnover Rate FY23</b>	<b>Turnover Rate FY24</b>	<b>Change in % FY24 vs FY23</b>
UBDA01	Correctional Officer/K9 Handler	0%	0%	0%
UBDB01	Correctional Officer	40%	12%	-28%
UBDB02	Correctional Corporal	25%	11%	-15%
UBDB03	Correctional Sergeant	12%	4%	-8%
UCBC01	CO/Youth Rehab Food Service Specialist I	36%	7%	-30%
UCBC02	CO/Youth Rehab Food Service Specialist II	17%	0%	-17%
UCCH01	CO/Physical Plant Maintenance Trades Mechanic I	12%	0%	-12%
UCCH03	CO/Physical Plant Maintenance Trades Mechanic III	0%	0%	0%
UCCH08	CO/Physical Plant Maintenance/Trades Technician	100%	0%	-100%
UCCH09	C/O Physical Plant Maintenance/Master Electrician	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.

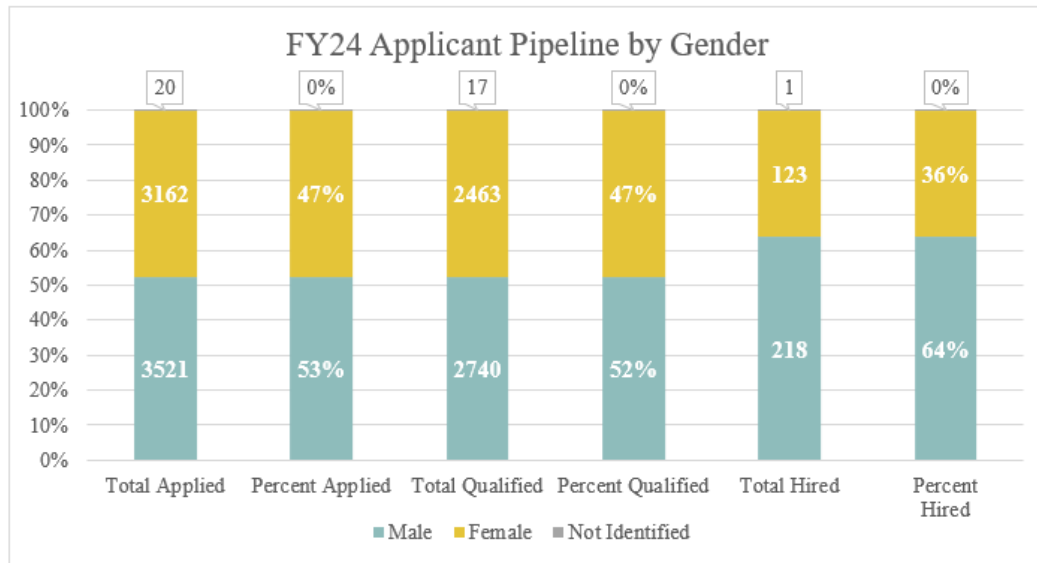
*Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2024.*

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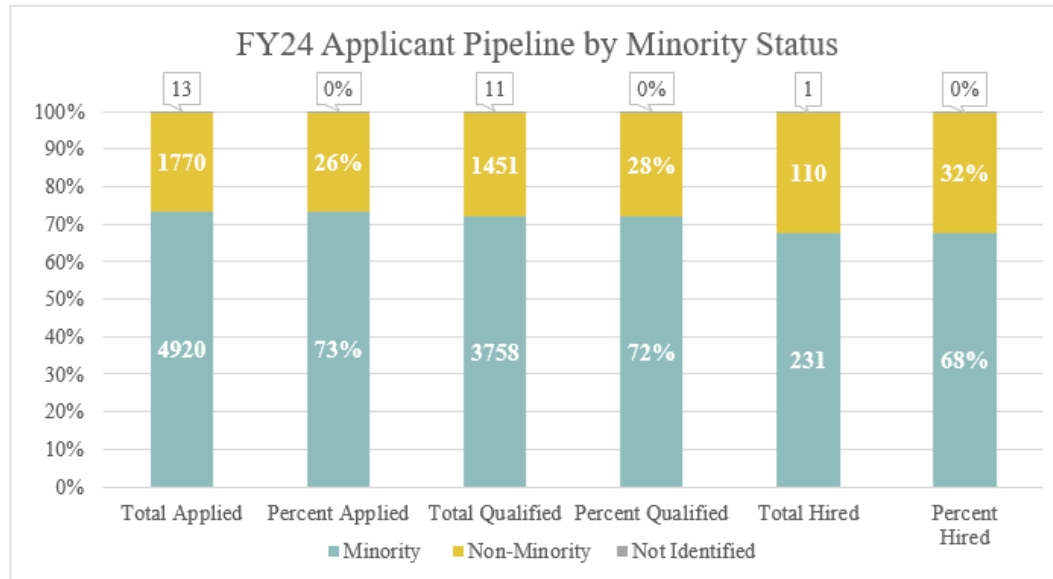
**Applicant Pipeline**

