

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN



State of Delaware

Department of Correction

FY25 EEO/AA Report
July 1, 2024 – June 30, 2025

and

FY26 Action Plan
July 1, 2025 – June 30, 2026

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

MEMORANDUM

TO: Yvonne Anders Gordon
Cabinet Secretary, Department of Human Resources

CC: Richard Potter, Jr.
Director of People and Culture
People and Culture

FROM: Terra Taylor
Commissioner
Terra.Taylor@doc.gov

Beverly Barr-Ford
Director, Human Resources
Beverly.Barrford@doc.gov

Melanie Keenan
Acting Director, Human Resources
Melanie.Keenan@doc.gov

DATE: November 12, 2025

SUBJECT: **DOC FY25 Equal Employment Opportunity/Affirmative
Action Report and FY 26 Action Plan**

Attached is a copy of the DOC FY25 Equal Employment Opportunity/Affirmative Action Report and FY26 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace*.

We have reviewed the FY25 Equal Employment Opportunity/Affirmative Action Report and FY26 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

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Table of Contents	
Section I:	Policy Statement
Section II:	Executive Summary <ul style="list-style-type: none"> • Summary Statement • Responsibilities for Implementation
Section III:	FY25 Accomplishments: (July 1, 2024 - June 30, 2025) <ul style="list-style-type: none"> • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness
Section IV:	Workforce Analysis <ul style="list-style-type: none"> • Overview • EEO-4 Status Report • Labor Market Representation • Representation Trends
Section V:	Complaints
Section VI:	Employee Actions <ul style="list-style-type: none"> • Disciplines • Separations • New Hires • Promotions
Section VII:	Employee Engagement <ul style="list-style-type: none"> • Training • Tuition Reimbursement • Disabilities • Exit Survey
Section VIII:	Recruitment and Retention Summary <ul style="list-style-type: none"> • Hard-to-Fill Jobs • Turnover • Applicant Pipeline • Time-to-Fill/Time-to-Hire
Section IX:	Plan of Action - Future Steps to Implement in FY26 (July 1, 2025 – June 30, 2026) <ul style="list-style-type: none"> • Strategic Priority 1: Workplace Environment, Climate, and Culture • Strategic Priority 2: Management and Supervisory Effectiveness • Strategic Priority 3: Professional Development, Education, and Awareness

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

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 Commissioner Terra Taylor. Executive Order 30 (Appendix A) is also attached to this Report.

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

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.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

DEPARTMENT SUMMARY

Name of Division	# of Employees
Office of the Commissioner	14
Bureau of Administrative Services	79
Bureau of Prisons	1792
Bureau of Community Corrections	518
Bureau of Healthcare, Substance Abuse and Mental Health Services	13
TOTAL	2416

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

RESPONSIBILITIES FOR IMPLEMENTATION:

