



Delaware Department of Transportation (DelDOT)

FY22 EEO/AA Report and FY23 Action Plan


Fiscal Year 2022



STATE OF DELAWARE
DEPARTMENT OF TRANSPORTATION
800 BAY ROAD
P.O. BOX 778
DOVER, DELAWARE 19903

NICOLE MAJESKI
SECRETARY

MEMORANDUM

TO: Claire DeMatteis, Secretary, Department of Human Resources
FROM: Nicole Majeski, Secretary, Department of Transportation 
DATE: 12/13/2022
SUBJECT: Department of Transportation FY22 Equal Opportunity Employment/Affirmative Action Report and FY 23 Action Plan

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

If you have any questions, please feel free to contact me at 302-760-2303 or Nicole.Majeski@delaware.gov

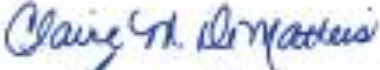
Thank you,

A handwritten signature in blue ink, appearing to read 'Nicole Majeski'.

Enclosures

STATE OF DELAWARE
DEPARTMENT OF TRANSPORTATION (DELDOT)
FY 2022/FY 2023 EEO REPORT AND ACTION PLAN



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

1. Policy Purpose Statement

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

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

2. Scope

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

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

The terms of this policy supersede any Statewide or related Executive Branch Agency policy and procedure.

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The terms of this policy supersede any Statewide or related Executive Branch Agency policy and procedure.

3. Definitions and Acronyms

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

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

4. Policy

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

a. Discrimination

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

b. Harassment

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

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

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

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c. Sexual Harassment

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

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

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

Types of sexual harassment:

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

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

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

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

d. Retaliation

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

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

e. Violation

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

f. EEO Officer

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

5. Complaint Procedures

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

a. Complaint Process

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

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

b. Confidentiality and Employee Assistance Program

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

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

c. Complaint Procedure

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

² This policy does not contain provisions for group complaints.

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

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

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

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

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

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

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

6. Exclusions or Exceptions

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

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7. Dissemination and Training

a. Dissemination

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

b. Training

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

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

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

8. Data Reporting

All agencies are required to:

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

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

11. Policy Owner

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

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

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SECTION I: POLICY STATEMENT

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

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

DelDOT is committed to maintaining a professional environment with mutual respect for all so that employees can achieve their highest potential and customers receive the best service possible. We believe that everyone's talents and abilities should be represented and utilized to deliver on our mission to provide *excellence in transportation for every trip, every mode, every dollar, and everyone*. Our diverse backgrounds, experiences, and perspectives are our greatest strengths.

Secretary Majeski continually stresses the importance of respect and value among co-workers and members of the public whom our department serves daily. Our staff is held accountable for their adherence to the Standards of Conduct adopted by the State of Delaware in July 2021. In addition, we have Organizational Values for our Department that reflect the culture and environment that employees want to work in, specific to their section. The values are displayed within the main administration building as a reminder to all.

DelDOT created a Leadership Academy, which is an annual program that is made up of diverse employees from every level and every division. The intent of the program is to grow our own leaders and increase employee engagement. Our eighth cohort graduated earlier this year.

In 2017, the Department partnered with the Caesar Rodney School District through the Charlton School to start a Project SEARCH program, designed for students with significant intellectual and developmental disabilities. Students from the Charlton School, all in their last eligible year of high school, intern at DelDOT for the entire school year. The interns transition into different positions throughout the Department every 12 weeks, with the goal for each student to learn skills to participate in competitive employment. In May, the fifth Project Search class graduated, and we will be graduating our sixth class in the spring of 2023. All students from the previous years who graduated from the program were either hired by DelDOT or another company.

The Department has also continued its high school and college summer intern program. This program is mainly geared toward the STEM fields within the Department but has expanded to include students interested in finance, communications, and maintenance-type fields. We use the summer intern program as a recruitment tool and have had success over the last few years with hiring former interns into full-time positions. We have requested to be a pilot where interns can be directly hired at the end of their internship experience.

We reinstated our Employee Engagement survey that asks for ideas on what the Department is doing right and where improvements could be made. We have been holding smaller employee town halls by section to review the survey results and get direct feedback from staff on their opinions and suggestions for transforming DelDOT into a workplace where they would love to work. Several excellent ideas from all over the Department have been proposed and we hope to make progress on many of them in the coming year. We have also been holding a series of monthly virtual employee town halls to keep employees informed and hear their concerns and ideas.

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The Department is developing new relationships with a variety of entities across the state to assist with our recruitment efforts. Equity in transportation is one of the pillars of our work – for our customers, our contractors/consultants, and most importantly our employees. We are committed to making our department more representative of the constituents we serve, and we are continually working to diversify our workforce.

DEPARTMENT SUMMARY

Names of Divisions	# of Employees
Office of the Secretary	26
Division of Finance	51
Community Relations	6
Technology and Innovation	15
Planning	57
Maintenance and Operations	625
Transportation Solutions	387
Motor Vehicles	460
TOTALS	1,627

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Responsibilities for Implementation

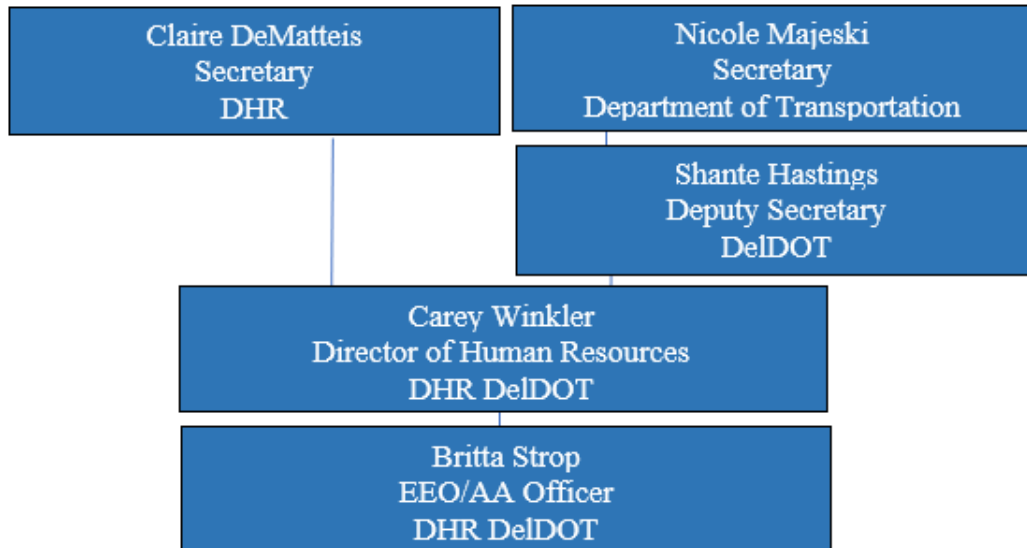
RESPONSIBILITIES STATEMENT

The Secretary of the Department of Transportation oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The EEO/AA Officer, Britta Strop, 302-760-2720, britta.strop@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:

Responsibilities of the EEO/AA Officer:

- To facilitate the implementation of the EEO/Affirmative Action Plan within the policies established by the Secretary and Division Directors.
- To organize and implement monitoring activities associated with the Affirmative Action Plan.
- To oversee the expeditious adjudication of discrimination complaints as required by the Department's Complaint Procedures.
- To conduct statistical and personnel analyses.
- To conduct monitoring activities of internal compliance programs.
- To review changes in Federal and State Equal Employment Opportunity programs and make recommendations to the Secretary for necessary changes in Department operations.
- To provide Equal Employment Opportunity sensitivity sessions for Department staff.
- To report progress of the Equal Employment Opportunity program to the Secretary annually. The report will focus on progress made and on recommending further action needed to achieve the Department's Affirmative Action Objectives. Emphasis is placed on action(s) that can reasonably be taken to remedy the underutilization of minorities and females in the EEO Categories.
- To coordinate Equal Employment Opportunity activities with the Department's HR Section.
- To keep current of Equal Employment Opportunity laws, policies, and regulations. To be aware and sensitive to the Equal Employment Opportunity needs and be prepared to act accordingly.
- To assist managers and supervisors in carrying out Department Equal Employment Opportunity policies.

