



**State of Delaware
Office of Management and Budget
Human Resource Management**

A Summary of the

**State of Delaware
Workforce for
Fiscal Year 2007**

October 2008

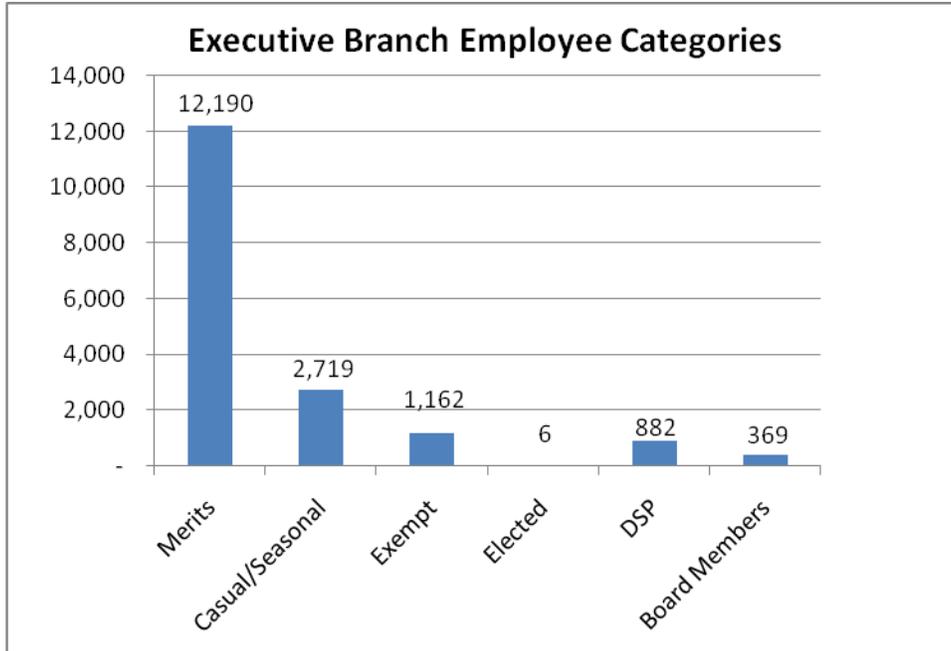
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2007 Workforce Fast Facts	
# Employees	12,190
# Retired	254
# New Hires	889
# Promotions	876
# Transfers	1,287
# Demotions	54

Overview

Delaware state government employs over 17,000 employees in the Executive Branch. This number represents many categories of employees (Merit, casual/seasonal, Commission & Board Members, Appointed/Exempt, and Elected Officials) working in all State agencies, including Delaware State Police, Delaware Economic Development Office, and the Department of Technology & Information.



There are 12,190 full-time “classified” or “Merit” employees and an additional 5,138 employees in part-time, temporary, elected, exempt, or “unclassified” positions.

This report was prepared to summarize the State of Delaware's current workforce as of June 30, 2007. The demographics in this report – a statistical snapshot -- illustrate the workforce at the end of state fiscal year 2007.

State of Delaware Workforce Demographics

The number of state employees, both Merit and non-Merit, by Agency, in 2007:

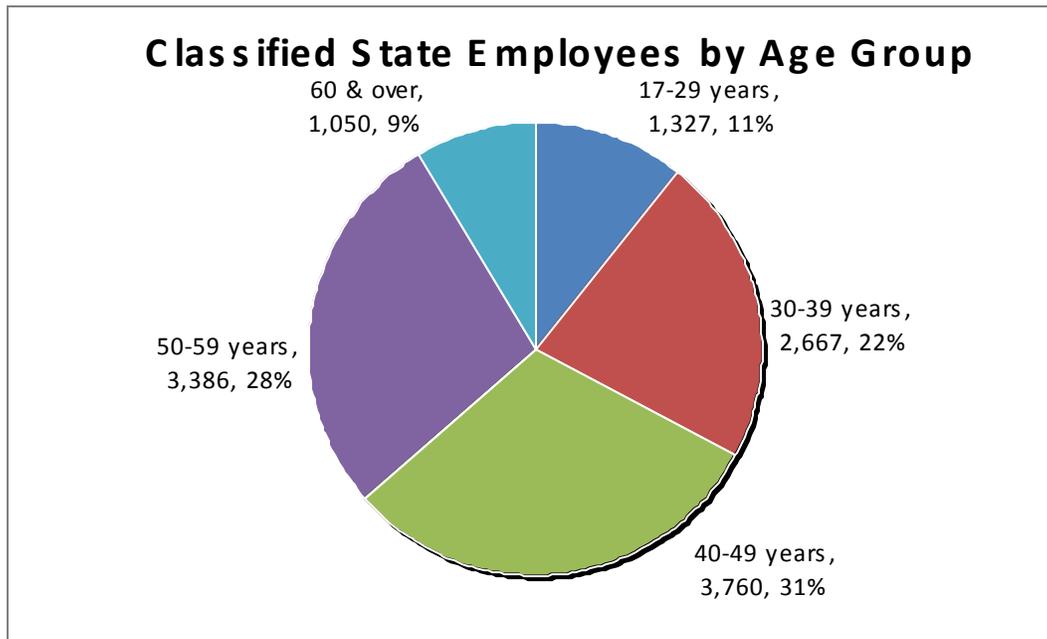
Agency	Total Classified	%	Total Unclassified	%	Total Count
Office of Management and Budget	365	86%	60	14%	425
DE Economic Development Office	0	0%	48	100%	48
Technology and Information	0	0%	217	100%	217
Auditor of Accounts	20	74%	7	26%	27
Insurance Commissioner	58	81%	14	19%	72
State Treasurer	20	77%	6	23%	26
Attorney General	1	0%	405	100%	406
Public Defender	0	0%	146	100%	146
State	426	86%	67	14%	493
Finance	270	82%	59	18%	329
Health and Social Services	4,161	90%	463	10%	4,624
Services for Children, Youth & Families	1,200	88%	164	12%	1,364
Correction	2,403	98%	58	2%	2,461
DNREC	737	56%	586	44%	1,323
Safety and Homeland Security*	172	35%	316	65%	488
Transportation	1,660	83%	333	17%	1,993
Labor	397	90%	42	10%	439
Agriculture	125	80%	31	20%	156
Elections	41	40%	61	60%	102
Criminal Justice Council	14	61%	9	39%	23
State Housing Authority	30	94%	2	6%	32
State Fire Marshall	54	98%	1	2%	55
State Fire School	17	81%	4	19%	21
Fire Prevention Commission	1	100%	0	0%	1
DE Health Care Commission	3	60%	2	40%	5
DE Criminal Justice Information System	10	77%	3	23%	13
Board of Parole	5	71%	2	29%	7
*Excludes Delaware Uniformed State Police (4506)					
	12,190	80%	3,106	20%	15,296

The composition of state employees generally mirrors that of Delaware's civilian labor force, with women having the higher labor force participation rate in State government. The average age of state employees is 45 years old; the average annual salary is \$41,781.00; and the average length of service is 10 years.

Age

The median age of a state employee is 45 years old, which is a full year older than the 2006 median. The median age for state employees in 2007 was 44. The median age is the age at which half of the labor force is younger and half of the labor force is older.

The chart below illustrates state employees by the various age groups.



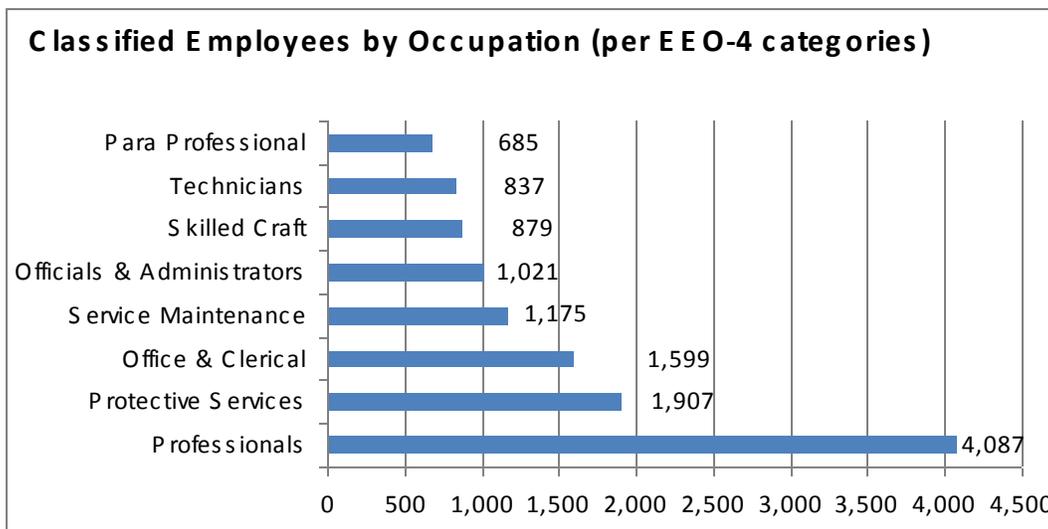
(Note: Results may not total 100 percent due to rounding.)