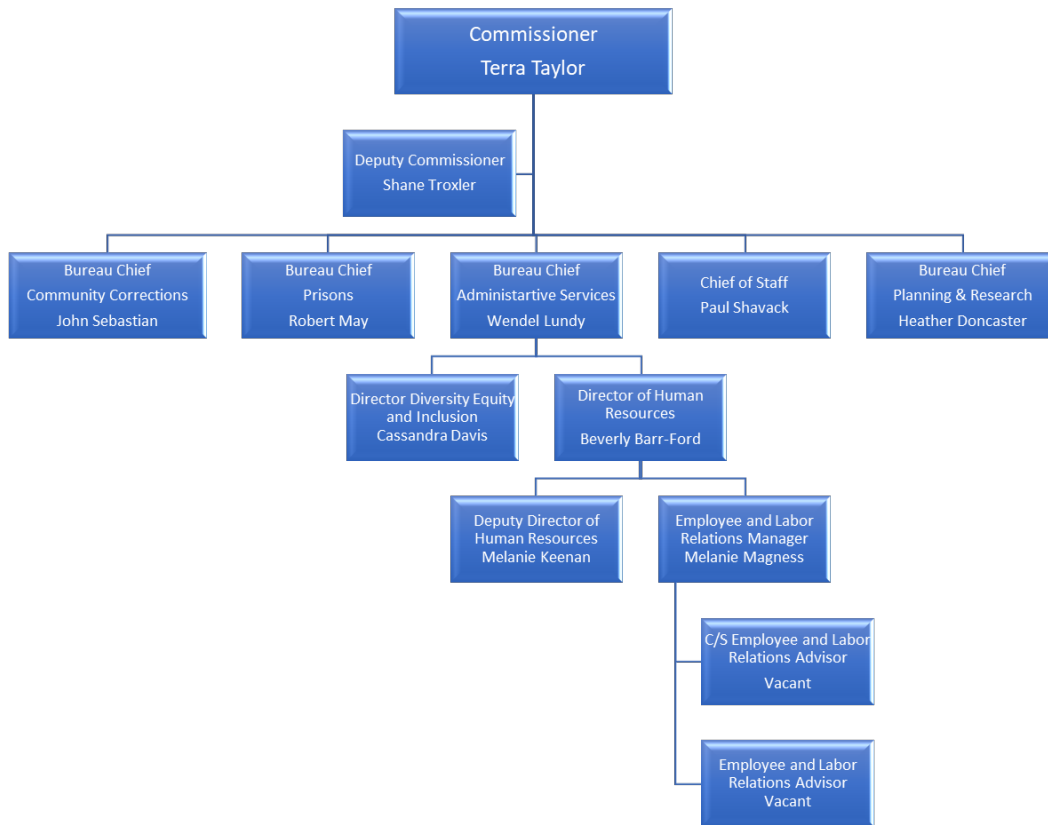
The Commissioner of the Department of Correction oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Department's leadership sets the example and acts as role models for all employees to emulate by demonstrating an appreciation 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, 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)

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

ORGANIZATIONAL CHART:



STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

SECTION III: FY23 ACCOMPLISHMENTS: 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.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
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.	Increased collaboration with SRFTA. Analysis of exit surveys	Ongoing
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	DOC has implemented a fatigue policy to address retention issues Incentive Programs including sign on bonuses are available for some high need positions	Fatigue Policy Implemented June 1 st 2025

SP-1 GOAL 2

- DOC has a fatigue policy that states the maximum hours an employee can work and Payroll monitors the timesheets for hours that appear to be over. They notify the wardens that it appears the employee has worked over the maximum hours allowed. The wardens follows up. Most of the time it is due to annual leave being taken during that time period. The schedulers for each facility are looking at time as well when mandatory freezing and voluntary overtime occurs before scheduling an officer.
- The DOC administration has been actively working eliminating the previous causes for these high overtime numbers, including eliminating mandatory freezing and increasing the hiring numbers.
- The biggest reason for the high overtime is for inmates who need outside medical treatment which results mainly from two causes, cancer treatments and drug treatments. There is a new drug on the streets that is causing severe withdrawal symptoms within hours of intake into the facility. None of the current treatments that can be provided in the facility are effective and it is shutting down organs in the offenders. This causing transport to hospitals which then

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

require 2 officers as guards 3 times (6 shifts) per day. DOC Leadership is looking into any ways that the onsite medical facilities can be upgraded but for the most part these are unavoidable due to the population's age and demographics, including reason for incarceration.

- The other overtime stems from an agreement with DSCYF and Probation and Parole where Probation and Parole Officers work overtime shifts for DSCYF due to them being short staffed. This shows up under DOC as overtime as it is paid on their paycheck by DOC and then DSCYF reimburses through FSF.
- DOC's Central Business Office does overtime reporting per the budget epilogue quarterly to OMB to include money spent on overtime and callback pay, total hours worked by category (Sick or annual leave taken, special projects, outside patient care, etc.)

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

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.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
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.	Continues to offer implicit Bias Trainings through the Delaware Learning Center – Good turnout of employees DOC4 Inclusion provides engagement and learning opportunities	Ongoing
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	No Updates	Ongoing
SP-2 Goal 3	The DOC will collaborate with DHR’s People and Culture Division to identify gaps in DOC’s retention, recruitment, and	Review the path forward recommendations provided by DHR’s Diversity and Inclusion Department and continue measuring	DOC Recruitment, DOC/DHR Human Resources, and DOC Leadership Teams	Held discussions with People and Culture and collaborated with DOC4 Inclusion to assess the under representation in DOC workforce	Ongoing

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

	workforce underrepresentation.	improvements while striving to implement change in current DOC practices where feasible.		and have discussed plans to build diverse recruitment pipelines	
--	--------------------------------	--	--	---	--