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DEPARTMENT OF TRANSPORTATION (DELDOT)
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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.

Division of Maintenance & Operations

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Continuing to hire and retain a diverse workforce.	EEO reports provide related feedback.	District Hiring Manager	Work in cooperation with Project Search, Heartwood, colleges, and local high schools.	The Division continues to strive for a diverse workforce while reviewing and acknowledging HR policies on topics such as gender identity, selection interviewing, workplace wellness, and ADA.
SP-1 Goal 2	Fostering a workplace environment where diversity and individuality are valued.	Employee feedback is shared by Committee members during virtual meetings and smaller events at various DelDOT locations across the State. Members monitor how often WGC website is accessed by employees. Weekly newsletters provide helpful information on a variety of topics, such as Pride Month and Black History Month.	Employee Wellness Group	The Wellness Group committee leaders continually create opportunities for employees to share information, educational material, and experiences.	The Committee's efforts are ongoing.

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 3	Supporting current workforce inclusiveness by offering quarterly EEO meetings.	Attendance is 100%, consisting of shop stewards, Union members, supervisors, and divisional management. Meetings are scheduled to address EEO-related issues but are often canceled due to no EEO complaints being brought up by employees to supervisors and/or union reps.	District Management and HR	Quarterly EEO meetings are scheduled for the entire Division per District to meet with HR and/or Division Management to address current EEO-related issues.	The meetings continue to be scheduled on a quarterly basis each year.

Division of Motor Vehicles (DMV)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	Promote inclusiveness throughout each work location by highlighting employee achievements and acts of kindness.	Employee survey; staff submitted ideas to be incorporated, such as group activities, lunches, & inspirational videos & quotes, and KM peer awards. Feedback was received from 20 staff. The program resulted in increased employee engagement, compassion, and improved communication among staff.	Kindness Matters Working Group	The Kindness Matters Working Group developed programs, initiatives, weekly outreach, award programs, and contests to foster kindness throughout the Division.	The Kind Matters Working Group continues to provide its services to all divisional employees in support of a more inclusive work environment.

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Division of Finance

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	To meet the labor market comparable for all EEO categories.	Existing HR EEO data related to the underrepresentation of minority groups. The Division met and exceeded industry standards in all but 3 classifications. These 3 classifications have not been experiencing turnover, resulting in no change in demographics.	Division Management	Division Management regularly discusses the benefits of a diverse workforce with hiring supervisors/managers so they may instill a sense of cultural awareness and inclusivity in staff by demonstrating the advantages of multicultural teams and how they positively impact the division's performance.	The division demonstrates strength in minority representation in several EEO categories; only 3 categories are under-represented, resulting in a total of 5 positions and accounting for less than 10% of the total divisional workforce. The 5 positions have had little to no turnover since FY21, which explains why they remain under-represented.

Division of Technology and Innovation

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	Support of the Project Search program and former Project Search interns	HR hiring data shows that three interns of Project Search have now been permanently hired at Tech & Innovation. Employee feedback to survey in August of this year yielded 91.7% agreement of respondents that diversity and inclusion are promoted and valued.	Division Management	The division conducted an employee survey to gauge employee satisfaction with respect to the division's diversity and inclusion efforts.	91% of the division's workforce agreed that the division promotes and values diversity and inclusion. The division continues to work with Project Search interns to create an inclusive and diverse workforce.

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Departmentwide Accomplishments:

- The Training and Education unit oversees the Department's training and development initiatives to develop its diversified workforce. The unit aids programs such as: tuition reimbursement, attendance at conferences/seminars, diversity/sensitivity training, availability of staff development counseling or planning, special training offerings, etc.
- Despite the pandemic, the department's Training and Education section continued to provide classroom-based training for new hires and regulatory required topics, as well as a variety of classes through the web or eLearning.
- All new and existing DelDOT employees take the mandated online DHR course "A Respectful Workplace" initially and every two years as a refresher. DelDOT's "Respect in the Workplace" training program was the foundation on which the DHR training was built and is still offered upon request.
- The department continues to provide the Dominate Influence Steadiness Conscientiousness Personality Profile (DiSC) to work for groups upon request. This course is designed to assist individuals with improving their communication skills to increase personal and team effectiveness.
- The division continues to provide classes and one-on-one coaching in the areas of application completion and interview preparation in an effort to develop its workforce.
- The Training and Education section continues to provide a tailored version of the department's New Employee Orientation Program and the department's interviewing training for the Project Search students (John S. Charlton School for young adults with developmental disabilities). In addition, a tailored blended version of Respectful Behavior and Preventing Violence is also provided.
- In an effort to develop strong leaders, the department began mandating Leadership Essentials training for new DelDOT supervisors. Leadership Essentials is part of the State's iLEAD Delaware Leadership Program and is intended for new, aspiring, or current supervisors. The curriculum consists of 44 self-paced eLearning courses ranging from 10 - 115 minutes in length and covers a wide range of supervisory tasks and skills in the following categories: Building and Leading Teams, Coaching and Developing, Communicating with Impact, Creating Clarity and Focus, Developing Employees, Driving Performance, Motivating and Engaging Others, Self-Awareness, Understanding Others, and Workplace Environment. Leadership Essentials was assigned to supervisors hired or promoted between January 1 and April 18, 2022, with no due date, and to all supervisors hired or promoted on or after April 18, 2022, with a due date of 60 days following the assignment. All other management staff is encouraged to complete the curriculum. In addition, employees are encouraged to participate in the certificate programs offered through the Department of Human Resources (DHR).
- The department continues to provide Selection Interviewing training to ensure that the hiring managers and all individuals who may be part of an interview panel have the most current information. During Fiscal Year 2022, 47 individuals attended the instructor-led training. During this training, the facilitator covers the hiring process in full and provides information on unconscious biases
- The department was successful in securing \$18,750 in Blue Collar Funding and supplemented it in the amount of \$5,250 of department funding for one 30-hour training for Basic Welding; one 30-hour training for Advanced Welding; one 75-hour training for Basic Physical Plant Maintenance; and one 60-hour training for Advanced Physical Plant Maintenance. A total of 40 employees attended. These individuals represented statewide participation.

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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.

Division of Maintenance & Operations

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	To ensure managers/supervisors are effectively leading their workforce to promote a cohesive and respectful work environment.	Monitoring employee performance and completed work assignments, as well as, receiving employee feedback.	All Managers, Supervisors, and Work Crew Leads	Ensuring open communication, providing constructive feedback, adopting new ideas, and facilitating process improvements.	This will always be an ongoing approach to increase management and supervisory effectiveness. The Division strives to broaden the skillset of all employees.
SP-2 Goal 2	To improve daily interactions between management/supervisors and employees.	Encourage employee feedback to report on improvements and/or areas of concern.	All division employees.	District Supervisors provide regular discussions referred to as “toolbox talks” to relay necessary information in a team-building setting.	Communication has improved within the Division. Management will continually monitor this initiative to identify potential areas for improvement.

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Division of Motor Vehicles (DMV)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	To increase management and supervisory leadership skills to ensure a supportive and inclusive work environment where all staff feels welcomed, appreciated, and heard.	Monitoring employee/supervisor interactions. Obtain employee and supervisor/management feedback during staff meetings.	DMV Management	Regular communication with supervisors/managers on hiring practices and labor relations-related matters. Work collaboratively with Union representatives. Improved employee morale through enhanced customer experience. Conduct EAB meetings with staff. Host in-person town halls and provide virtual updates on a variety of topics. Allow for interaction with staff to hear their concerns and suggestions.	The Division continues to hold quarterly meetings to gauge overall employee satisfaction, to keep supervisors and managers abreast of regulatory matters, and to gauge overall employee satisfaction.

