



Delaware Department of Technology and Information (DTI)


FY22 EEO/AA Report and FY23 Action Plan

Fiscal Year 2022



MEMORANDUM

TO: Claire DeMatteis
Cabinet Secretary, Department of Human Resources

FROM: Jason Clarke 
Chief Information Officer

DATE: December 6, 2022

SUBJECT: Department of Technology and Information
FY22 Equal Opportunity Employment/Affirmative Action Report
and FY 23 Action Plan

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

If you have any questions, please feel free to contact me at 739-9643 or Jason.Clarke@delaware.gov. Thank you.

Enclosures



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

1. Policy Purpose Statement

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

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

2. Scope

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

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

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1. Definitions and Acronyms

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

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or implicitly a term or condition of employee's employment; 2) submission to or rejection of such conduct is used as the basis for employment decisions affecting an employee; or 3) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment.

2. Policy

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

a. Discrimination

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

b. Harassment

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

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

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

c. Sexual Harassment

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

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

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

Types of sexual harassment:

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

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

- **Verbal sexual harassment** includes innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, lewd remarks, and threats; requests for any type of sexual favor (this includes repeated, unwelcome requests for dates); and verbal abuse or "kidding" that is oriented toward a prohibited form of harassment, including that which is sexual in nature and unwelcome.
- **Nonverbal sexual harassment** includes the distribution, display, or discussion of any written or graphic material, including calendars, posters, and cartoons that are sexually suggestive or show hostility toward an individual or group because of sex; suggestive or insulting sounds; leering; staring; whistling; obscene gestures; content in letters and notes, facsimiles, e-mail, photos, text messages, tweets, and internet postings; or other forms of communication that is sexual in nature and offensive.

- **Physical sexual harassment** includes unwelcome, unwanted physical contact, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling, and assault.

d. Retaliation

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

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

e. Violation

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

f. EEO Officer

OHR shall designate an employee to serve as the Agency's EEO Officer.

3. Complaint Procedures

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

a. Complaint Process

The State will treat courteously any person who invokes this complaint procedure, and the State will handle all complaints swiftly and as confidentially as possible considering the need to conduct a fair and thorough investigation. Filing a complaint in good faith will not be used against the employee or have an adverse impact on their employment status. An employee who is the recipient of unwelcome conduct should attempt to communicate to the offender their objection to the conduct whenever possible. If the employee is not comfortable addressing the conduct with the offender or if that has occurred and the conduct continues, an aggrieved employee is encouraged to report incidents of alleged harassment as soon as possible. Complaints are to be submitted individually by the employee alleging harassment or discrimination.¹ **The process in**

¹ This policy does not contain provisions for group complaints.

this Respectful Workplace Anti-Discrimination Policy shall not serve as an appeal following the disposition of an administrative decision (grievances pursuant to Merit Rules or a Collective Bargaining Agreement (CBA), discrimination charges filed at the Delaware Department of Labor (DOOL), or Equal Employment Opportunity Commission (EEOC)). Filing a false or malicious complaint is an abuse of this policy and will be treated as a violation.

b. Confidentiality and Employee Assistance Program

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

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

c. Complaint Procedure

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

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

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

- 2) Complainants making verbal complaints will be required to complete the Respectful Workplace and Anti-Discrimination Complaint Form (Complaint Form). To proceed with an inquiry into the complaint, the Complainant must submit a written and signed Complaint Form containing sufficient details to investigate whether a violation of this policy may have occurred. The Complainant may obtain the Complaint Form online or from their Agency LR or HR representative.
- 3) If a supervisor or manager becomes aware of allegations of harassment or discrimination, either from personal observation or as a result of a Complainant or other individual coming forward and attempts at resolving the matter with the employee are not successful, the supervisor or manager shall provide the employee with this policy and complaint form and also report allegation(s) in writing to their Agency's LR or HR representative as soon as reasonably possible.
- 4) Upon receiving a Complainant's written complaint or being advised by a supervisor or manager of an alleged violation of this policy, and no later than five (5) business days, their Agency's OHR representative must notify in writing the ELR section of OHR of the complaint and must consider any measures for the protection of the Complainant or alleged victim (i.e., transferring work location of the subject of the complaint, contacting law enforcement, etc.). If the complaint is received by ELR, they shall notify the OHR representative assigned to the Complainant's agency within five (5) business days.
- 5) Within five (5) business days of receiving the written complaint from a Complainant, ELR will review and act upon the complaint. If multiple process requests (complaints or grievances) are filed on the same issue, ELR may consolidate the submissions to address the issue more effectively and efficiently. An employee or other party will be assigned as an investigator (hereinafter "Investigator") to begin an inquiry to determine whether there is a reasonable basis for moving forward with an investigation of the alleged violation under this policy and, if so, to conduct the investigation. There may be circumstances when a complaint may be investigated under the [Standards of Conduct Policy](#). With harassment complaints involving an outside vendor, consultant, or similar independent contractor, the Investigator will notify the outside vendor, consultant, or similar independent contractor of the complaint, and the matter will be addressed jointly with the outside entity's employer. Harassment complaints involving a customer will be handled with the customer directly on a case-by-case basis.
- 6) During the investigation, the Investigator will interview the Complainant, the Respondent, and any witnesses; review relevant documents and other media; conduct other investigative actions to determine whether the alleged conduct occurred. Interviews may only be recorded with prior written consent of both the Investigator and the individual being interviewed or their representative. If either party refuses the recording, no participants will be allowed to record the interview or subsequent proceedings. The investigation will adhere to any relevant statute, Merit Rule, or CBA term.