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

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.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
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	Recruitment efforts focusing on maintaining pipelines of diverse individuals has been very successful with the majority of applicants to DOC jobs being ethnically minority and 45% being women	Ongoing
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.	A retention training for agency leadership was implemented. A focus of this training was maintaining a positive work-life balance. Delaware Learning Center Courses as well as Agency specific courses are made available for leadership development	Ongoing
SP-3	The DOC in collaboration with DHR will continue	Engagement participation will be tracked by	DOC4Inclusion Coalition, DOC Human Resources	DOC4 Inclusion offers engagement opportunities for	Ongoing

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Goal 3	to generate opportunities aimed to increase employee engagement.	employee attendance rates.	and Leadership Teams.	DOC employees. Including a monthly newsletter Learning Opportunities offered by DHR are shared electronically and through physical bulletin boards in agency buildings	
--------	--	----------------------------	-----------------------	---	--

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

SECTION IV: WORKFORCE ANALYSIS

DOC WORKFORCE ANALYSIS OVERVIEW:

The Department of Correction is underrepresented in four EEO-4 categories. DOC has 2,416 employees and minorities represent 48% of the DOC workforce which is a 2% increase from FY24.

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

- 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.
- DOC has a rigid background investigation practice for all positions which limits the applicant selection pool.
- 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.
- DOC continues to target recruitment efforts towards diverse schools and plans to promote job shadowing and internships.
- DOC continues efforts to focus on improved manager education on leadership/supervisory skills to ensure an inclusive environment.
- 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 FY26.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Department of Correction DEMOGRAPHICS AT A GLANCE:

The total number of DOC EEO-4 eligible employees as of June 30, 2025, is 2,416

The DOC EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DOC workforce based on the total number of employees within the eight EEO-4 categories. Analyses compare DOC workforce demographics to the available Delaware regional labor market statistics by race/ethnicity and gender. DOC does not hire in the Service Maintenance EEO-4 category.

The following summary of findings was derived from this data:

Minority Representation:

- Minorities represent 48% of the total DOC workforce, a 2% increase from FY24.
- Minorities are under-represented in the following EEO-4 categories:
 - Technicians (-4%)

Female Representation:

- Females represent 32% of the total DOC workforce, a 1% increase from FY24.
- Females are under-represented in the following EEO-4 categories:
 - Officials and Administrators (-1%)
 - Professionals (-11%)
 - Skilled Craft (-4%)

Male Representation:

- Males represent 68% of the DOC workforce, a 1% decrease from FY24.
- Males are under-represented in the following EEO-4 categories:
 - Technicians (-17%)
 - Protective Services (-2%)
 - Office & Clerical (-25%)

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

EEO-4 Status Report FY25
(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	56%	3	22	12	0	1	0	0	0	35	44%	0	79	23	29.1%
2 Professionals	196	55	13	1	0	0	5	270	52%	15	139	80	12	6	0	0	8	245	48%	4	515	180	35.0%
3 Technicians	1	0	0	0	0	0	0	1	33%	0	1	0	0	1	0	0	0	2	67%	0	3	1	33.3%
4 Protective Services	636	485	71	12	3	4	37	1248	79%	29	70	236	20	2	0	1	10	339	21%	2	1587	881	55.5%
5 Para Professional	8	5	1	0	0	0	1	15	24%	1	32	11	4	0	0	0	1	48	76%	4	63	23	36.5%
6 Office & Clerical	5	5	0	0	0	0	1	11	10%	1	68	23	5	3	0	0	2	101	90%	5	112	39	34.8%
7 Skilled Craft	39	8	5	2	0	0	2	56	98%	0	1	0	0	0	0	0	0	1	2%	0	57	17	29.8%
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%
Totals	919	567	91	15	3	4	46	1645	68%	49	333	362	41	13	0	1	21	771	32%	15	2416	1164	48%