Average Age of Employees by Agency in 2007:	Classified Avg. Age	Unclassified Avg. Age
Office of Management and Budget	45	44
DE Economic Development Office	0	44
Technology and Information	0	46
Auditor of Accounts	41	37
Insurance Commissioner	47	44
State Treasurer	46	29
Attorney General	*	43
Public Defender	0	47
State	47	48
Finance	48	45
Health and Social Services	46	43
Services for Children, Youth & Families	43	39
Correction	41	53
Natural Res & Environmental Control	45	35
Safety and Homeland Security*	45	43
Transportation	44	43
Labor	48	45
Agriculture	48	46

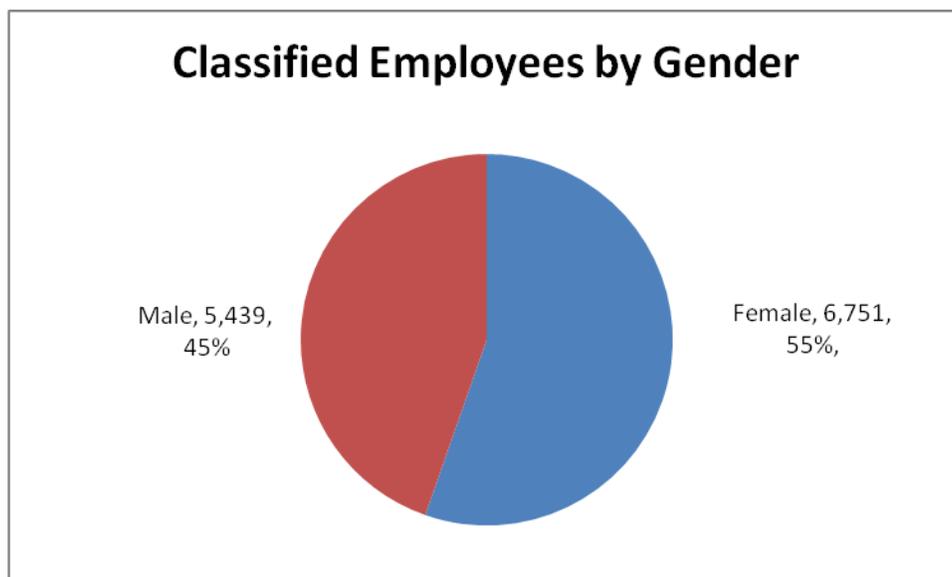
Elections	46	51
Criminal Justice Council	44	37
State Housing Authority	48	*
State Fire Marshall	46	*
State Fire School	47	*
Fire Prevention Commission	*	0
DE Health Care Commission	*	*
DE Criminal Justice Information System	44	*
Board of Parole	*	*

* Statistics not given if five or less employees in the specific category.

EEO Categories

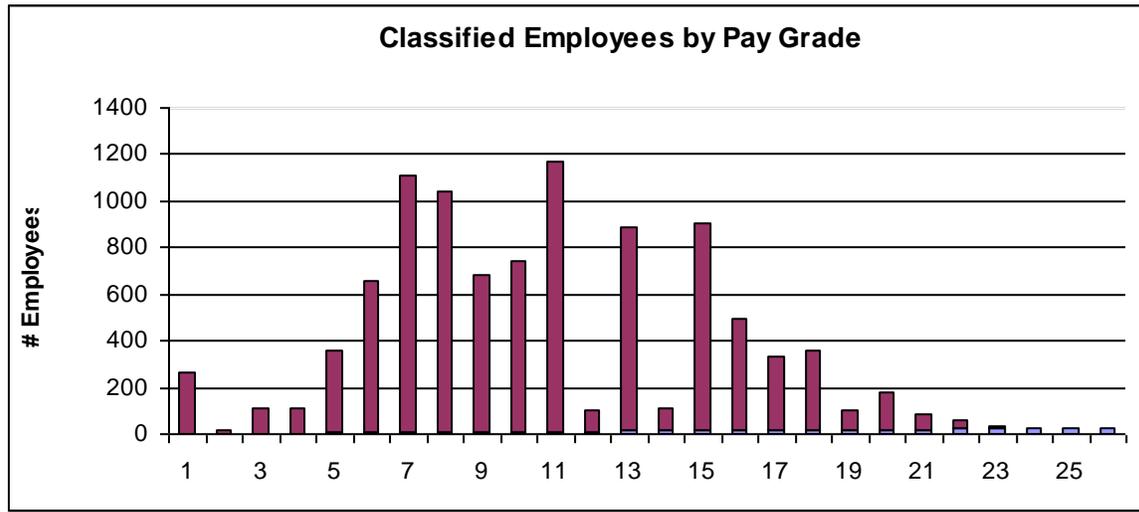


Gender



The majority of state employees are female and work in professional positions.

Compensation



The average base salary for state employees in 2007 was \$41,781, a 10.3% increase over 2006. The average fringe benefit cost per state employee was \$19,767, which is a 17% increase from 2006. [It is significant to note the fringe benefit cost as the benefits available to state employees are a source of competitive advantage compared to the benefits provided by many other employers throughout the state.]