In FY24, 6,683 people applied online to DOC jobs, an increase from FY23 in which 4,786 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual Seasonal Recruitments.

**Figure 20**



**Figure 21**



**Figures 20 and 21** illustrate the total number of applicants who applied to the State of Delaware jobs on the state’s primary hiring platform, The Delaware Employment Link at [statejobs.delaware.gov](http://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 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.*

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**Recruitment and Hiring Times**  
**FY23 and FY24**

**Table 22**

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY23	69	37
FY24	64	46
Change FY23 vs FY24	-5	9

**Table 23**

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY23	6	7
FY24	5	7
Change FY23 vs FY24	-1	0

**Table 22** 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 a 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 23** 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 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2024.*

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**SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2024 - JUNE 30, 2025**

**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.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Completion</b>
SP-1 Goal 1	The DOC will continue to collaborate with the SRFTA to identify key areas that are causing a decrease in graduation rates.	Increase CEIT Graduation Rates while in SRFTA.	DOC Human Resources and SRFTA.	Survey Monkey	FY25-FY26
SP-1 Goal 2	Work with DHR to collaborate on potential motivating incentives for recruitment and the retention of DOC employees.	The DOC in conjunction with DHR will continue to explore feasible options aimed at attracting new talent.	DOC /DHR Human Resources and, DOC Recruitment Teams	Collaboration Committee consisting of forward, solutions-based team members.	FY25-FY26

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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.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Completion</b>
SP-2 Goal 1	The DOC will continue to create and provide meaningful training opportunities to engage and motivate a diverse workforce.	Results can be measured by tracking the attendance rates of supervisory training courses that are offered. In addition, encouraging DOC leadership members to approve staff’s ability to attend training when opportunities arise.	SRFTA, HR, Leadership and the DOC4Inclusion Coalition.	University of Delaware potential grant funds and internally qualified staff members.	FY25-FY26
SP-2 Goal 2	To Increase tracking efforts aimed to ensure supervisor accountability regarding performance plans/evaluations.	The tracking system will enable HR to monitor the Departments in which additional training/guidance is needed. The end goal is to ensure that employee performance evaluations are being completed annually.	DOC Human Resources	Microsoft Excel and, trained Excel End Users	FY25-FY26
SP-2 Goal 3	The DOC will collaborate with DHR’s Diversity and Inclusion Department to identify gaps in DOC’s retention, recruitment, and workforce underrepresentation.	Review the path forward recommendations provided by DHR’s Diversity and Inclusion Department and continue measuring improvements while striving to implement change in current DOC practices where feasible.	DOC Recruitment, DOC/DHR Human Resources, and DOC Leadership Teams	DOC staff members who actively display a collaborative and team approach to this work.	FY25-FY26

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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.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Completion</b>
SP-3 Goal 1	Continue recruitment and promotion of under-represented demographics.	As previously stated, the DOC will continue to improve the numbers of under-represented classifications by requiring Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.	DOC HR and Recruitment Teams	Trained Managers and Supervisors	FY25
SP-3 Goal 2	Continue retention efforts of quality Officers through professional development and growth within the Department.	The DOC will measure the effectiveness by tracking employee participation in training opportunities via the Delaware Learning Center and SRFTA. Adjustments to the curriculum will be made based on employee feedback.	DOC4Inclusion Coalition, Human Resources, SRFTA, and Leadership Teams.	DOC Team members who actively display a collaborative and team approach to this work.	FY25
SP-3 Goal 3	The DOC in collaboration with DHR will continue to generate opportunities aimed to increase employee engagement.	Engagement participation will be tracked by employee attendance rates.	DOC4Inclusion Coalition, DOC Human Resources and Leadership Teams.	DOC staff members who actively display a collaborative and team approach to this work.	FY24

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**END OF REPORT**