Table 1 illustrates the total FY 25 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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Minority Labor Market Representation FY25
(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%	29%	4%	27%	1%	1%	0%	0%	0%
2 Professionals	29%	35%	6%	26%	5%	1%	0%	0%	3%
3 Technicians	38%	33%	-4%	0%	0%	33%	0%	0%	0%
4 Protective Services	37%	56%	19%	45%	6%	1%	0%	0%	3%
5 Para Professional	34%	37%	3%	25%	8%	0%	0%	0%	3%
6 Office & Clerical	31%	35%	4%	25%	4%	3%	0%	0%	3%
7 Skilled Craft	26%	30%	4%	14%	9%	4%	0%	0%	4%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

Female Labor Market Representation FY25
(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%	44%	-1%	28%	15%	0%	1%	0%	0%	0%
2 Professionals	59%	48%	-11%	27%	16%	2%	1%	0%	0%	2%
3 Technicians	50%	67%	17%	33%	0%	0%	33%	0%	0%	0%
4 Protective Services	19%	21%	2%	4%	15%	1%	0%	0%	0%	1%
5 Para Professional	77%	76%	0%	51%	17%	6%	0%	0%	0%	2%
6 Office & Clerical	65%	90%	25%	61%	21%	4%	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 FY25
(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%	56%	1%	43%	11%	1%	0%	0%	0%	0%
2 Professionals	41%	52%	11%	38%	11%	3%	0%	0%	0%	1%
3 Technicians	50%	33%	-17%	33%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	79%	-2%	40%	31%	4%	1%	0%	0%	2%
5 Para Professional	23%	24%	0%	13%	8%	2%	0%	0%	0%	2%
6 Office & Clerical	35%	10%	-25%	4%	4%	0%	0%	0%	0%	1%
7 Skilled Craft	94%	98%	4%	68%	14%	9%	4%	0%	0%	4%
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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Table 5 **Minority Representation Trends FY23, 24, 25**

EEO-4 CATEGORY	FY23 Minority Variance of Labor Market	FY24 Minority Variance of Labor Market	FY25 Minority Variance of Labor Market
1 Officials & Administrators	5%	6%	4%
2 Professionals	3%	6%	6%
3 Technicians	-38%	-38%	-4%
4 Protective Services	12%	17%	19%
5 Paraprofessional	-4%	0%	3%
6 Office & Clerical	-5%	0%	4%
7 Skilled Craft	-5%	5%	4%
8 Service Maintenance	NA	NA	NA

Female Representation Trends FY23, 24, 25

Table 6

EEO-4 CATEGORY	FY23 Female Variance of Labor Market	FY24 Female Variance of Labor Market	FY25 Female Variance of Labor Market
1 Officials & Administrators	-2%	-4%	-1%
2 Professionals	-12%	-12%	-11%
3 Technicians	50%	50%	17%
4 Protective Services	1%	1%	2%
5 Paraprofessional	-1%	0%	0%
6 Office & Clerical	24%	29%	25%
7 Skilled Craft	-4%	-4%	-4%
8 Service Maintenance	NA	NA	NA

Male Representation Trends FY23, 24, 25

Table 7

EEO-4 CATEGORY	FY23 Male Variance of Labor Market	FY24 Male Variance of Labor Market	FY25 Male Variance of Labor Market
1 Officials & Administrators	2%	4%	1%
2 Professionals	12%	12%	11%
3 Technicians	-50%	-50%	-17%
4 Protective Services	-1%	-1%	-2%
5 Paraprofessional	1%	0%	0%
6 Office & Clerical	-24%	-29%	-25%
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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

SECTION V: EMPLOYEE COMPLAINTS

Table 8

Total Complaints by Gender	
Male	9
Woman	20
Other	0
Total	29

Total Complaints by Race/Ethnicity	
Black - African American	13
Asian	2
Hispanic/Latinx	3
Native American/ Alaskan Native	0
Not Identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	11
Total	29

Total Complaints by Employment Status	
Merit	28
Non-Merit Exempt	0
Casual/Seasonal	1
Total	29

Total Complaints by Category	
Informal	0
Formal	29
External	0
Total	29

Total Complaints by type	
ADA	0
Discrimination	1
Gender	0
Generic Issue	0
Harassment	4
Hostile Work Environment	16
Merit Rule	0
Misconduct	4
Retaliation	2
Sexual Harassment	2
Workplace Violence	0
Total	29

Total Complaints by Current Status	
Open	14
Closed	15
Total	29

Total Complaints by Resolution	
To be Determined	11
Substantiated	2
Unsubstantiated	9
Withdrawn	7
Total	29