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STRATEGIC PRIORITY (SP-3)

Recruitment and Retention

Division of Maintenance & Operations (M&O)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	To support and strengthen existing recruitment efforts and place increased emphasis on the retention of our existing workforce.	Future retention and turnover data will determine if recent contract negotiations and associated pay increases have proven successful.	M&O Managers & HR	M&O Management successfully negotiated the CBA agreement. Union salaries now reflect a longevity scale based on years of service in each respective position.	M&O Management and HR will continue to monitor the impact of the negotiated Union salaries.
SP-3 Goal 2	To recruit college students for summer internships.	Several college interns were hired this summer.	North District Senior Management	Attendance at career fairs and visits to local colleges.	M&O successfully hired several college interns this summer, greatly contributing to the department's recruitment strategy.
SP-3 Goal 3	Recruitment of vocational students.	The number of vocational students hired.	North District Senior Management	Attended career fairs at various vocational schools. Worked collaboratively with local school administrators.	M&O successfully hired three vocational students in co-op positions this summer.

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Division of Motor Vehicles (DMV)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	To provide professional, personal, and leadership development programs to ensure the success of all employees.	Future retention and turnover data will determine if recent contract negotiations and associated pay increases have proven successful.	DMV Management	Implement cross-training opportunities. Create opportunities for Project Search students. Provide in-depth training to frontline staff. Expand the existing recognition program to include national awards.	DMV continuously conducts extensive staff training and coaching sessions. Employee recognition events are held on a daily, monthly, quarterly, and annual basis. Project Search continues its yearly rotations.

Workforce Management & Employee Services (HR)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	To increase recruitment efforts.	Job Source Reports on JobAps.	Workforce Management/ Employment Services	Increased advertisement, billboard & magazine ads, Meet the People video series, increased social media advertising, and visibility on DelDOT.gov. Provide easier access to current job postings and employment resources. Provision of laptops at career events for applicants' use, increased attendance at career events, and continuous research of new ideas/trends to improve recruitment efforts.	This is an ongoing effort The Division continues to explore new advertising possibilities and outreach opportunities to increase recruitment efforts.

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Workforce Management & Employee Services (HR)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 2	Expand our talent pool	Hired 17 new interns	Workforce Management & Employment Services	Increased collaboration with local high schools and colleges. On-the-spot job interviews at career fairs. Reestablished partnership with FAME – an organization that prepares under-represented minorities and girls, to enter college and complete a degree in engineering or other stem-related fields of study. Establishing a partnership with DSU’s Department of Agriculture & Natural Resources to recruit potential co-op students in the Environmental Science program. This strategy could help with the recruitment & retention issue currently faced by the environmental section. Exploring job shadowing opportunities for students in work-based learning programs.	This is an ongoing effort. The Division continues to explore new avenues to expand the talent pool.
SP-3 Goal 3	Propose establishment of blanket salary for the Environmental Specialist Classification	TBD	Workforce Management & Employment Services	Research on salary trends in surrounding states. An extensive review of the high turnover rates in the classification. Submission of proposed blanket salary.	Pending

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Office of Civil Rights

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	To host the National Summer Transportation Institute (NSTI).	Program participation data	Office of Civil Rights	Partnered with Delaware State University (DSU) to host NSTI, a four-week, non-residential summer program targeting Delaware high school students. The NSTI is designed to create awareness and stimulate the interest of minority and female students in careers in the transportation industry. The focus is on experimental learning through a combination of field trips, supportive classroom research activities, and presentations of practicing professionals.	In 2022 the Department hosted two programs, one at DSU and one at the University of Maryland Eastern Shore (UMES) which targeted Sussex County students.

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SECTION IV: WORKFORCE ANALYSIS

DelDOT Workforce Analysis Overview:

The Department of Transportation (DelDOT) is underrepresented in six EEO-4 categories. DelDOT has 1,627 employees and minorities represent 23% of the DelDOT workforce. The agency posted 554 jobs in FY22, with 56% of their talent pipeline being white and 52% being female. DelDOT hired 106 females and 60 Minority candidates.

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

- Engineering positions are hard to fill due to a competitive job market and high wages in the private sector. DelDOT has continued to offer Recruitment incentives for the Engineer series.
- DelDOT has fostered working relationships with local high and technical schools throughout the state to promote internships and increase recruitment efforts for the following unrepresented EEO categories: Technicians and Skilled Craft.
- DelDOT has maintained a successful annual Summer Engineer Internship program which provides engineering students, who have completed their first year in a bachelor's program in Civil or Construction Engineering, with training to accompany their classroom knowledge.
- DelDOT has been a role model in hiring people with disabilities through the Project Search Program and had five successful graduating classes.
- DelDOT has added the Leadership Essentials training series as a mandatory requirement for all new supervisors to foster and strengthen relationships between supervisors and their teams.
- DelDOT is exploring opportunities to develop a Workforce Development Academy (WDA) within its Office of Civil Rights which will provide talent development, training, and assistance to increase the hiring and retention of women, minorities, and disadvantaged individuals in the highway construction industry.

In summary, DelDOT is very proactive in its outreach by frequently attending events and advertising its jobs. They also have been very successful in hiring people with disabilities thanks to their Project Search Program. Competition is very high in stem and trades positions, which makes it difficult to attract diverse candidates to these positions. Further, wages are a key factor, especially when weighing against the private job market.

Still, DelDOT is underrepresented in six EEO-4 categories. Providing increased resources to educate hiring managers on diversity hiring and respectful workplace policies may improve employee retention. Partnering with Delaware State University and the High School Pathways programs to offer internship/job shadowing opportunities could help to expose students to their work.

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DelDOT Demographics at a Glance:

The total number of DelDOT employees as of June 30, 2022, by EEO-4 category is 1,627.

The DelDOT EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DOT workforce based on the total number of employees within the eight EEO-4 categories. Analyses are made comparing DelDOT workforce demographics to the available Delaware regional labor market statistics by race/ethnicity, and gender.

The following summary of findings were derived from this data:

Minority Representation:

- Minorities represent 23% of the total DelDOT workforce, the same as in FY21.
- Minorities are under-represented in the following EEO-4 categories:
 - Officials and Administrators (-10%)
 - Professionals (-7%)
 - Technicians (-27%)
 - Office & Clerical (-2%)
 - Skilled Craft (-10%)
 - Service Maintenance (-37%)

Female Representation:

- Females represent 33% of the total DelDOT workforce, a 1% increase from FY21.
- Females are under-represented in the following EEO-4 categories:
 - Officials & Administrators (-1%)
 - Professionals (-16%)
 - Technicians (-41%)
 - Para-Professional (-14%)
 - Skilled Craft (-4%)
 - Service Maintenance (-31%)

Male Representation:

- Males represent 67% of the DelDOT workforce, a 1% decrease from FY21.
- Males are under-represented in the following EEO-4 categories:
 - Protective Services (-21%)
 - Office & Clerical (-16%)

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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	27	2	0	0	0	0	1	30	56%	0	19	2	1	2	0	0	0	24	44%	0	54	8	15%
2 Professionals	148	16	10	8	1	1	2	186	58%	5	103	13	5	13	0	1	1	136	42%	4	322	71	22%
3 Technicians	207	14	4	2	0	1	3	231	91%	6	20	0	0	0	0	1	2	23	9%	0	254	27	11%
4 Protective Services	3	3	0	0	0	0	0	6	60%	0	2	1	0	0	0	0	1	4	40%	0	10	5	50%
5 Para Professional	66	34	10	1	0	1	3	115	38%	7	113	51	17	4	0	0	6	191	62%	4	306	127	42%
6 Office & Clerical	23	7	4	1	0	0	1	36	19%	2	108	32	5	1	0	1	2	149	81%	7	185	54	29%
7 Skilled Craft	392	34	24	3	0	5	6	464	98%	6	6	0	2	0	0	0	0	8	2%	0	472	74	16%
8 Service Maintenance	19	2	0	0	0	0	0	21	88%	0	3	0	0	0	0	0	0	3	13%	0	24	2	8%
Totals	885	112	52	15	1	8	16	1089	67%	26	374	99	30	20	0	3	12	538	33%	15	1627	368	23%