- 7) If a harassment complaint involves an employee who has been charged with criminal misconduct, OHR is to conduct an investigation to determine whether the employee's conduct violated this or other State policy. The Investigator shall work with the Deputy Attorney General (DAG) assigned to the criminal complaint upon the initiation and throughout the progress of the administrative investigation. As the Investigator takes measures to coordinate with the DAG, it may cause the investigation to exceed the time limits imposed on such complaints.
- 8) State employees shall cooperate fully with any investigation covered under this policy. Failure to cooperate with investigations may result in disciplinary action.
- 9) As soon as reasonably possible but no longer than ninety (90) business days of receiving a complaint, the Investigator will conclude the investigation. The Investigator prepares a full written report (Report) that consists of their findings, conclusion, and recommendations. Based on the findings and criteria in this policy, the complaint investigation will result in one of the following conclusions: substantiated, partially substantiated, or unsubstantiated. If it is determined that a violation of this policy has occurred, the Investigator will work collaboratively with the agency management representative to determine appropriate corrective action. Corrective action may include, but is not limited to, mandatory referral to EAP, additional training, and disciplinary action up to and including termination. If additional time is needed to complete the investigation, the Complainant and Respondent will be notified.
- 10) The designated agency management representative shall review the report within five (5) business days and return to the Investigator who will share the Report with the OHR Secretary or designee (ELR) for review and finalization.
- 11) If the investigation is unsubstantiated, or partially substantiated, or if it is determined that there has been no violation of this policy, the OHR representative or designated agency management representative may still recommend action (e.g., additional training, voluntary EAP referral, etc.).
- 12) Within five (5) business days of the determination, the Investigator will meet with the Complainant and the Respondent separately and notify each of the investigative conclusion (whether it was substantiated, partially substantiated, or unsubstantiated).
- 13) Any corrective action is to be administered within thirty (30) business days of the latter of these meetings by the Respondent's supervisor/manager. If additional time is needed, the Complainant and Respondent will be notified.
- 14) Any disciplinary action(s) shall be processed in accordance with Merit Rules, relevant statutes, and/or CBAs, where applicable.
- 15) Filing a harassment complaint according to this policy will not extend the time frames prescribed by statute by which an employee may file a formal complaint through the Merit

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Rules, the DDOL's Office of Anti-Discrimination, the EEOC, a Collective Bargaining Agreement (CBA), if applicable, or any court or regulatory body.

4. Exclusions or Exceptions

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

5. Dissemination and Training

a. Dissemination

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

b. Training

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

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

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

6. Data Reporting

All agencies are required to:

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

7. Associated Policy/Regulations/Information

- a. The procedures under this policy do not preempt or supersede any legal procedures or remedies otherwise available to a target of discrimination or harassment under State or federal law.
- b. Making a complaint according to this policy will not extend the time frames, prescribed by statute, by which any person must file a formal complaint through the Merit Rules, the DDOL's Office of Anti-Discrimination, the EEOC, a CBA, if applicable, or any court or regulatory body.
- c. The deadline for filing a charge with the DOOL or the EEOC under State and federal laws is three hundred (300) days from the date of the alleged discriminatory action.
- d. [Standards of Conduct Policy and Procedures](#)

8. Appendices and Forms

- [Respectful Workplace and Anti-Discrimination Complaint Form](#)
- [Delaware Sexual Harassment Notice from Department of Labor](#)

9. Policy Owner

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

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

AC
12-14-2022

STATE OF DELAWARE
DEPARTMENT OF TECHNOLOGY AND INFORMATION (DTI)
FY 2022/FY 2023 EEO REPORT AND ACTION PLAN

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SECTION I: POLICY STATEMENT

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

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT

The objective of the Department of Technology and Information's (DTI) Affirmative Action Plan is to ensure all its employees receive equality of opportunity limited only by everyone's desire and ability. DTI remains dedicated to providing a work environment that is diverse, inclusive, and free from discrimination. As an Equal Opportunity Employer, DTI does not discriminate based on a person's race, color, national origin, gender, age, sex, pregnancy, marital status, sexual orientation, gender identity or expression, religion, creed, genetic information, disability, veteran's status, family responsibility, status as a victim of domestic violence, sexual assault and/or stalking, or other category protected by statute and/or federal laws. DTI conforms to all applicable equal employment opportunity laws and regulations. DTI's Affirmative Action Plan is aligned with its core value to "Value people and their contributions" and describes our ongoing D&I initiatives that foster an inclusive work culture and maintain an environment where all employees are respected and valued for who they are so that they reach their full potential.

The plan also addresses areas where an increased focus in recruitment and retention of a more diverse workforce is required. DTI attended and participated in career/job fairs and met with DOL and Tech Impact regarding an apprenticeship program to establish a pipeline of talent. Modernizing job profiles continues to be a high priority and is approximately 85% complete. Next step is establishing a new compensation structure that will allow DTI to hire and retain a highly qualified workforce, especially for the hard-to-fill positions.

