



Fiscal Year 2025 Joint Finance Committee Hearing

Claire DeMatteis, Secretary

January 30, 2024

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DHR OVERVIEW

MISSION:
To foster an inclusive and respectful workplace for the state’s most valuable resource – our employees.

VISION:
Serving Delaware by serving the state’s most valuable resources – our employees.

Office of the Secretary
- Communications
- Financial & Administrative Services

Classification, Compensation and Talent Acquisition

Talent Management

Diversity, Equity and Inclusion

Statewide Benefits and Insurance Coverage Office

Training & HR Solutions

Employee and Labor Relations

Women’s Advancement & Advocacy

DHR’s 267 full-time employees provide HR support for 16 Executive Branch agencies.

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RECRUITMENT HIGHLIGHTS



- The State of Delaware set a hiring record in calendar year 2023, with 4,516 new hires, re-hires and promotions.
- Consecutive hiring records in 2022 and 2023.
- The following factors have driven the hiring rebound: a new aggressive state jobs marketing campaign, more competitive salaries approved by the Governor and General Assembly, premium benefits package, signing bonuses



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RECRUITMENT HIGHLIGHTS – HIRES, PROMOTIONS & REHIRS

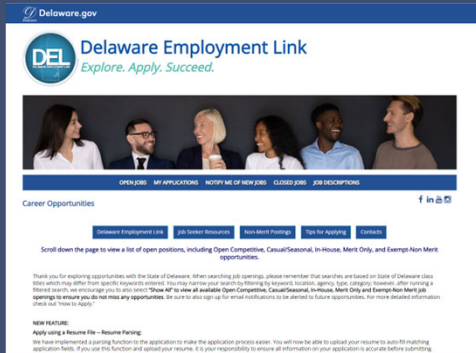


Calendar Year	New Hires	Promotions	Rehires	Total Hires
2005	2,355	750	853	3,958
2006	2,335	770	861	3,966
2007	2,158	604	849	3,611
2008	1,689	585	659	2,933
2009	1,205	395	592	2,192
2010	1,621	518	649	2,788
2011	1,574	576	646	2,796
2012	1,838	612	689	3,139
2013	1,678	613	692	2,983
2014	1,730	636	717	3,083
2015	1,947	748	825	3,520
2016	2,082	747	879	3,708
2017	1,824	871	885	3,580
2018	2,050	919	1,030	3,999
2019	1,996	946	958	3,900
2020	1,900	848	952	3,700
2021	1,783	899	962	3,644
2022	1,960	1,040	963	3,993
2023	2,350	1,048	1,118	4,516



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RECRUITMENT HIGHLIGHTS – JOB POSTINGS



Calendar Year	Job Postings
2007*	1,689
2008	1,139
2009	875
2010	1,336
2011	1,391
2012	1,572
2013	1,674
2014	1,619
2015	1,985
2016	2,332
2017	2,217
2018	2,546
2019	2,711
2020	2,573
2021	3,378
2022	4,459
2023	4,171



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RECRUITMENT HIGHLIGHTS – APPLICATIONS

- January - 35% increase in apps from prior year
- February - 3.9% increase in apps from prior year
- March - 17% increase in apps from prior year
- April - 26.1% increase in apps from prior year
- May - 11.7% increase in apps from prior year
- June - 3.25% increase in apps from prior year
- July - 37.7% increase in apps from prior year
- August - 44% increase in apps from prior year
- September - 11% decrease in apps from prior year
- October - 19.7% increase in apps from prior year
- November - 10% increase in apps from prior year
- December - 22.7% increase in apps from prior year



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RECRUITMENT HIGHLIGHTS – DEPARTMENT OF CORRECTIONS EXAMPLE

Applications Received

Month	Applications Received in 2022	Applications Received in 2023	Percentage of Increase
July	153	439	65%
August	163	425	62%
September	115	277	58%
October	187	253	26%
November	142	151	6%
December	150	231	35%

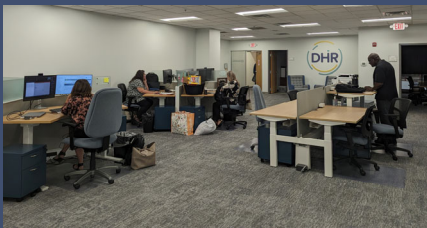
Class Size

Month	Class Numbers 2022	Class Numbers 2023	Percentage of Increase
July	27	44	39%
August	12	29	59%
October	19	50	62%
December	36	48	25%



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DHR CENTRALIZATION & MODERNIZATION UPDATES



- Centralized and consolidated HR operations from 26 to 15 locations, with two primary offices:
 - Reads Way in New Castle County
 - Silver Lake in Kent County
- Invested \$250,000 in a state jobs marketing campaign, focusing on social media and recruiting platforms (Indeed, LinkedIn, Zip Recruiter)
- State jobs applications have seen an average monthly increase of nearly 20%
- Invested in technology to modernize HR practices across all state agencies
- Standardize pre-boarding and on-boarding
- Implement consistent practices in Employee & Labor Relations
- Centralize HR Trainers & Educators



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CENTRALIZING CLASSIFICATION & COMPENSATION

- Reviewed and updated the job descriptions/classifications impacting over 3,000 positions over the last two years
- Reviewed and updated bachelor's degree requirement for hundreds of state positions in all state agencies
- In 2023, reviewed 1,700 salaries for pay equity
- In 2023, reviewed 235 reclassification requests
- Created 132 new state positions in calendar year 2023