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%	15%	-10%	7%	2%	4%	0%	0%	2%
2 Professionals	29%	22%	-7%	9%	5%	7%	0%	1%	1%
3 Technicians	38%	11%	-27%	6%	2%	1%	0%	1%	2%
4 Protective Services	37%	50%	13%	40%	0%	0%	0%	0%	10%
5 Para Professional	34%	42%	8%	28%	9%	2%	0%	0%	3%
6 Office & Clerical	31%	29%	-2%	21%	5%	1%	0%	1%	2%
7 Skilled Craft	26%	16%	-10%	7%	6%	1%	0%	1%	1%
8 Service Maintenance	45%	8%	-37%	8%	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%	44%	-1%	35%	4%	2%	4%	0%	0%	0%
2 Professionals	59%	42%	-16%	32%	4%	2%	4%	0%	0%	0%
3 Technicians	50%	9%	-41%	8%	0%	0%	0%	0%	0%	1%
4 Protective Services	19%	40%	21%	20%	10%	0%	0%	0%	0%	10%
5 Para Professional	77%	62%	-14%	37%	17%	6%	1%	0%	0%	2%
6 Office & Clerical	65%	81%	16%	58%	17%	3%	1%	0%	1%	1%
7 Skilled Craft	6%	2%	-4%	1%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	13%	-31%	13%	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%	56%	1%	50%	4%	0%	0%	0%	0%	2%
2 Professionals	41%	58%	16%	46%	5%	3%	2%	0%	0%	1%
3 Technicians	50%	91%	41%	81%	6%	2%	1%	0%	0%	1%
4 Protective Services	81%	60%	-21%	30%	30%	0%	0%	0%	0%	0%
5 Para Professional	23%	38%	14%	22%	11%	3%	0%	0%	0%	1%
6 Office & Clerical	35%	19%	-16%	12%	4%	2%	1%	0%	0%	1%
7 Skilled Craft	94%	98%	4%	83%	7%	5%	1%	0%	1%	1%
8 Service Maintenance	56%	88%	31%	79%	8%	0%	0%	0%	0%	0%

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

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

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

EEO-4 CATEGORY	FY20 Minority Variance of Labor Market	FY21 Minority Variance of Labor Market	FY22 Minority Variance of Labor Market
1 Officials & Administrators	-1%	-6%	-10%
2 Professionals	-2%	-8%	-7%
3 Technicians	-13%	-24%	-27%
4 Protective Services	-7%	-12%	13%
5 Paraprofessional	8%	7%	8%
6 Office & Clerical	1%	0%	-2%
7 Skilled Craft	-7%	-10%	-10%
8 Service Maintenance	-26%	-34%	-37%

Female Representation Trends FY20, 21, 22

Table 6

EEO-4 CATEGORY	FY20 Female Variance of Labor Market	FY21 Female Variance of Labor Market	FY22 Female Variance of Labor Market
1 Officials & Administrators	-4%	-1%	-1%
2 Professionals	-16%	-16%	-16%
3 Technicians	-45%	-41%	-41%
4 Protective Services	6%	6%	21%
5 Paraprofessional	-21%	-14%	-14%
6 Office & Clerical	19%	17%	16%
7 Skilled Craft	-3%	-5%	-4%
8 Service Maintenance	-32%	-32%	-31%

Male Representation Trends FY20, 21, 22

Table 7

EEO-4 CATEGORY	FY20 Male Variance of Labor Market	FY21 Male Variance of Labor Market	FY22 Male Variance of Labor Market
1 Officials & Administrators	4%	1%	1%
2 Professionals	16%	16%	16%
3 Technicians	45%	41%	41%
4 Protective Services	-6%	-6%	-21%
5 Paraprofessional	21%	14%	14%
6 Office & Clerical	-19%	-17%	-16%
7 Skilled Craft	3%	5%	4%
8 Service Maintenance	32%	32%	31%

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

Total Complaints by Gender as of 06/30/2022	
Male	12
Woman	8
Other	0
Total	20
Total Complaints by Race/Ethnicity as of 06/30/2022	
Black - African American	6
Asian	2
Hispanic/Latinx	0
Native American/Alaskan Native	0
Not identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	1
White	11
Total	20
Total Complaints by Employment Status as of 06/30/2022	
Merit	18
Non-Merit Exempt	0
Casual/Seasonal	2
Temp/Contract	0
Total	20
Total Complaints by Category as of 06/30/2022	
Informal	13
Formal	6
External	1
Total	20

Total Complaints by Type as of 06/30/2022	
ADA	0
Discrimination	1
Gender	0
Generic Issue	4
Harassment	7
Hostile Work Environment	4
Merit Rule	0
Misconduct	4
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	20
Total Complaints by Current Status as of 06/30/2022	
Open	8
Closed	12
Total	20
Total Complaints by Resolution as of 06/30/2022	
To be Determined	8
Substantiated	5
Unsubstantiated	7
Total	20

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

FY 21-22 EEO REPORT KEY OBSERVATIONS					
TYPE	2021		2022		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	58	24%	40	18%	-31%
Total Female Minority Disciplines	46	19%	38	17%	-17%
Total Male Non-Minority Disciplines	94	39%	102	46%	9%
Total Male Minority Disciplines	42	18%	42	19%	0%
Total Disciplines	240	100%	222	100%	-8%
SEPARATIONS					
Total Female Non-Minority Separations	11	15%	37	17%	70%
Total Female Minority Separations	7	9%	25	12%	72%
Total Male Non-Minority Separations	38	51%	114	54%	67%
Total Male Minority Separations	18	24%	36	17%	50%
Total Separations	74	100%	212	100%	65%
NEW HIRES					
Total Female Non-Minority New Hires	20	12%	84	29%	76%
Total Female Minority New Hires	15	9%	47	16%	68%
Total Male Non-Minority New Hires	74	45%	114	39%	35%
Total Male Minority New Hires	57	34%	46	16%	-19%
Total New Hires	166	100%	291	100%	75%
PROMOTIONS					
Total Female Non-Minority Promotions	50	19%	55	18%	9%
Total Female Minority Promotions	21	8%	30	10%	43%
Total Male Non-Minority Promotions	163	61%	176	58%	7%
Total Male Minority New Hires	33	12%	40	13%	18%
Total Promotions	267	100%	301	100%	11%

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.

STATE OF DELAWARE
DEPARTMENT OF TRANSPORTATION (DELDOT)
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SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10 Training by Gender