DTI continues to focus on female under-representation and will explore various ways to attract qualified females. While DTI is under-represented compared to the Delaware labor market, we are above 25% which is the percentage of females in IT positions nationwide.

DTI will be implementing a new performance management solution that will streamline the employee feedback process and provide information regarding areas of progress, and improvement, track goals, and provides managers with succession planning information.

DEPARTMENT SUMMARY	
Names of Divisions	# of Employees
Office of the CIO	8
Security Office	11
Operations Office	94
Technology Office	130
Policy and Communications	4
Partner Engagement Office	54
TOTAL	301

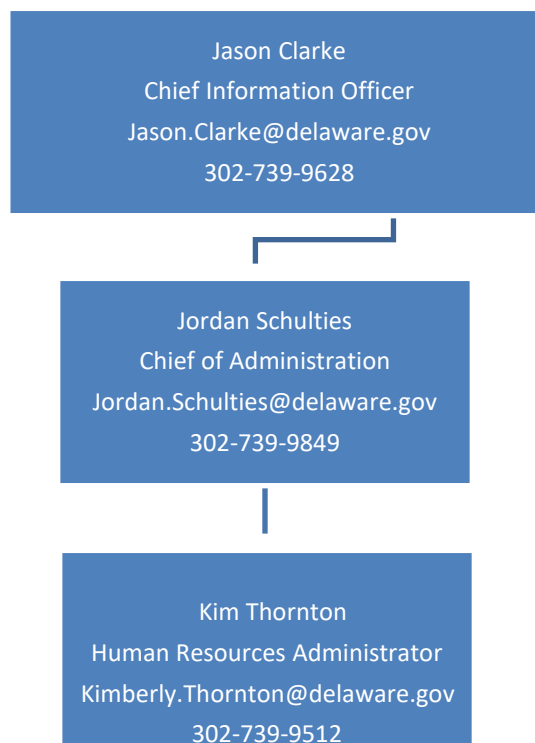
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Responsibilities for Implementation

RESPONSIBILITIES STATEMENT

The Chief Information Officer (CIO) of the Department of Technology and Information oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Chief of Administration, Jordan Schulties, and the Human Resources Administrator, Kim Thornton, 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. Lead management staff in interpretation and administration of the Affirmative Action Program.
2. Identify under-represented areas and proactively plan outreach and recruitment efforts that deliberately focus on increasing organizational diversity.
3. Maintain an open line of communication with management and provide updates regarding the latest development and requirements of Federal/State laws, rules, and regulations which may require changes to current policies and procedures.
4. Monitor and evaluate employment policies and practices to ensure compliance.
5. Promote positive working relationships and better communications, employees and their managers to meet and discuss employee claims of policy or law violations prior to filing a complaint. Employees have the right to use DTI's complaint procedure free of threats, intimidation, or retaliation.



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

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

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

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Reduce the significant disparity between technology demands and the staff that are crucial to implementing, operating, maintaining, updating, and sustaining technology solutions.	Received the requested headcount and filled positions.	Human Resources, Fiscal, and hiring managers	Requested additional headcount for the FY23 budget.	DTI was approved to receive 16 new positions in the FY23 budget, effective July 1, 2022. New positions have been established in PHRST and recruiting for the positions has begun.

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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.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Managers are to provide performance plans/reviews for each of their direct reports by the scheduled timeframe.	Awarded Performance Bonuses to qualified employees. Vendor selected	Human Resources and hiring managers	HR, with CIO support, enforced the completion of performance plans/reviews for each employee. HR Admin researched and demoed cloud-based solutions that would support, streamline, and simplify the performance management process.	Hiring managers completed reviews which provided employees with valuable feedback regarding their performance. HR Admin and a select group of hiring managers began working with the vendor to create the format and workflow of the new Performance Management solution.
SP-2 Goal 2	Reduce the amount of time to fill vacant positions which could result in losing highly skilled candidates who are in high demand.	Reduced the number average number of days from 55 days to 44 days.	Managers and administrative assistants follow a 30-day timeline that provided them with key time indicators on when certain aspects of the hiring process should be completed.	HR worked with hiring managers to ensure they followed the established Rapid Hire process to try to shorten the hiring process to 30 days.	Hiring the best talent in the shortest amount of time considering the demands in the labor market.

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STRATEGIC PRIORITY (SP-3)

Recruitment and Retention

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	Reduce DTI's female under-representation in multiple EEO categories compared to the Delaware Labor Market.	While not all categories were reduced, DTI hired 10 qualified females which are 30% of new hires. DTI's female representation is 32%; however, nationwide is 25% in IT roles.	HR and hiring managers	<p>Attended two DOL and City of Dover sponsored job fairs, and Del Tech's virtual career fair; participated in FLii intern program; worked with Tech Impact regarding apprenticeship program.</p> <p>Maintained exposure to attract qualified and diverse talent.</p>	<p>Continuing to expand outreach and recruiting efforts.</p> <p>Renewed LinkedIn contract for posting hard-to-fill positions.</p>
SP-3 Goal 2	Establish career ladders allowing for promotional advancement and retain a highly skilled workforce.	To date, 24 new profiles (79 positions) have been reviewed by DHR, and HAY points applied.	HR and subject matter experts, typically hiring managers.	Continued to create new job profiles that include career ladders.	Continuing to work on profiles.
SP-3 Goal 3	Establish a compensation structure that allows DTI to hire and retain a highly qualified workforce required to support Delaware's digital government initiatives.	TBD	DTI and DHR	No action was taken due to the new profiles not complete.	TBD

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SECTION IV: WORKFORCE ANALYSIS

DTI Overview:

The Department of Technology and Information (DTI) is not underrepresented for minorities in any EEO-4 categories. DTI has 301 employees and minorities represent 36% of the DTI's workforce, a 1% increase from FY21.