State employees' salaries are determined by their position's pay grade. Each position is classified within a 26 grade pay system for those full-time employees working either a 37.5 or a 40-hour workweek. [See Appendix A for 2007 Pay Tables.]

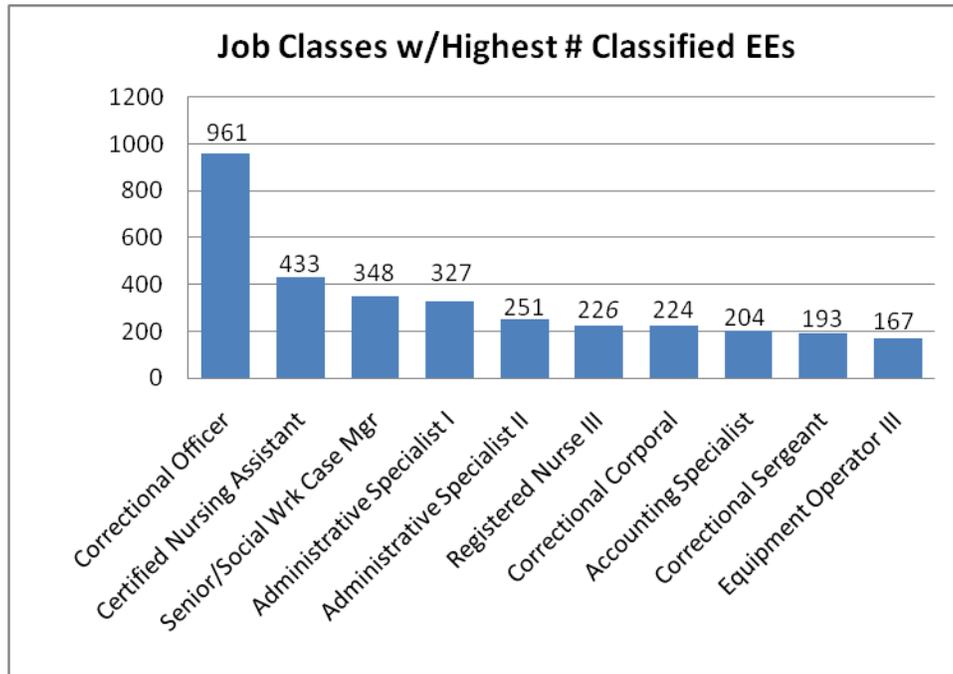
As illustrated in the graph above, the highest number of employees are classified within pay grade 11, which accounts for 1,159 employees, and includes occupations such as Senior/Social Work Case Manager, Probation and Parole Officer II, Senior Family Service Specialist, and Senior Accountant.

The second highest number of employees, 1,101, are in pay grade 7 and include such positions as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Youth Rehabilitation Counselor I, and Motor Vehicle Special II.

The third highest number of employees, 1,031, are in pay grade 8 and include such positions as Administrative Specialist II, Equipment Operator III, Accounting Specialist, Conservation Technician III, Social Service Specialist II, and Senior Motor Vehicle Specialist.

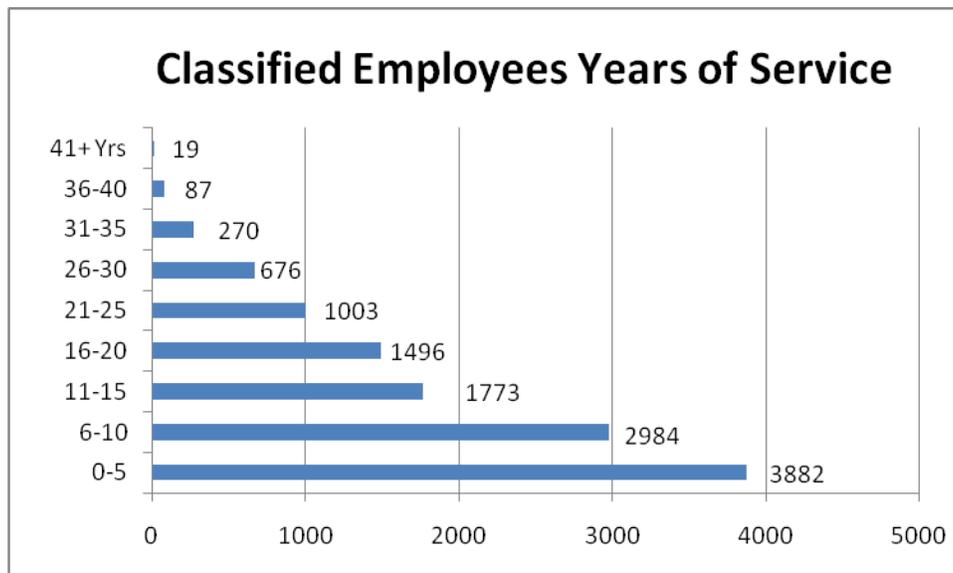
The fourth largest number of employees are in pay grade 15 positions. Occupations in pay grade 15 include Family Crisis Therapist, Human Resources Specialist III, Tax Auditor II, Telecommunications Network Technician III, Analytical Chemist III, Environmental Scientist III, and Psychiatric Social Worker III.