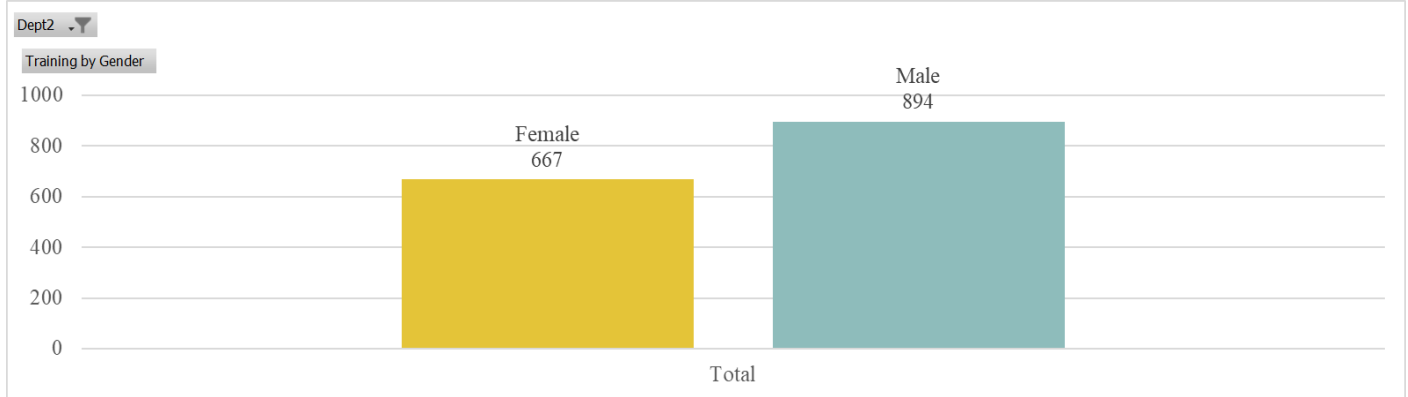


Figure 11 Training by Race/Ethnicity

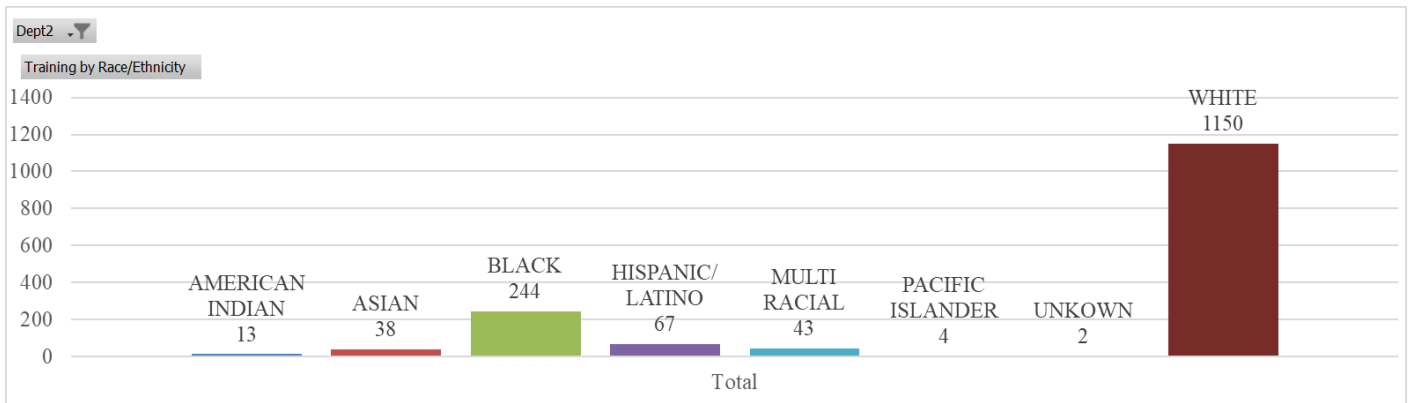
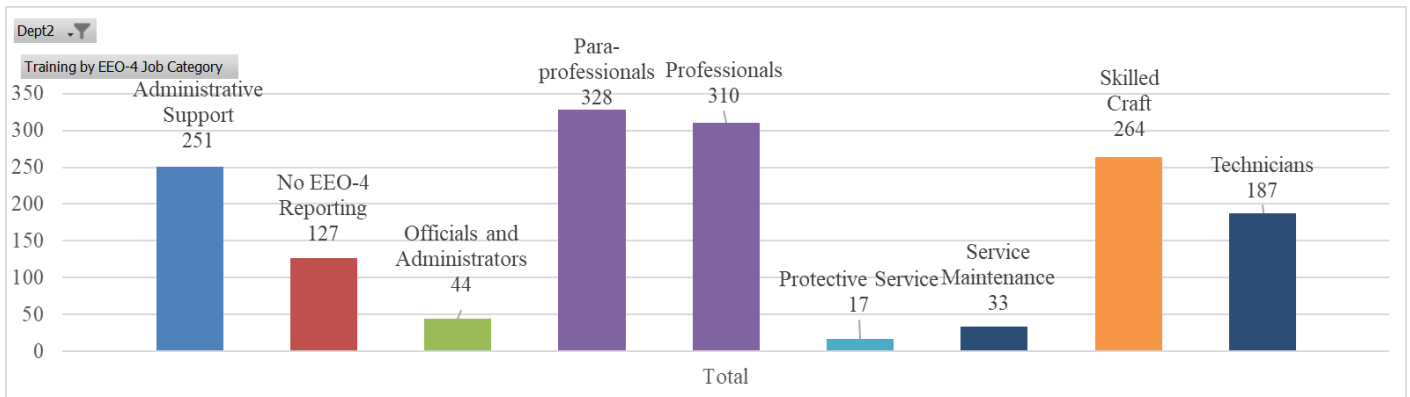


Figure 12 Training by EEO-4 Job Category



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

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

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Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Non-Minority Female	5
Total Minority Female	2
Total Non-Minority Male	6
Total Minority Male	5
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 FY22.

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	41
Total Requests for Accommodations	21
Total Requests Accommodated	15
Total Selective Placement Candidates Interviewed	2
Total Selective Placement Candidates Hired	1

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.

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

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Table 15

EXIT SURVEY SUMMARY						
	EXCELLENT	GOOD	AVERAGE	BELOW	POOR	TOTAL
Agency as a place to work	28%	32%	22%	10%	9%	100%
	23	26	18	8	7	82
Opportunity for advancement or promotion	19%	14%	24%	19%	25%	100%
	15	11	19	15	20	80
Recognition of accomplishments/contributions	22%	22%	23%	20%	12%	100%
	18	18	19	16	10	81
Relationships with co-workers	54%	27%	11%	3%	5%	100%
	43	21	9	2	4	79
Relationship with your manager/supervisor	50%	21%	18%	5%	6%	100%
	41	17	15	4	5	82
Agency commitment to quality and customer service	41%	24%	28%	4%	4%	100%
	33	19	22	3	3	80
Work area tools available to perform the functions of your job	39%	25%	23%	10%	3%	100%
	31	20	18	8	2	79
Performance goals were clear and you knew what was expected of you in your job	40%	22%	21%	12%	5%	100%
	31	17	16	9	4	77
Training and development needs were assessed and met	31%	23%	19%	21%	6%	100%
	25	18	15	17	5	80
Benefits package	44%	30%	19%	3%	4%	100%
	31	21	13	2	3	70
Compensation	15%	15%	28%	17%	25%	100%
	11	11	21	13	19	75
Family-Friendly Workplace	34%	31%	9%	13%	13%	100%
	11	10	3	4	4	32

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

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

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

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/21)	Vacancies (as of 6/30/22)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 21	Vacancy Rate FY 22	% change FY22 vs FY21
1	2	MCCD01	Assistant Area Supervisor	14	7%	14%	50%
1	0	MFBC09	Assistant Director Transportation Engineering	2	50%	0%	-100%
0	0	MCCB01	Automotive Supervisor I	2	0%	0%	0%
0	0	MCCB02	Automotive Supervisor II	5	0%	0%	0%
0	2	MFBC01	Engineer I	2	0%	100%	100%
1	1	MGBF02	Engineer II	17	6%	6%	0%
1	4	MFBC03	Engineer III	32	3%	13%	75%
1	6	MFBC04	Engineer IV	22	5%	27%	83%
1	1	MFBC05	Engineer V	13	8%	8%	0%
8	10	MFBC07	Engineer Program Manager I	49	16%	20%	20%
1	2	MFBC08	Engineer Program Manager II	30	3%	7%	50%
1	8	MFBA01	Engineering Technician I	21	5%	38%	88%
3	8	MFBA02	Engineering Technician II	28	11%	29%	63%
6	12	MFBA03	Engineering Technician III	89	7%	13%	50%
3	3	MFBA04	Engineering Technician IV	76	4%	4%	0%
0	2	MFBA05	Engineering Technician V	43	0%	5%	100%
0	0	MCCA21	Equipment Mechanic I	4	0%	0%	0%
1	2	MCCA22	Equipment Mechanic II	8	13%	25%	50%
3	4	MCCA23	Equipment Mechanic III	14	21%	29%	25%
2	6	MCCA24	Equipment Mechanic IV	38	5%	16%	67%
4	8	MCCC01	Equipment Operator I	35	11%	23%	50%
2	12	MCCC02	Equipment Operator II	51	4%	24%	83%
9	17	MCCC03	Equipment Operator III	193	5%	9%	47%
4	10	MCCC04	Equipment Operator IV	85	5%	12%	60%
0	0	MCCD02	Maintenance Area Supervisor I	18	0%	0%	0%
0	0	MCCD03	Maintenance Area Supervisor II	4	0%	0%	0%
1	0	MCCZ27	Master Electrician	2	50%	0%	-100%
0	2	MCCK02	Phys Plant Maint. Trades Mech I	8	0%	25%	100%
4	0	MCCK09	Phys. Plant Maint. Trades Tech	4	100%	0%	-400%
0	0	MFEA06	Planning Supervisor	4	0%	0%	0%
0	0	MADA04	Senior Application Support Specialist	2	0%	0%	0%
4	6	MCCM02	Traffic Sign Installer Specialist	16	25%	38%	33%