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

- DTI is underrepresented in five EEO categories for females. Generally, females do not pursue IT jobs as much as men; females represent only 25% of the jobs in the field.
- DTI's applicant pipeline is 56% white and 28% female. DTI must continue to build female applicant pipelines through advertising, apprenticeships, and internships.
- DTI has 8 job classifications that are Hard-to-fill. Most of these are at the senior level and DTI's salaries are not competitive with the industry. DTI will be creating a new compensation structure to address the salary disparity.
- DTI will continue to work on modernizing job profiles, to include promotional career ladders, and establish a new compensation structure will help in recruiting and retaining efforts.

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DTI Demographics at a Glance:

The total number of DTI employees as of June 30, 2022, by EEO-4 category is 301.

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

The following summary of findings were derived from this data:

Minority Representation:

- Minorities represent 36% of the total DTI workforce, a 1% increase from FY21.
- Overall DTI exceeds the regional labor market in all EEO-4 categories.

Female Representation:

- Females represent 32% of the total DTI workforce, a 1% decrease from FY21.
- Females are under-represented in the following EEO-4 categories:
 - Officials & Administrators (-8%)
 - Professionals (-28%)
 - Technicians (-36%)
 - Para-Professional (-10%)
 - Service Maintenance (-44%)

Male Representation:

- Males represent 68% of the DTI workforce, a 1% increase from FY21.
- Males are under-represented in the following EEO-4 category:
 - Office & Clerical (-7%)

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

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	8	3	0	4	0	0	0	15	63%	0	8	0	0	0	0	0	1	9	38%	0	24	8	33%
2 Professionals	117	32	6	21	1	0	3	180	69%	7	52	12	1	13	0	0	1	79	31%	1	259	90	35%
3 Technicians	4	2	0	0	0	0	0	6	86%	0	0	1	0	0	0	0	0	1	14%	0	7	3	43%
4 Protective Services	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
5 Para Professional	0	1	0	0	0	0	0	1	33%	0	1	1	0	0	0	0	0	2	67%	0	3	2	67%
6 Office & Clerical	1	1	0	0	0	0	0	2	29%	0	3	2	0	0	0	0	0	5	71%	0	7	3	43%
7 Skilled Craft	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
8 Service Maintenance	0	1	0	0	0	0	0	1	100%	0	0	0	0	0	0	0	0	0	0.00%	0	1	1	100%
Totals	130	40	6	25	1	0	3	205	68%	7	64	16	1	13	0	0	2	96	32%	1	301	107	36%

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

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

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Minority Labor Market Representation FY2022 (Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	33%	9%	13%	0%	17%	0%	0%	4%
2 Professionals	29%	35%	6%	17%	3%	13%	0%	0%	2%
3 Technicians	38%	43%	5%	43%	0%	0%	0%	0%	0%
4 Protective Services	37%	0%	NA	0%	0%	0%	0%	0%	0%
5 Para Professional	34%	67%	33%	67%	0%	0%	0%	0%	0%
6 Office & Clerical	31%	43%	12%	43%	0%	0%	0%	0%	0%
7 Skilled Craft	26%	0%	NA	0%	0%	0%	0%	0%	0%
8 Service Maintenance	45%	100%	55%	100%	0%	0%	0%	0%	0%

Female Labor Market Representation FY2022 (Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	38%	-8%	33%	0%	0%	0%	0%	0%	4%
2 Professionals	59%	31%	-28%	20%	5%	0%	5%	0%	0%	0%
3 Technicians	50%	14%	-36%	0%	14%	0%	0%	0%	0%	0%
4 Protective Services	19%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	67%	-10%	33%	33%	0%	0%	0%	0%	0%
6 Office & Clerical	65%	71%	7%	43%	29%	0%	0%	0%	0%	0%
7 Skilled Craft	6%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	-44%	0%	0%	0%	0%	0%	0%	0%

Male Labor Market Representation FY2022 (Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	63%	8%	33%	13%	0%	17%	0%	0%	0%
2 Professionals	41%	69%	28%	45%	12%	2%	8%	0%	0%	1%
3 Technicians	50%	86%	36%	57%	29%	0%	0%	0%	0%	0%
4 Protective Services	81%	0%	NA	0%	0%	0%	0%	0%	0%	0%
5 Para Professional	23%	33%	10%	0%	33%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	29%	-7%	14%	14%	0%	0%	0%	0%	0%
7 Skilled Craft	94%	0%	NA	0%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	100%	44%	0%	100%	0%	0%	0%	0%	0%

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

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

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

EEO-4 CATEGORY	FY20 Minority Variance of Labor Market	FY21 Minority Variance of Labor Market	FY22 Minority Variance of Labor Market
1 Officials & Administrators	9%	3%	9%
2 Professionals	11%	5%	6%
3 Technicians	11%	3%	5%
4 Protective Services	N/A	N/A	0%
5 Paraprofessional	34%	33%	33%
6 Office & Clerical	25%	29%	12%
7 Skilled Craft	N/A	N/A	0%
8 Service Maintenance	58%	55%	55%