Governor Carney Expands Opportunities for Careers in State Government

Department of Human Resources | Governor John Carney | News | Office of the Governor | Data Posted: Thursday, January 11, 2024

◀ News ▶

Governor Carney Expands Opportunities for Careers in State Government

DOVER, Del. – Governor John Carney on Wednesday announced the State of Delaware has implemented changes to mandatory bachelor's degree requirements, among other criteria, for several positions to provide a pathway for more individuals to enter the state workforce. The Delaware Department of Human Resources (DHR) recently removed the bachelor's degree requirement for critical positions within the Department of Services for



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CENTRALIZATION PROGRESS

- 27 statewide policies and forms have been updated and implemented in 2023.
- Employee and Labor Relations practices, policies & procedures consistent across all state agencies.
- Implemented new uniform preboarding, onboarding and offboarding processes.
- **OnBase System** for electronic personnel files: From February to December 2023, DHR led a project to digitize 2.77 million personnel files from 16 Executive Branch agencies, which is the equivalent of nearly 32 football fields.
- DHR's Diversity, Equity & Inclusion team has conducted 12 webinars through FY24 and hosted the DEI Summit with more than 350 state employees attending.



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EMPLOYEE AND LABOR RELATIONS – CASES CLOSED

Yearly Case Report 2022

Type	Open	Opened	Closed
Arbitration	0	8	4
Discrimination	3	58	47
Negotiation	1*	7	10
Pre-Arbitration	0	38	29
Representation	1*	19	13
Step 3	7	58	37
ULP	1	5	12
RWAD	0	29	16
SOC	N/A	N/A	N/A
Other	1*	2	2
Total	14	224	170

Yearly Case Report 2023

Type	Open	Opened	Closed
Arbitration	1	2	11
Discrimination	29	35	89
Negotiation	14	11	23
Pre-Arbitration	10	32	57
Representation	6	21	22
Step 3	25	65	83
ULP	3	1	1
RWAD	10	67	74
SOC	18	21	3
Other	4*	4*	3*
Total	120	259	366



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TRAINING CENTRALIZATION



Employee Development

- Four statewide leadership certificate programs
- Human Resource Certification program
- Statewide training course delivery
- Statewide compliance training
- E-Learning



Training Services

- Agency services
- New employee orientation
- Customized agency programs
- Blue Collar program



HR Technology

- Delaware Learning Center
- ServiceNow case management
- OnBase
- NEOGOV
- HR technology
- Website administration
- Centralized training room management



Organizational Management

- Strategic planning
- Executive coaching
- Process improvement/ Change management
- Statewide Recognition and awards
- Special projects
- GEAR
- First State Quality Improvement fund



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TOP 10 KEY TRAINING

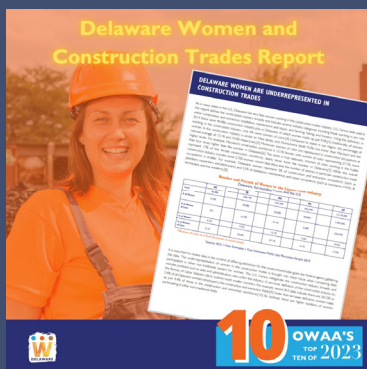


Key Training Top 10	# of Employees Completing Training
Gender Identity Harassment in the Workplace	13,029
Respect Gender & Sexual Differences & Assert Yourself	12,827
A Respectful Workplace	12,813
Defining Trauma	12,574
Trauma Informed Delaware	12,515
Importance of Trauma – Awareness	12,477
Creating A Trauma – Aware Workplace	12,448
Strategies for Resilience and Self-Care	12,433
Family and Medical Leave Act (FMLA) Policy	12,247
Americans with Disabilities Act (ADA) Policy	12,222



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OFFICE OF WOMEN'S ADVANCEMENT & ADVOCACY



- Since 2017 OWAA has produced 20 Fact Sheets / Reports / White Papers, including Delaware Women and the Impact of Covid-19 Report (2020), The Impact on Paid Parental Leave in Delaware (2022), Delaware Women and the Construction Trades: A Path to Economic Security (2023), and Title IX Athletics in Delaware Schools (2023).
- In 2022 and 2023, OWAA worked to make state buildings more family-friendly with an increased availability of baby changing tables in public restrooms (nearly 60 tables in buildings across the state), and the addition of 17 accessible lactation spaces for breastfeeding and pumping breastmilk.
- Since 2019, OWAA has hosted approximately 700 attendees at Salary Negotiation Workshops in honor of Equal Pay Day. These workshops help participants gain the skills and confidence to successfully negotiate their salary and benefits packages.
- OWAA has led and participated in 63 events to engage the public, share knowledge and resources, and celebrate the achievements of Delaware women. These events include Delaware Women in the Covid-19 Workplace: Current Challenges and Solutions, Legislator Speed Meeting, and National Girls and Women's Sports Day.



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FY25 BUDGET REQUESTS

As included in the Governor's Recommended Budget, the Department of Human Resources is requesting an additional \$4,272,200 in General Funds:

Door Openers:

- \$3,200,000 increase in the Insurance Premium Account
- \$1,000,000 increase in the Self-Insurance Fund
- \$64,000 increase for Delaware Learning Center Licenses
- \$8,200 increase for lease escalators

Requests:

- \$252,000 increase for HR Initiatives
 - \$205,000 increase for the contract to conduct job classification maintenance reviews
 - \$47,000 – general agency operational increase

The Department of Human Resources is requesting:

- \$93,900,000 for the Group Health Insurance Plan (GHIP)



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THANK YOU



We're hiring! StateJobs.Delaware.gov



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