The graph below shows the top ten job classifications having the greatest number of state employees.



Years of Service

The graph below summarizes the years of service of our current workforce. Approximately 32% of state employees have five or less years service; 24% have 6 to 10 years service; 15% have 11 to 15 years service; 12% have 16 to 20 years service; 8% have 21 to 25 years service; 6% have 26 to 30 years service; 2% have 31 to 35 years service; 1% have between 36 and 40 years service; and less than 1% have 41 or more years of service.



Average Years of Service for Employees by Agency in 2007:	Classified Avg. Svs.	Unclassified Avg. Svs.
Office of Management and Budget	12	9
DE Economic Development Office	0	10
Technology and Information	0	11
Auditor of Accounts	9	11
Insurance Commissioner	10	3
State Treasurer	13	6
Attorney General	*	9
Public Defender	0	11
State	11	8
Finance	15	10
Health and Social Services	11	7
Services for Children, Youth & Families	10	5
Correction	10	15
Natural Resources & Environmental Control	12	3
Safety and Homeland Security*	9	12
Transportation	11	7
Labor	11	9
Agriculture	15	6
Elections	10	5
Criminal Justice Council	6	13
State Housing Authority	16	*
State Fire Marshall	10	*
State Fire School	12	*
Fire Prevention Commission	*	0
DE Health Care Commission	*	*
DE Criminal Justice Information System	16	*
Board of Parole	*	*
*Excludes Delaware Uniformed State Police (4506)		

* Statistics not given if five or less employees in the specific category.

Retirement Eligibility

State employees are eligible to receive a service pension with *any* of the following combination of years of service and age:

- 30 years of credited service at any age.
- 15 years of credited service at age 60.
- 5 years of credited service at age 62.

Additionally, state employees are eligible for a reduced pension based upon the following criteria:

- Service - at least 25 years of credited service at any age. (Pension will be reduced by 0.2% for each month under 30 years of creditable service.)
- Age - at least 15 years of credited service at age 55.* (Pension will be reduced 0.2% for each month under age 60 when employee retires.)

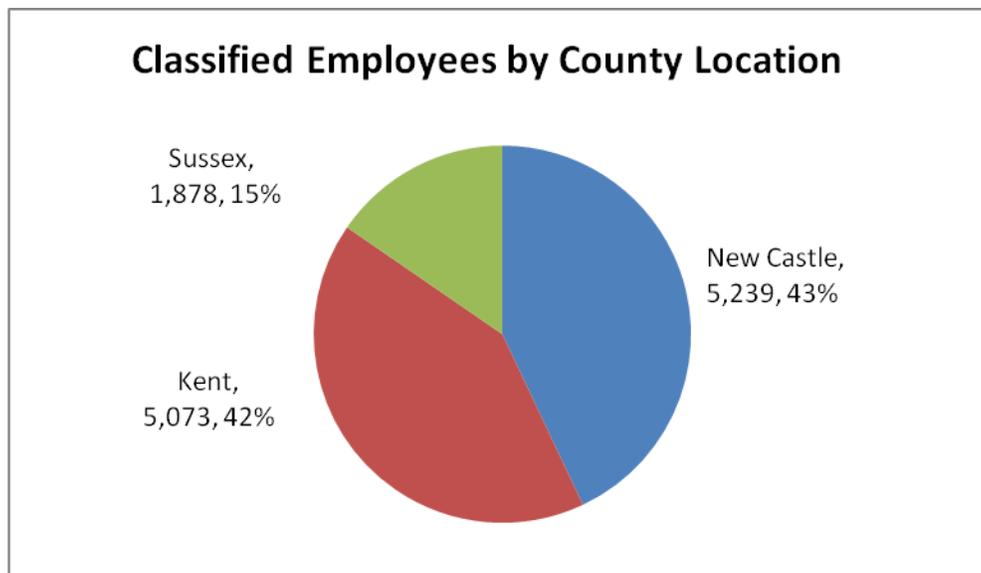
As of 6/30/07, there are 5,360 (44%) employees eligible to retire immediately. The following projections are for future retirements:

- 1,084 employees are eligible to retire within 1 year (9%)
- 3,253 employees are eligible to retire within 3 years (25 %)
- 5,423 are eligible to retire within 5 years (44 %)

Baby Boomers began turning 60 in 2006. As more and more Baby Boomers reach retirement age, the impact of their retirements—potential loss of institutional memory and leadership gaps—will continue to grow. As state employees continue to age and be replaced by less experienced workers, the increasing complexity and continuity of service delivery may be particularly challenging.