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

EEO-4 CATEGORY	FY20 Female Variance of Labor Market	FY21 Female Variance of Labor Market	FY22 Female Variance of Labor Market
1 Officials & Administrators	-3%	5%	-8%
2 Professionals	-25%	-27%	-28%
3 Technicians	-31%	-20%	-36%
4 Protective Services	N/A	N/A	0%
5 Paraprofessional	-17%	-10%	-10%
6 Office & Clerical	1%	-5%	7%
7 Skilled Craft	N/A	N/A	0%
8 Service Maintenance	-45%	-44%	-44%

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

EEO-4 CATEGORY	FY20 Male Variance of Labor Market	FY21 Male Variance of Labor Market	FY22 Male Variance of Labor Market
1 Officials & Administrators	3%	-5%	8%
2 Professionals	25%	27%	28%
3 Technicians	31%	20%	36%
4 Protective Services	N/A	N/A	0%
5 Paraprofessional	17%	10%	10%
6 Office & Clerical	-1%	5%	-7%
7 Skilled Craft	N/A	N/A	0%
8 Service Maintenance	45%	44%	44%

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

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

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SECTION V: COMPLAINTS

Table 8

DTI HAD ZERO COMPLAINTS IN FY22

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

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

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SECTION VI: EMPLOYEE ACTIONS

Table 9

TYPE	2021		2022		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	0	0%	0	0%	0%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	1	100%	0	0%	-100%
Total Male Minority Disciplines	0	0%	1	100%	100%
Total Disciplines	1	100%	1	100%	0%
SEPARATIONS					
Total Female Non-Minority Separations	3	16%	5	15%	40%
Total Female Minority Separations	3	16%	8	24%	63%
Total Male Non-Minority Separations	10	53%	15	45%	33%
Total Male Minority Separations	3	16%	5	15%	40%
Total Separations	19	100%	33	100%	42%
NEW HIRES					
Total Female Non-Minority New Hires	5	21%	8	24%	38%
Total Female Minority New Hires	3	13%	2	6%	-50%
Total Male Non-Minority New Hires	10	42%	12	35%	17%
Total Male Minority New Hires	6	25%	12	35%	50%
Total New Hires	24	100%	34	100%	29%
PROMOTIONS					
Total Female Non-Minority Promotions	2	11%	2	10%	0%
Total Female Minority Promotions	2	11%	3	15%	33%
Total Male Non-Minority Promotions	11	61%	9	45%	-18%
Total Male Minority New Hires	3	17%	6	30%	50%
Total Promotions	18	100%	20	100%	10%

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

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

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SECTION VII: EMPLOYEE ENGAGEMENT

Table 10

EEO TRAINING SUMMARY	
	Number
Total Non-Minority Female Attendees	51
Total Minority Female Attendees	17
Total Non-Minority Male Attendees	97
Total Minority Male Attendees	42
Total Employees Attending Training	207

Table 10 displays the total number of attendees for D&I-related training courses by gender and minority status.

Table 10 data were obtained from agency internal records during FY22

Table 11

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Non-Minority Female	4
Total Minority Female	1
Total Non-Minority Male	1
Total Minority Male	3
Total Employees Requesting Tuition Reimbursement	9

Table 11 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 11 data were obtained from agency internal records during FY22

Table 12

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	8
Total Requests for Accommodations	4
Total Requests Accommodated	4
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

Table 12 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 Selective Placement.

Table 12 data were obtained from agency internal records system as of 06/30/2022.

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Table 13

EXIT SURVEY SUMMARY						
	EXCELLEN	GOOD	AVERAGE	BELOW	POOR	TOTAL
Agency as a place to work	38%	29%	21%	13%	0%	100%
	9	7	5	3	0	24
Opportunity for advancement or promotion	4%	13%	29%	29%	25%	100%
	1	3	7	7	6	24
Recognition of accomplishments/contributions	8%	29%	38%	13%	13%	100%
	2	7	9	3	3	24
Relationships with co-workers	58%	33%	8%	0%	0%	100%
	14	8	2	0	0	24
Relationship with your manager/supervisor	38%	38%	8%	13%	4%	100%
	9	9	2	3	1	24
Agency commitment to quality and customer service	21%	54%	21%	4%	0%	100%
	5	13	5	1	0	24
Work area tools available to perform the functions of your job	30%	35%	30%	4%	0%	100%
	7	8	7	1	0	23
Performance goals were clear and you knew what was expected of you in your job	17%	38%	33%	8%	4%	100%
	4	9	8	2	1	24
Training and development needs were assessed and met	8%	29%	38%	17%	8%	100%
	2	7	9	4	2	24
Benefits package	54%	38%	4%	4%	0%	100%
	13	9	1	1	0	24
Compensation	4%	25%	29%	25%	17%	100%
	1	6	7	6	4	24
Family-Friendly Workplace	25%	25%	33%	13%	4%	100%
	6	6	8	3	1	24

Table 13 illustrates Exit Survey Summary data for employees who left the Department and were willing to provide responses.

Table 13 data were obtained from the employee responses provided on an online survey during FY22.