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, Equity & Inclusion during FY25.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

SECTION VI: EMPLOYEE ACTIONS

Table 9

FY 24-25 EEO REPORT KEY OBSERVATIONS					
TYPE	2024		2025		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	4	5%	6	8%	50%
Total Female Minority Disciplines	12	14%	17	23%	42%
Total Male Non-Minority Disciplines	27	32%	12	16%	-56%
Total Male Minority Disciplines	41	49%	38	52%	-7%
Total Disciplines	84	100%	73	100%	-13%
SEPARATIONS					
Total Female Non-Minority Separations	26	11%	20	9%	-23%
Total Female Minority Separations	48	20%	36	16%	-25%
Total Male Non-Minority Separations	69	28%	74	32%	7%
Total Male Minority Separations	100	41%	99	43%	-1%
Total Separations	243	100%	229	100%	-6%
NEW HIRES					
Total Female Non-Minority New Hires	125	17%	48	8%	-62%
Total Female Minority New Hires	127	17%	129	23%	2%
Total Male Non-Minority New Hires	246	33%	127	22%	-48%
Total Male Minority New Hires	241	33%	261	46%	8%
Total New Hires	739	100%	565	100%	-24%
PROMOTIONS					
Total Female Non-Minority Promotions	146	19%	34	12%	-77%
Total Female Minority Promotions	149	20%	60	21%	-60%
Total Male Non-Minority Promotions	231	30%	94	34%	-59%
Total Male Minority Promotions	233	31%	92	33%	-61%
Total Promotions	759	100%	280	100%	-63%

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 06/30/2025.

STATE OF DELAWARE Department of Correction (DOC) FY2025/FY2026 EEO REPORT AND ACTION PLAN

SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

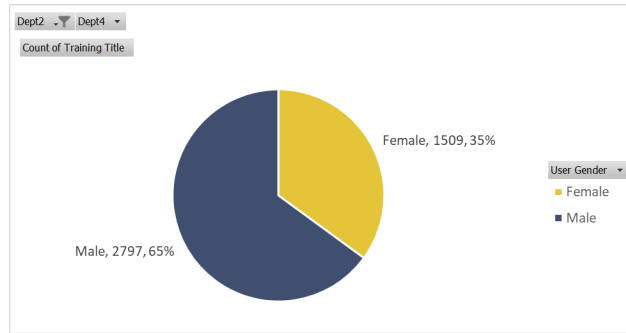


Figure 11

Training by Race and Ethnicity

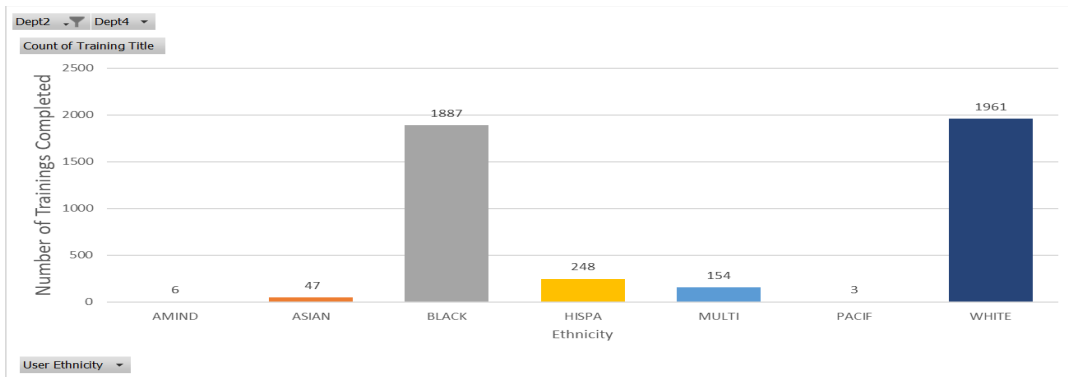
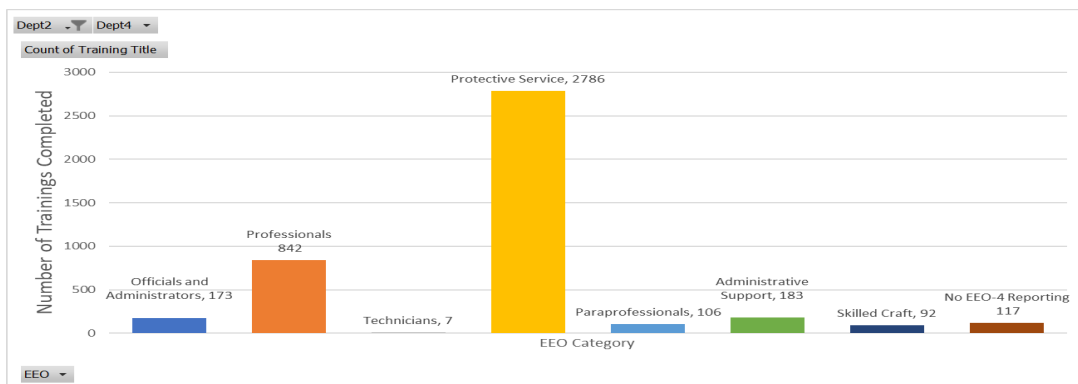