Geographic Location

In 2007, the highest percentage of state employees (43 percent) worked in northern Delaware, New Castle County. The percentage of employees was the same as in 2006, with 5,239 employees. Sussex County, comprising southernmost Delaware, has 1,878 employees (15 percent), representing a three percent decrease from 2006 totals. Central Delaware, Kent County, has the second largest percentage of state employees (42 percent) with 5,073 employees.

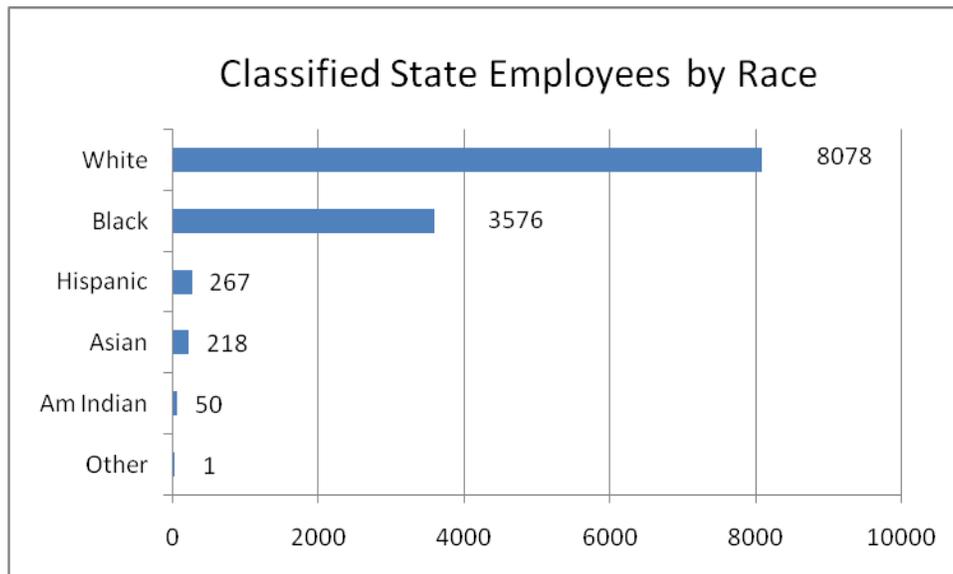


Ethnicity

Workforce data shows the following for classified employees: 66% White, 29% Black, 2% Hispanic, 2% Asian and less than 1% each American Indian and “Other,” in 2007. As compared to 2006 data, the number of Black employees increased by 154, which does not represent a percentage gain, while the percentage of White employees decreased overall by one percent. Within the State’s diverse workforce some problems remain with underrepresentation in specific occupations. The diversity issues are pressing because once the Baby Boom generation is replaced in the workforce, there will be fewer vacancies to work with for many years to come.

Workforce planning with targeted recruitment offers an opportunity to eliminate underrepresentation by expanding the recruitment pool.

We expect these numbers to change somewhat as reflected in the changing demographics of the United States population.



Classified Employees in Executive Branch Agencies

Agency	Total Classified	Amer Indian	%	Asian	%	Black	%	Hispanic	%	White	%
Office of Management and Budget	365	3	1%	7	2%	55	15%	7	2%	293	80%
DE Economic Development Office	0	0		0		0		0		0	
Technology and Information	0	0		0		0		0		0	
Auditor of Accounts	20	0		2	10%	0		0		18	90%
Insurance Commissioner	58	1	2%	1	2%	9	16%	1	2%	46	79%
State Treasurer	20	0		1	5%	2	10%	0		17	85%
Attorney General	1	0		0		0		0		1	100%
Public Defender	0	0		0		0		0		0	
State	426	2	0%	6	1%	84	20%	5	1%	328	77%
Finance	270	2	1%	6	2%	82	30%	5	2%	175	65%