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

Table 14

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/21)	Vacancies (as of 6/30/22)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 21	Vacancy Rate FY 22	% change FY22 vs FY21
0	0	MUAD20	Enterprise Application Specialist/DBA	7	0%	0%	0%
0	0	MUAD40	Project Management Specialist	8	0%	0%	0%
3	1	MUAD44	Senior Software Engineer	22	14%	5%	-67%
1	1	MUAD51	Senior Telecommunications Technologist	7	14%	14%	0%
1	1	MUAD60	Senior Systems Engineering Analyst	12	8%	8%	0%
0	1	MUAD67	Lead Telecommunications Technologist	6	0%	17%	100%
0	0	MUAD75	Senior Project Management Specialist	9	0%	0%	0%
0	0	MUAD84	Senior Systems Administration Analyst	5	0%	0%	0%

Table 15

HARD-TO-FILL APPLICANT PIPELINE				
Job Code	Job Title	# Times Posted in FY22	Total # Aps Received	Average # Aps Received
MUAD20	Enterprise Application Specialist/DBA	1	2	2
MUAD40	Project Management Specialist	1	11	11
MUAD44	Senior Software Engineer	2	5	3
MUAD51	Senior Telecommunications Technologist	N/A		
MUAD60	Senior Systems Engineering Analyst	1	3	3
MUAD67	Lead Telecommunications Technologist	1	1	1
MUAD75	Senior Project Management Specialist	1	6	6
MUAD84	Senior Systems Administration Analyst	1	3	3

Tables 14 and 15 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 14 data were obtained from the PHRST system as of 06/30/2022.

Table 15 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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Table 16

Turnover by Division				
Data not Available for DTI				

Table 17

Turnover by Hard-to-Fill Jobs				
Job Code	Job Title	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
MUAD20	Enterprise Application Specialist/DBA	0%	0%	0%
MUAD40	Project Management Specialist	0%	13%	13%
MUAD44	Senior Software Engineer	9%	10%	1%
MUAD51	Senior Telecommunications Technologist	17%	0%	-17%
MUAD60	Senior Systems Engineering Analyst	9%	9%	0%
MUAD67	Lead Telecommunications Technologist	0%	18%	18%
MUAD75	Senior Project Management Specialist	0%	0%	0%

Tables 16 and 17 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 17 data were obtained from the PHRST system as of 06/30/2022.

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RETIREMENT ELIGIBILITY BREAKDOWN - FY22

Figure 18

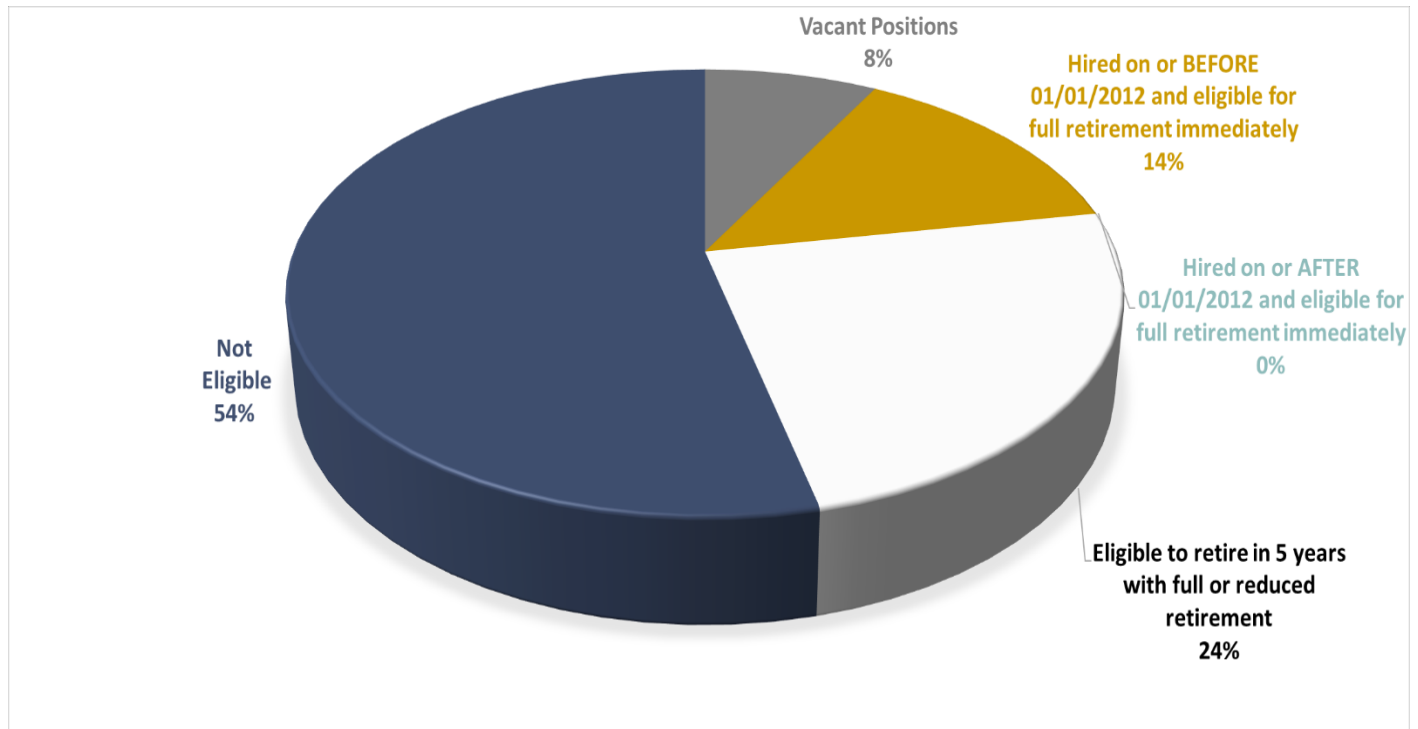


Figure 18 illustrates the percentage of positions based on their retirement eligibility status.