Figure 12

Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for People and Culture-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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Tuition Reimbursement Summary

Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Female	10
Total Non-Minority Female	8
Total Minority Female	2
Total Male	8
Total Non-Minority Male	7
Total Minority Male	1
Total Employees Requesting Tuition Reimbursement	18

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 FY25.

Disabilities Summary

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	64
Total Request for Accommodations	
Total Request Accommodated	
Total Selective Placement Candidates Interviewed	
Total Selective Placement Candidates Hired	

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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

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	100%	1	0%	0	0%	0	0%	0	4%	1
Asian	0%	0	0%	0	0%	0	0%	0	100%	1	4%	1
Black or African American	38%	5	23%	3	15%	2	15%	2	8%	1	50%	13
Hispanic or Latino	0%	0	0%	0	0%	0	100%	1	0%	0	4%	1
Native Hawaiian or Other Pacific Islander	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Two or More Races	33%	1	0%	0	0%	0	67%	2	0%	0	12%	3
White	0%	0	0%	0	57%	4	29%	2	14%	1	27%	7
Prefer Not to Identify	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Total	23%	6	15%	4	23%	6	27%	7	12%	3	100%	26

Answered 26
 Skipped 3

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 FY25.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

SECTION VIII: RECRUITMENT AND RETENTION SUMMARY

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/24)	Vacancies (as of 6/30/25)	Job Code	Job Title	Total # Positions Allocated	Vacancy Rate FY 24	Vacancy Rate FY 25	Change in % FY25 vs FY24
2	1	UBDA01	Correctional Officer/K9 Handler	7.00	7%	14%	7%
29	41	UBDB01	Correctional Officer	474.00	8%	9%	1%
41	26	UBDB02	Correctional Corporal	215.00	11%	12%	1%
167	108	UBDB03	Correctional Sergeant	752.00	23%	14%	-9%
2	3	UCBC01	CO/Youth Rehab Food Service Specialist I	21.00	17%	14%	-3%
5	4	UCBC02	CO/Youth Rehab Food Service Specialist II	27.00	14%	15%	1%
1	2	UCCH01	CO/Physical Plant Maintenance Trades Mechanic I	14.00	6%	14%	8%
1	0	UCCH03	CO/Physical Plant Maintenance Trades Mechanic II	21.00	5%	0%	-5%
1	0	UCCH08	CO/Physical Plant Maintenance/Trades Technician	4.00	25%	0%	-25%
2	1	UCCH09	C/O Physical Plant Maintenance/Master Electrician	1.00	50%	100%	50%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Class Code	Class Title	# Times Posted in FY25	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
UBDA01	Correctional Officer	17.00	107.00	6.29	72.00	4.24
UBDB01	Correctional Officer K9 Handler	17.00	3603.00	211.94	3039.00	178.76
UBDB02	Correctional Corporal	8.00	155.00	19.38	66.00	8.25
UBDB03	Correctional Sergeant	7.00	98.00	14.00	95.00	13.57
UCBC01	C/O Youth Rehab Food Service Specialist I	1.00	234.00	234.00	140.00	140.00
UCBC03	C/O Youth Rehab Food Service Specialist III	2.00	36.00	18.00	28.00	14.00
UCCH01	C/O Physical Plant Maintenance Trades Mechanic I	3.00	35.00	11.67	29.00	9.67
UCCH03	CO/Physical Plant Maintenance Trades Mechanic III	0.00	0.00	0.00	0.00	0.00
UCCH08	C/O Physical Plant Maintenance/Trades Technician	1.00	4.00	4.00	2.00	2.00
UCCH09	C/O Physical Plant Maintenance/Master Electrician	1.00	21.00	21.00	1.00	1.00

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 06/30/2025.

Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY24	Turnover Rate FY25	Change in % FY25 vs FY24
380101001	DOC/Admin/Off o/t Commissio	7%	15%	8%
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	15%	0%	-15%
380110011	DOC/Administrative Services	0%	6%	6%
380112012	DOC/Admin/Cntrl Offender Rc	5%	5%	0%
380114014	DOC/Admin/InformationTechno	9%	17%	8%
380201001	DOC/HC/SA&MHS/MedTrtmnt&Srv	10%	0%	-10%
380401001	DOC/Prisons/Bur Chief-Priso	0%	0%	0%
380403003	DOC/Prisons/James T Vaughn	8%	6%	-3%
380404004	DOC/Prisons/Sussex Corr Ins	6%	6%	0%
380405005	DOC/Prisons/D Baylor Corr I	9%	9%	0%
380406006	DOC/Prisons/Howard R Young	8%	8%	0%
380408008	DOC/Prisons/Special Operati	4%	18%	14%
380409009	DOC/Prisons/DE Corr Industr	0%	5%	5%
380412012	Steven R. Floyd Sr. TraingAc	113%	94%	-19%
380413013	DOC/Intelligence Operations	0%	12%	12%
380420020	DOC/Food Services	2%	11%	9%
380420080	DOC/Food Services	0%	0%	0%
380440040	DOC/Facilities Maintenance	3%	9%	6%
380601001	DOC/Community Corr/Bur Chie	0%	20%	20%
380602002	DOC/Com Cor/Probation & Par	6%	4%	-2%
380607007	DOC/ComCor/Sussex County CC	8%	10%	2%
380608008	DOC/ComCor/Kent County CC	18%	14%	-4%
380613013	Hazel D. Plant Wmns Trmt Fc	10%	3%	-7%
380614014	PlummerCommunityCorrections	2%	2%	0%
Department Average		9%	10%	1%

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Table 19

Turnover by Hard to Fill Vacancies				
Job Code	Job Title	Turnover Rate FY24	Turnover Rate FY25	Change in % FY25 vs FY24
UBDA01	Correctional Officer/K9 Handler	0%	0%	0%
UBDB01	Correctional Officer	12%	10%	-2%
UBDB02	Correctional Corporal	11%	5%	-6%
UBDB03	Correctional Sergeant	4%	7%	3%
UCBC01	CO/Youth Rehab Food Service Specialist I	7%	21%	14%
UCBC02	CO/Youth Rehab Food Service Specialist II	0%	0%	0%
UCCH01	CO/Physical Plant Maintenance Trades Mechanic I	0%	8%	8%
UCCH03	CO/Physical Plant Maintenance Trades Mechanic III	0%	5%	5%
UCCH08	CO/Physical Plant Maintenance/Trades Technician	0%	0%	0%
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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Applicant Pipeline

In FY25, 6,099 people applied online to DOC jobs, a decrease from FY24 in which 6,683 applied. This data includes all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual Seasonal Recruitments.