Health and Social Services	4,161	22	1%	99	2%	1599	38%	110	3%	2331	56%
Svs for Children, Youth & Families	1,200	3	0%	14	1%	494	41%	31	3%	658	55%
Correction	2,403	11	0%	26	1%	798	33%	50	2%	1518	63%
DNREC	737	1	0%	22	3%	57	8%	6	1%	651	88%
Safety and Homeland Security*	172	2	1%	3	2%	35	20%	7	4%	125	73%
Transportation	1,660	3	0%	26	2%	218	13%	27	2%	1386	83%
Labor	397	0		4	1%	118	30%	14	4%	261	66%
Agriculture	125	0		0		7	6%	1	1%	117	94%
Elections	41	0		0		9	22%	0		32	78%
Criminal Justice Council	14	0		0		2	14%	0		12	86%
State Housing Authority	30	0		0		3	10%	1	3%	26	87%
State Fire Marshall	54	0		1	2%	2	4%	0		51	94%
State Fire School	17	0		0		0		0		17	100%
Fire Prevention Commission	1	0		0		0		0		1	100%
DE Health Care Commission	3	0		0		0		0		3	100%
DE Criminal Justice Information System	10	0		0		0		1	10%	9	90%
Board of Parole	5	0		0		2	40%	1	20%	2	40%
*Excludes Delaware Uniformed State Police (4506)											
	12,190	50	0%	218	2%	3576	29%	267	2%	8078	66%

Non-Classified Employees in Executive Branch Agencies

Agency	Total Unclassified	Amer Indian	%	Asian	%	Black	%	Hispanic	%	White	%
Office of Management and Budget	60	0		2	3%	9	15%	0		49	82%
DE Economic Development Office	48	0		4	8%	4	8%	2	4%	38	79%
Technology and Information	217	1		21	10%	27	12%	1	0%	167	77%
Auditor of Accounts	8	0		0		0		0		8	100%
Insurance Commissioner	14	0		0		4	29%	1	7%	10	71%
State Treasurer	7	0		0		0		0		7	100%
Attorney General	405	1	0%	1	0%	51	13%	10	2%	342	84%
Public Defender	146	0		1	1%	11	8%	4	3%	130	89%
State	67	0		1	1%	13	19%	2	3%	51	76%
Finance	59	1	2%	0		33	56%	1	2%	24	41%
Health and Social Services	463	2	0%	22	5%	199	43%	13	3%	227	49%
Svs for Children, Youth & Families	164	0		0		87	53%	4	2%	73	45%
Correction	58	0		0		7	12%	1	2%	50	86%
DNREC	586	1	0%	2	0%	31	5%	13	2%	538	92%
Safety and Homeland Security*	316	0		0		30	9%	5	2%	277	88%
Transportation	333	0		9	3%	64	19%	9	3%	251	75%
Labor	42	0		0		5	12%	0		37	88%
Agriculture	31	0		0		1	3%	3	10%	27	87%
Elections	61	0		3	5%	8	13%	0		50	82%
Criminal Justice Council	9	0		0		5	56%	0		4	44%
State Housing Authority	2	0		0		1	50%	0		1	50%
State Fire Marshall	1	0		0		0		0		1	100%
State Fire School	4	0		0		0		0		4	100%

Fire Prevention Commission	0	0		0		0		0		0	
DE Health Care Commission	2	0		0		0		0		2	100%
DE Criminal Justice Information System	3	1	33%	0		0		0		2	67%
Board of Parole	2	0		0		1	50%	0		1	50%
*Excludes Delaware Uniformed State Police (4506)											
	3,106	7	0%	66	2%	591	19%	69	2%	2371	76%

Labor Relations

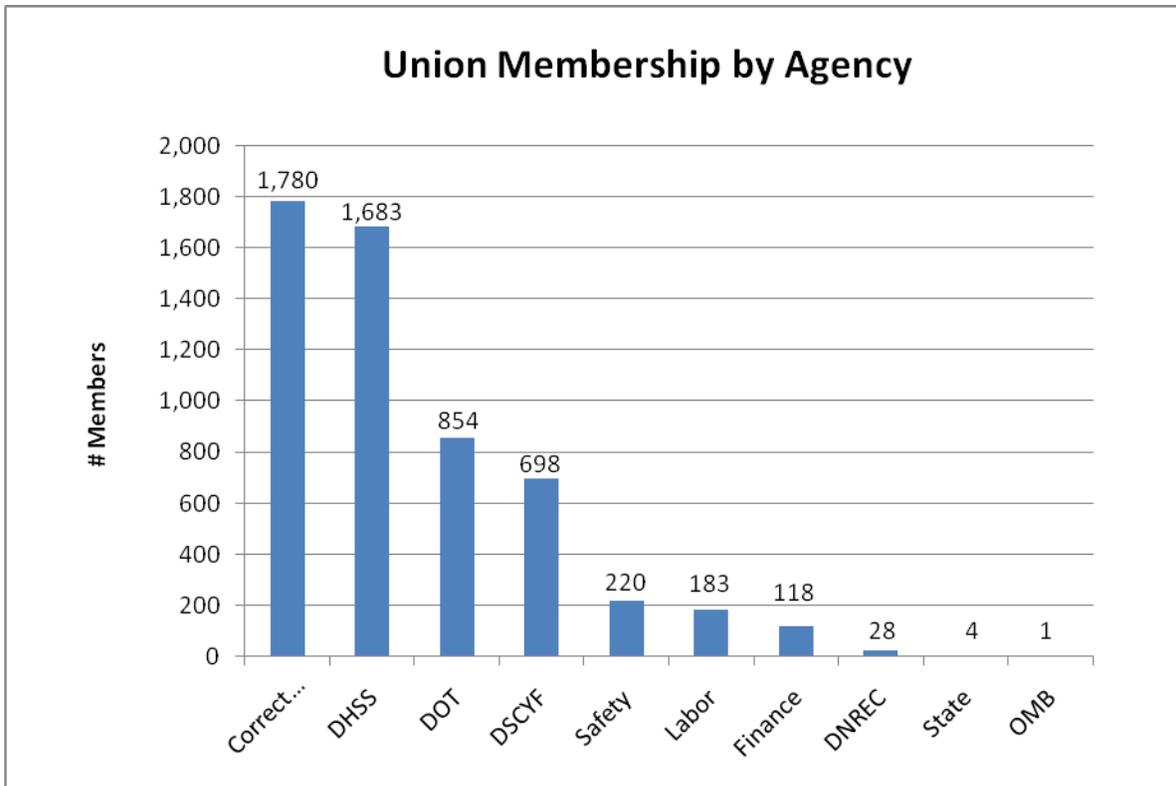
There are 5,255* state employees, approximately 35 percent of the workforce, who are represented by various labor organizations serving as their exclusive bargaining representatives. This reflects the Mid-Atlantic region's strong public-sector unionization as all states in the region reported union membership rates above the national average.