Figure 18 data were obtained from the PHRST system as of 06/30/2022.

Retirement Eligible Criteria: **

Employees Initially hired prior to January 1, 2012

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

Employees Initially hired on or after January 1, 2012

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

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

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RETIREMENT ELIGIBILITY BY DIVISION as of 6/30/2022

Table 19

Chief Information Officer						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
9	8	1	0	0	2	6
Data Center Operations						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
40	35	5	10	0	10	15
Senior Project Team						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
17	17	0	4	0	9	4
Enterprise Solutions						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
32	31	1	4	0	8	19
Chief Policy Officer						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
5	4	1	3	0	1	0
Application Delivery						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
67	60	7	7	0	18	35
Systems Engineering						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
29	27	2	5	0	11	11
Operations Consolidation						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
0			4	0	0	-4
Administration						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
8	8	0	1	0	5	2
Telecommunications						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
26	22	4	3	0	3	16
Chief Security Officer						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
14	11	3	1	0	4	6
Strategic Enterprise Services						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
0			4	0	8	-12
End User Services						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
40	39	1	0	0	0	39

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Enterprise Data Management						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
11	11	0	0	0	0	11
Innovation and Architecture						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
13	12	1	0	0	0	12
Partner Engagement Services						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
15	15	0	0	0	0	15
Department of Technology and Information Totals						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
326	300	26	46	0	79	175

Table 19 illustrates the total number and percentage of positions by Division based on their retirement eligibility status.

Table 19 data were obtained from the PHRST system as of 06/30/2022.

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Applicant Pipeline

In FY22, 635 people applied online to DTI jobs, a 9% increase from FY21 in which 575 applied. This includes applicants for all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual/Seasonal Recruitments.