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Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Job Code	Job Title	# Times Posted in FY22	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MCCD01	Assistant Area Supervisor	5	62	12	55	11
MFBC09	Assistant Director Transportation Engineering	1	9	9	5	5
MCCB01	Automotive Supervisor I	1	11	11	10	10
MCCB02	Automotive Supervisor II	2	24	12	13	7
MFBC01	Engineer I	10	60	6	26	3
MGBF02	Engineer II	5	18	4	9	2
MFBC03	Engineer III	4	11	3	4	1
MFBC04	Engineer IV	3	7	2	2	1
MFBC05	Engineer V	4	13	3	2	1
MFBC07	Engineer Program Manager I	15	39	3	14	1
MFBC08	Engineer Program Manager II	10	52	5	10	1
MFBA01	Engineering Technician I	30	128	4	60	2
MFBA02	Engineering Technician II	25	71	3	29	1
MFBA03	Engineering Technician III	14	36	3	18	1
MFBA04	Engineering Technician IV	10	44	4	13	1
MFBA05	Engineering Technician V	N/A				
MCCA21	Equipment Mechanic I	7	39	6	12	2
MCCA22	Equipment Mechanic II	7	31	4	5	1
MCCA23	Equipment Mechanic III	2	7	4	0	0
MCCA24	Equipment Mechanic IV	N/A				
MCCC01	Equipment Operator I	34	259	8	171	5
MCCC02	Equipment Operator II	8	23	3	5	1
MCCC03	Equipment Operator III	N/A				
MCCC04	Equipment Operator IV	N/A				
MCCD02	Maintenance Area Supervisor I	3	36	12	20	7
MCCD03	Maintenance Area Supervisor II	N/A				
MCCZ27	Master Electrician	N/A				
MCCCK02	Phys Plant Maint. Trades Mech I	7	25	4	20	3
MCCCK09	Phys. Plant Maint. Trades Tech	3	6	2	4	1
MFEA06	Planning Supervisor	1	13	13	9	9
MADA04	Senior Application Support Specialist	N/A				
MCCM02	Traffic Sign Installer Specialist	11	52	5	27	2

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

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

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

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Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
550101001	DOT/Office of the Secretary	0%	11%	11%
550101003	DOT/Office of the Secretary	11%	12%	1%
550101004	DOT/Office of the Secretary	11%	13%	2%
550102002	DOT/Secty/ Finance	15%	3%	-12%
550102004	DOT/Secty/ Finance	12%	0%	-12%
550102006	DOT/Secty/ Finance	14%	0%	-14%
550103003	DOT/Secty/Community Relatio	46%	17%	-29%
550201001	DOT/Technology and Innovati	0%	0%	0%
550301001	DOT/Planning	2%	4%	2%
550301003	DOT/Planning/TFC	0%	0%	0%
550470075	DOT/M&O/Statewide Supp TFO	7%	7%	0%
550470076	DOT/Maint&Oper/North Distr	9%	19%	10%
550470077	DOT/Maint&Oper/Canal Dist T	5%	18%	13%
550470078	DOT/Maint&Oper/Centr Distr	11%	11%	0%
550470079	DOT/Maint&Oper/South Distr	12%	19%	7%
550470701	DOT/Maint&Oper/Headquarter/	0%	18%	18%
550470753	DOT/M&O/Statewide Supp TFC	0%	0%	0%
550470763	DOT/Maint&Oper/NorthDist/TF	40%	0%	-40%
550470773	DOT/Maint&Oper/Canal Dist T	0%	11%	11%
550470783	DOT/Maint&Oper/Centr Distr	0%	0%	0%
550470784	DOT/M&Oper/SmyrnaRestArea/T	0%	0%	0%
550470793	DOT/Maint&Oper/South Distr	11%	0%	-11%
550701001	DOT/US 301 Maint Operations	12%	62%	50%
550830011	DOT/Project Teams	6%	6%	0%
550830013	DOT/Project Teams	2%	6%	4%
550830014	DOT/Project Teams	0%	0%	0%
550830020	DOT/Project Teams	0%	33%	33%
550830023	DOT/Project Teams	11%	0%	-11%
550830025	DOT/Project Teams	0%	0%	0%
550830030	DOT/Project Teams	11%	25%	14%
550830032	DOT/Project Teams	16%	16%	0%
550830034	DOT/Project Teams	14%	14%	0%
550830035	DOT/Project Teams	9%	7%	-2%
550830036	DOT/Project Teams	0%	23%	23%
550830037	DOT/Project Teams	4%	4%	0%
550830100	DOT/Project Teams	0%	0%	0%
550840040	DOT/TransSol/Traffic	12%	14%	2%
551110010	DOT/Motor Vehicles/Administ	12%	13%	1%
551160901	DOT/MotorVeh/Toll Admin/TFO	0%	0%	0%
551160911	DOT/MotorVeh/TollOp Newark/	14%	16%	2%
551160921	DOT/MotorVeh/TollOps Dover/	0%	7%	7%
551160941	DOT/MotorVeh/TollOpsBiddle/	11%	4%	-7%
Department Average		8%	10%	2%

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Table 19

Turnover by Hard-to-Fill Jobs				
Job Code	Job Title	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
MCCD01	Assistant Area Supervisor	0%	32%	32%
MFBC09	Assistant Director Transportation Engineering	67%	14%	-53%
MCCB01	Automotive Supervisor I	25%	0%	-25%
MCCB02	Automotive Supervisor II	14%	20%	6%
MFBC01	Engineer I	7%	0%	-7%
MGBF02	Engineer II	6%	0%	-6%
MFBC03	Engineer III	0%	7%	7%
MFBC04	Engineer IV	0%	13%	13%
MFBC05	Engineer V	0%	0%	0%
MFBC07	Engineer Program Manager I	8%	2%	-6%
MFBC08	Engineer Program Manager II	11%	11%	0%
MFBA01	Engineering Technician I	7%	25%	18%
MFBA02	Engineering Technician II	6%	24%	18%
MFBA03	Engineering Technician III	0%	3%	3%
MFBA04	Engineering Technician IV	0%	0%	0%
MFBA05	Engineering Technician V	0%	0%	0%
MCCA21	Equipment Mechanic I	40%	0%	-40%
MCCA22	Equipment Mechanic II	0%	0%	0%
MCCA23	Equipment Mechanic III	43%	0%	-43%
MCCA24	Equipment Mechanic IV	17%	0%	-17%
MCCC01	Equipment Operator I	6%	28%	22%
MCCC02	Equipment Operator II	3%	30%	27%
MCCC03	Equipment Operator III	9%	14%	5%
MCCC04	Equipment Operator IV	0%	8%	8%
MCCD02	Maintenance Area Supervisor I	7%	6%	-1%
MCCD03	Maintenance Area Supervisor II	0%	0%	0%
MCCZ27	Master Electrician	9%	0%	-9%
MCCK02	Phys Plant Maint. Trades Mech I	10%	11%	1%
MCCK09	Phys. Plant Maint. Trades Tech	0%	0%	0%
MFEA06	Planning Supervisor	4%	0%	-4%
MADA04	Senior Application Support Specialist	0%	0%	0%
MCCM02	Traffic Sign Installer Specialist	0%	50%	50%