Figure 20

FY25 Applicant Pipeline by Gender

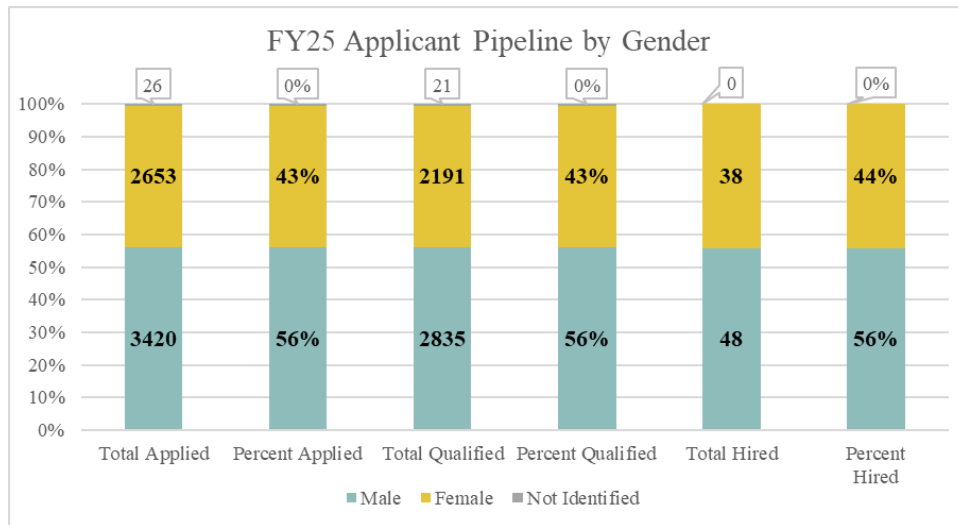
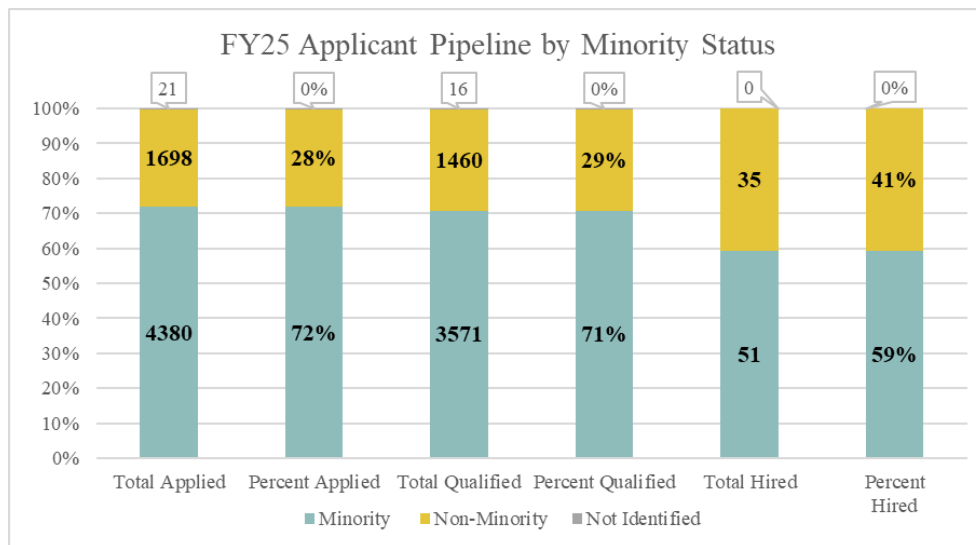


Figure 21

FY25 Applicant Pipeline by Minority vs. Non-Minority



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. 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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

Recruitment and Hiring Times
FY24 and FY25

Table 22

Fiscal Year	Average Time to Fill (days)	Average Time to hire (days)
FY24	64	46
FY25	49	36
Change FY24 vs FY25	-15	-10

Table 23

Fiscal Year	Average Time Request-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY24	5	7
FY25	5	5
Change FY24 vs FY25	0	-2

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 06/30/2025.

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

SECTION IX: PLAN OF ACTION FUTURE STEPS TO IMPLEMENT: JULY 1, 2025 - JUNE 30, 2026

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.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
SP-1 Goal 1	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.	FY26
SP-1 Goal 2	Utilize the work of the DOC4 Inclusion team to increase employee engagement and improve retention efforts	Effectiveness of DOC4 Inclusion events and initiatives Turnover rates	DOC4 Inclusion DOC /DHR Human Resources	Collaboration between DOC4 Inclusion and DOC/DHR Human Resources	FY26

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

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.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
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.	FY26
SP-2 Goal 2	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	FY26
SP-2 Goal 3	The DOC will collaborate with DHR’s People and Culture Division 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	DOC Recruitment, DOC/DHR Human Resources, and DOC Leadership Teams	DOC staff members who actively display a collaborative and team approach to this work.	FY26

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

		practices where feasible.			
--	--	------------------------------	--	--	--

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

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.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Completion
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	FY26
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.	FY26
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.	FY26

STATE OF DELAWARE
Department of Correction (DOC)
FY2025/FY2026 EEO REPORT AND ACTION PLAN

END OF REPORT