Figure 20

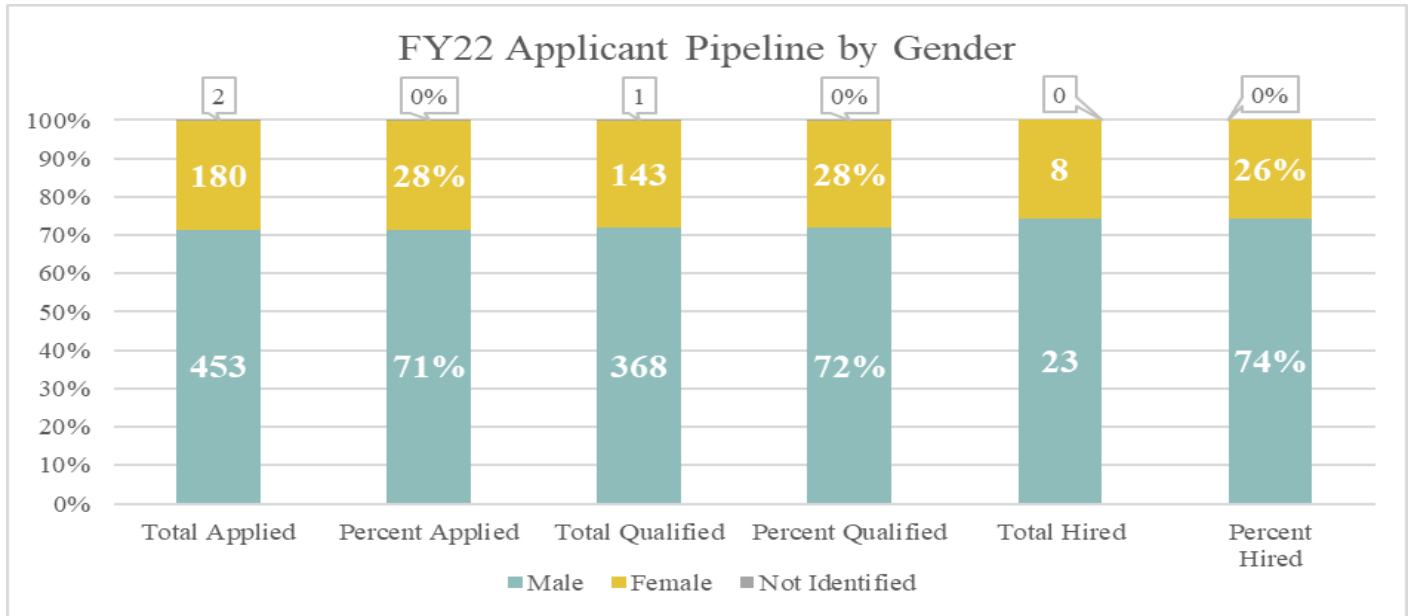
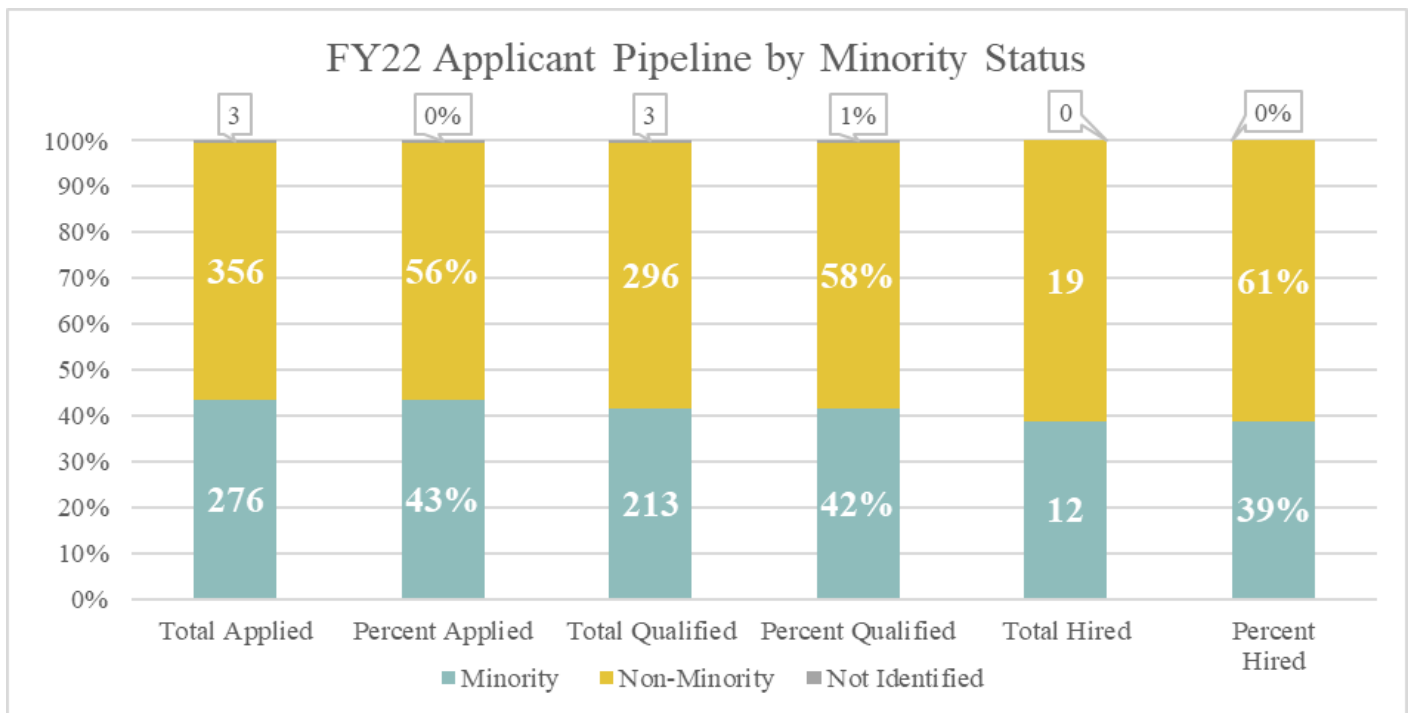


Figure 21



Figures 20 and 21 illustrate the total applicants who applied to State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov, by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

Figures 20 and 21 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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Recruitment and Hiring Times

Table 22

Fiscal Year	Average Time-to-Fill (days)
FY21	55
FY22	44
Change FY21 vs FY22	-11

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.

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

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

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

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

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

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-1 Goal 1	Secure additional headcount to ease resource constraints in critical areas.	Increase in budget positions allocated to DTI.	DTI	Personnel and related funding	FY24
SP-1 Goal 2	Implementation of Secure End User Services package.	Standardization of service delivery will increase the efficiency of DTI teams.	DTI	Personnel (to be reallocated from agencies as part of centralization).	FY24
SP-1 Goal 3	Update DTI Overtime Policy.	Allow payment of overtime rather than comp time in pre-defined situations.	DTI	N/A	December 2022

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

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

** 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 Launch
SP-2 Goal 1	Implement a performance management solution.	Perform Yard platform implemented and rolled out to users.	DTI HR	N/A	Go live is planned for March 2023
SP-2 Goal 2	Ongoing training of managers	Utilize DLC and other training resources to deliver content to those with supervision responsibilities.	DTI	Delaware Learning Center	Ongoing
SP-2 Goal 3	Establish communication standards for an engaging remote workforce.	Increased employee satisfaction in the area of communication; utilize a new performance management platform for ongoing employee/manager conversations.	DTI	N/A	March 2023

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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 career 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 Launch
SP-3 Goal 1	Modernize DTI Pay Plan	Develop updated pay scales based on HAY point analysis completed in collaboration with DHR; align DTI compensation plan with industry to be competitive in recruiting and retention.	DTI/DHR	Funding (FY24 budget request submitted)	FY24
SP-3 Goal 2	Establish career ladders	Update job profiles to allow for internal promotional opportunities; increase retention of employees.	DTI/DHR	Funding (FY24 budget request submitted)	FY24
SP-3 Goal 3	Grow utilization of intern program in collaboration with DHR.	Year-over-year growth in utilization rate.	DTI/DHR	N/A	Ongoing