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

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

STATE OF DELAWARE
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RETIREMENT ELIGIBILITY BREAKDOWN - FY22

Figure 20

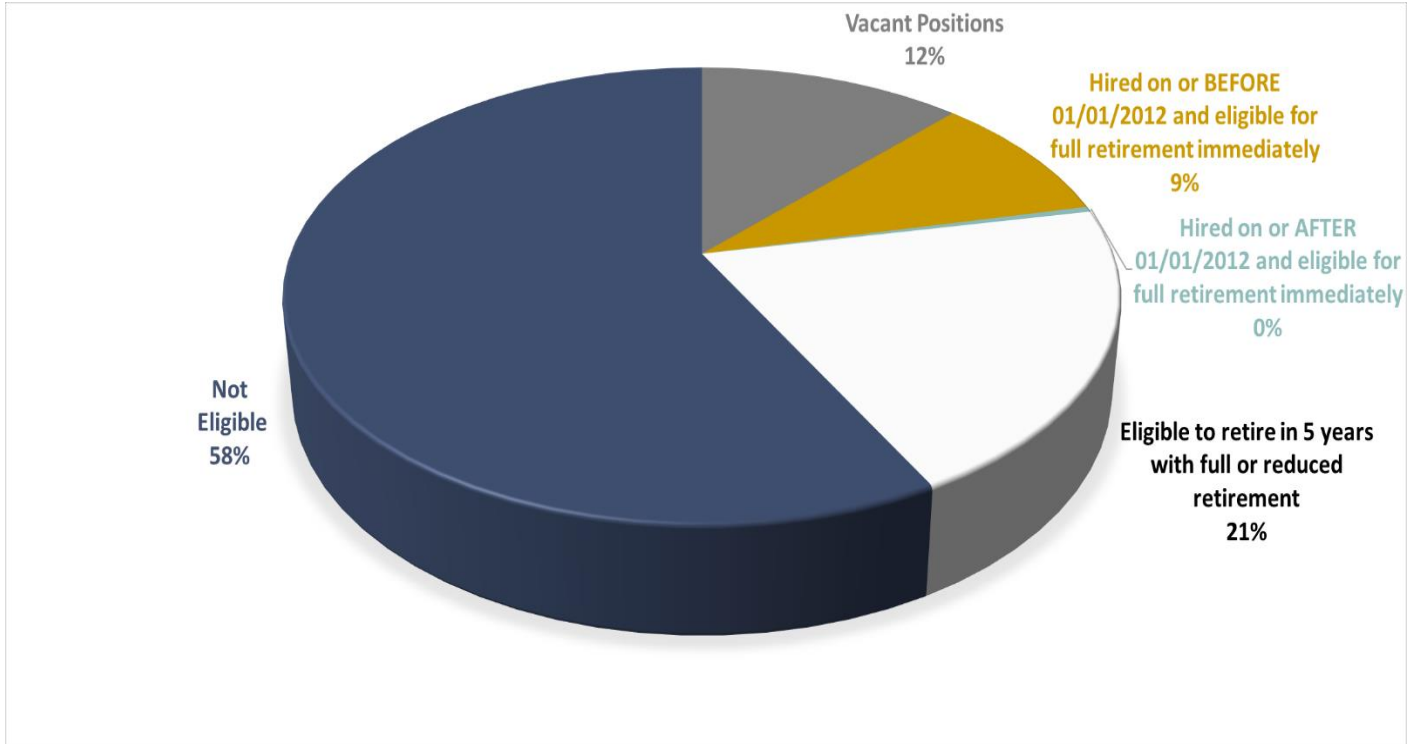


Figure 20 illustrates the percentage of positions based on their retirement eligibility status.

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

Retirement Eligible Criteria: **

Employees Initially hired prior to January 1, 2012

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

Employees Initially hired on or after January 1, 2012

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

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

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RETIREMENT ELIGIBILITY BY DIVISION as of 6/30/2022

Table 21

Maintenance 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
721	625	96	58	2	155	410
Motor Vehicles						
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
517	460	57	41	3	83	333
Office of the Secretary						
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
33	26	7	4	0	5	17
Planning						
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
60	57	3	6	0	18	33
Project Teams						
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
311	274	37	31	0	73	170
Finance						
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
56	51	5	6	1	15	29
Community Relations						
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
7	6	1	0	0	1	5
Technology and Innovation						
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	5	0	2	8
Transportation 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
132	113	19	21	1	26	65
Department of Transportation 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
1852	1627	225	172	7	378	1070

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

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

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Applicant Pipeline

In FY22, 5,149 people applied online to DelDOT jobs, a 26% decrease from FY21 in which 6,935 applied. This includes applicants for all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual/Seasonal Recruitments.

Figure 22

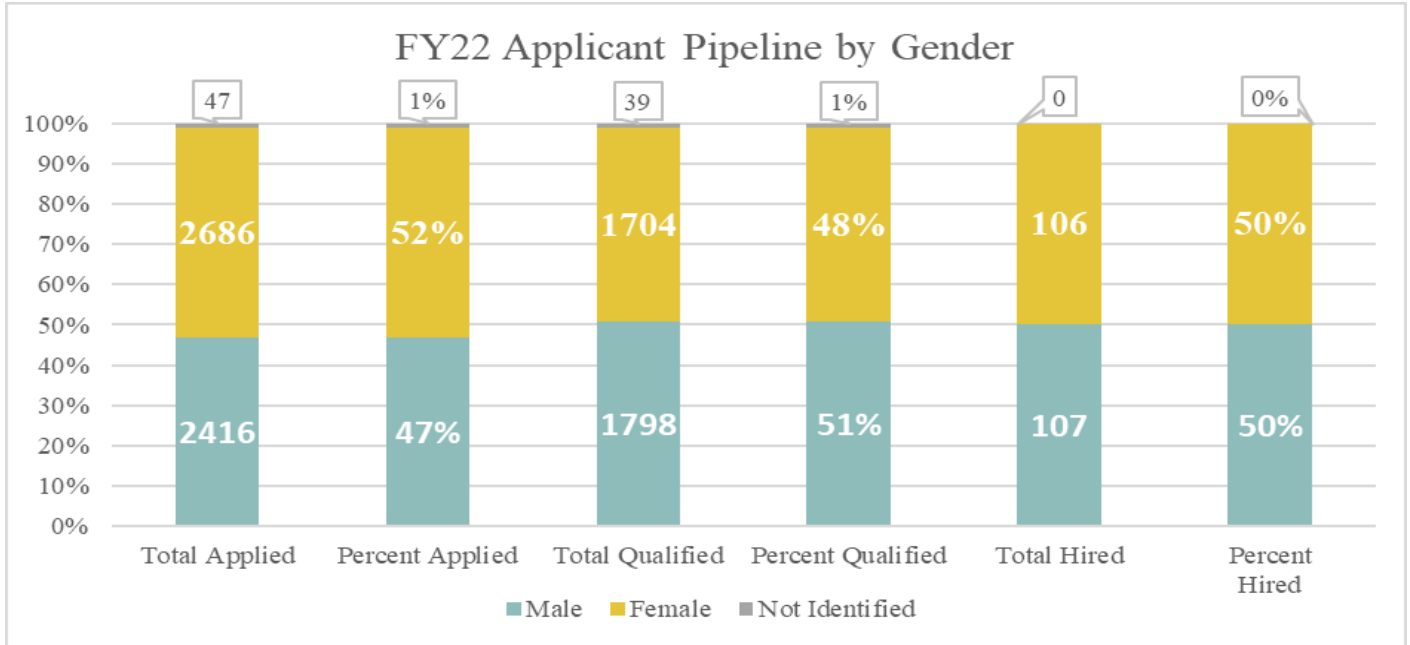
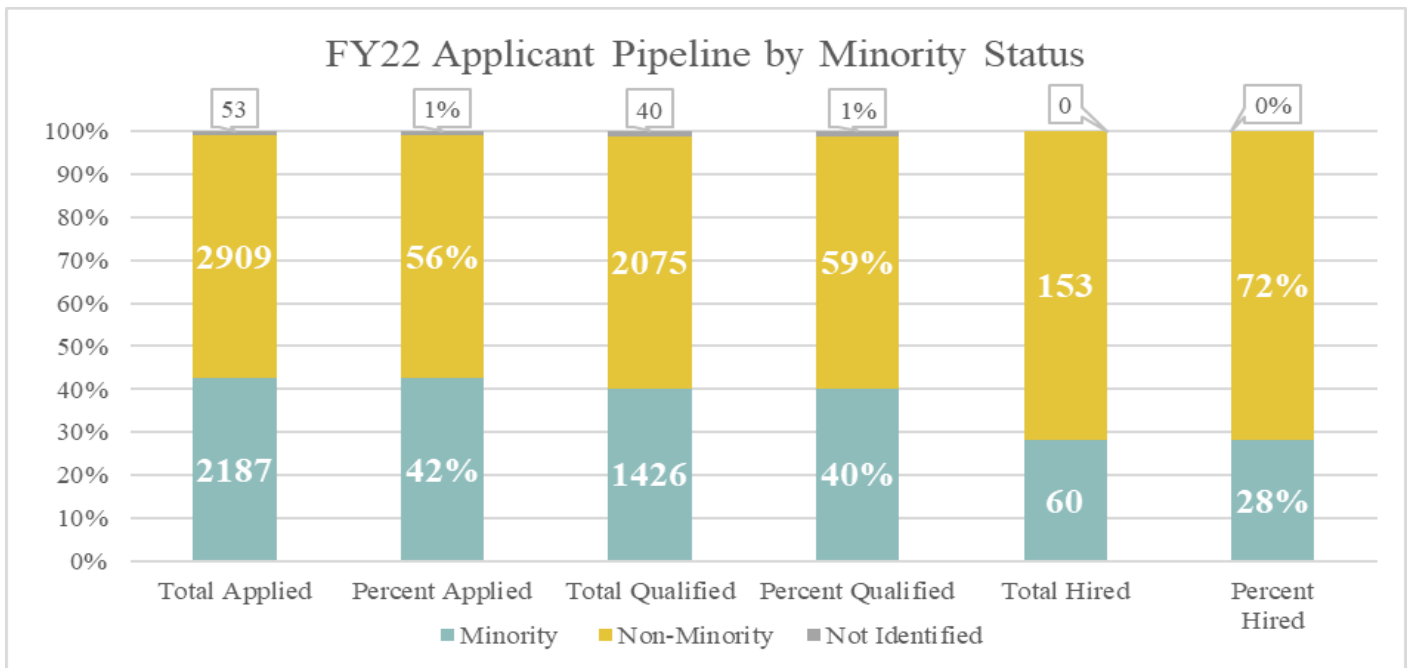


Figure 23



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

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

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Recruitment and Hiring Times

Table 24

Fiscal Year	Average Time-to-Fill (days)	Average Time-to-Hire (days)
FY21	55	40
FY22	60	41
Change FY21 vs FY22	5	1

Table 25

Fiscal Year	Average Time Req-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY21	3	3
FY22	4	2
Change FY21 vs FY22	1	-1

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

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

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

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

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

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

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

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

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

Division of Maintenance & Operations (M&O)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-1 Goal 1	To maintain a workplace environment focused on equal opportunity and inclusion.	Employee feedback and discussions.	Division Management and Supervisors	M&O will continue to emphasize teamwork and reaching common goals.	This is an ongoing process.
SP-1 Goal 2	The continued recruitment/retention of qualified employees.	Turnover/retention rates.	M&O and HR Management	M&O Management will continue to work with HR to process RTFs efficiently and streamline the hiring process.	This is an ongoing process.
SP-1 Goal 3	Improvement of employee morale.	Employee engagement and feedback.	M&O Business Management	M&O holds an annual truck rodeo where district employees compete for the opportunity to attend the national rodeo in Colorado.	July 2022

Division of Motor Vehicles (DMV)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-1 Goal 1	Create an opportunity to recognize staff for their accomplishments. Showcase their successes in DMV lobbies. Create DMV All-Stars.	Performance evaluations, customer- and peer recognition.	DMVs Management and the Kindness Matters working group	DMV Management will continue its extensive recognition program.	Fall 2022

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-1 Goal 1	Strengthen the Division's overall workplace culture while focusing on divisional priorities.	Employee feedback and discussions.	Division Management and Supervisors	The Finance Division regularly meets with managers and supervisors and continued to emphasize the importance of teamwork, collaboration, and accomplishing common goals.	This is an ongoing process.

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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.*

Division of Maintenance & Operations (M&O)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Train supervisors in leadership, diversity & discipline.	Improved management skills for supervisors.	M&O and Training & Education	Training & Education will hold supervisory training classes for North District supervisors.	Completed 9/8/2022

Division of Finance

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	Further, develop supervisory/management skillsets to encourage a diverse and inclusive work environment.	Employee feedback and discussions.	Division Management and Supervisors	The Finance Division regularly meets with managers and supervisors and will continue emphasizing the importance of teamwork, collaboration, and accomplishing common goals. The management team also incorporates training in the monthly meetings specific to leadership and supervision.	This is an ongoing process.

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STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

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

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

Division of Maintenance & Operations (M&O)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Continue to ensure safe driving practices while operating equipment on roadways.	Accident/ Incident reporting	Occupational Safety Officers	Occupational Safety has implemented a Safe Driver Program for employees who have been involved in an accident to refresh their driving skills.	Already in practice.
SP-3 Goal 2	Hiring/retaining more CDL Equipment Operators.	Recruitment/ Retention rates	M&O Business Management in collaboration with DTC	The collaborative entry-level driver training program provides FMCSA-required training to Equipment Operators to obtain CDL.	Occupational Safety Officer is being trained as a trainer for this program now.

Division of Motor Vehicles (DMV)

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Encourage managers' professional and personal growth.	Improved management skills and knowledge by offering MIT (Management in Training course) to assist staff with management potential in various areas: leadership skills, communication, critical thinking, employee motivation, conflict management, and innovation/creativity. 1.5% of DMV/Tolls staff attends, equaling approximately 10 staff members. The class is kept small to allow staff to engage comfortably.	Chief of Support Services	Managers in Training Program (MIT)	Fall 2022

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Division of Finance

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	Encourage professional development throughout staff while focusing on divisional goals.	Employee feedback and discussions.	Division Management and Supervisors.	The Finance Division regularly meets with managers and supervisors and will continue emphasizing the importance of teamwork, collaboration, and accomplishing common goals. Incorporated training in the monthly meetings specifically for leadership and supervision.	This is an ongoing process.

Departmentwide Goals:

- Continue to have all new and existing DeIDOT employees take the mandated online DHR course “A Respectful Workplace” initially and every two years as a refresher.
- Develop and offer customized respect and management skills-related training for locations in the department with higher trending issues or complaints.
- Continue to provide the Dominate Influence Steadiness Conscientiousness Personality Profile (DiSC)—Everything Workplace to work for groups upon request.
- To assist employees in pursuing promotional opportunities, continue offering classes and one-on-one coaching in the areas of application completion and interview preparation.
- Continue to provide customized training to the Project Search students (John S. Charlton School for young adults with developmental disabilities).
- Continue to provide Selection Interviewing training to ensure that the hiring managers and all individuals who may be part of an interview panel have the most current information. During Fiscal Year 2021, 62 individuals attended the instructor-led training.
- Secure FY23 Blue Collar Funding for technical and skill courses to support promotional opportunities.
- Continue addressing backlog for the following courses fully or partially suspended during the Covid-19 response
 - CPR/AED First Aid Training
 - CPR/AED First Aid Recertifications
 - Drug and Alcohol Training
 - Emotional Intelligence
 - Interpersonal Communications
 - Reasonable Suspicion
 - “Supervision. Now What?!?”
- Launch the recently developed “Decision-Making and Problem Solving 101” course, to initially be offered quarterly
- Launch the recently developed “Customer Service: The Internal Experience determines the External Experience” course, initially offered quarterly
- Launch the “Happiness Advantage Workshop” training, frequency TBD.