*Number includes a small number of employees having dual employment whose secondary jobs are union-covered.

The majority of unionized employees are members of the American Federation of State, County and Municipal Employees (AFSCME). Other State employee unions include the Correctional Officers Association of Delaware (COAD), Laborer's International Union (LIU), and the Delaware State Education Association (DSEA).

The Departments of Correction and Health & Social Services had the highest union membership with 1,779 and 1,569 members, respectively. The Department of Transportation had the third highest number, 789, followed by the Department of Services for Children, Youth and Their Families with 624. The Department of Labor had 183 union members and the Department of Finance had 99. The Department of Natural Resources and Environmental Control had 16 union members, the Department of State had four, and the Office of Management and Budget had one. (There are an additional 314 casual/seasonal employee union members in AFSCME, COAD, Communications Workers of America, Delaware State Education Association, and Delaware State Troopers Association.)

Among occupational groups, social services workers and protective service workers had the highest unionization rates.



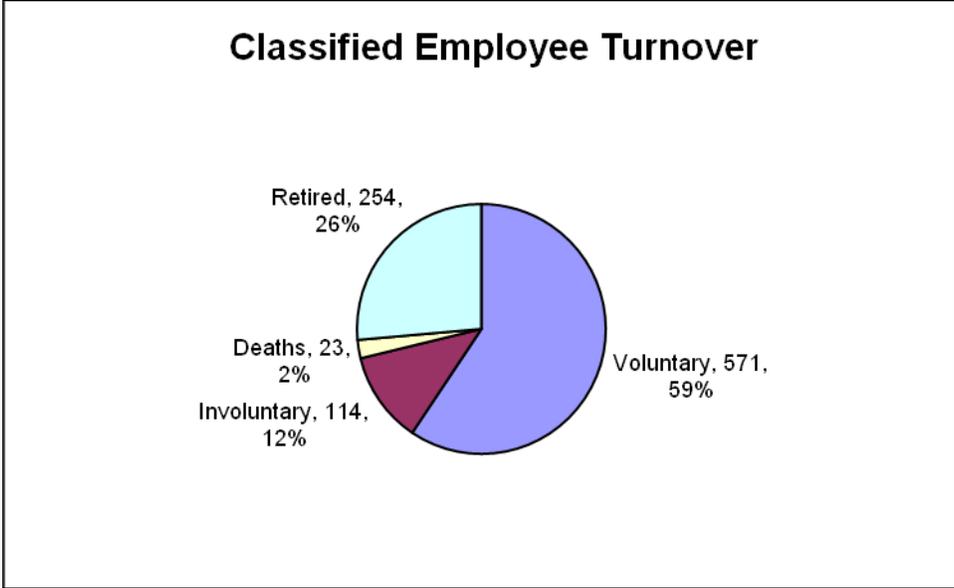
Union Representation Percentages by Gender and Ethnicity

	<i>Gender</i>				<i>Ethnicity</i>									
	Female	%	Male	%	Am. Indian	%	Asian	%	Black	%	Hispanic	%	White	%
% Union Workforce	2684	48%	2887	52%	24	0%	67	1%	2263	41%	119	2%	3098	56%
% Workforce	8472	55%	6824	45%	57	0%	288	2%	4167	27%	336	2%	10445	68%

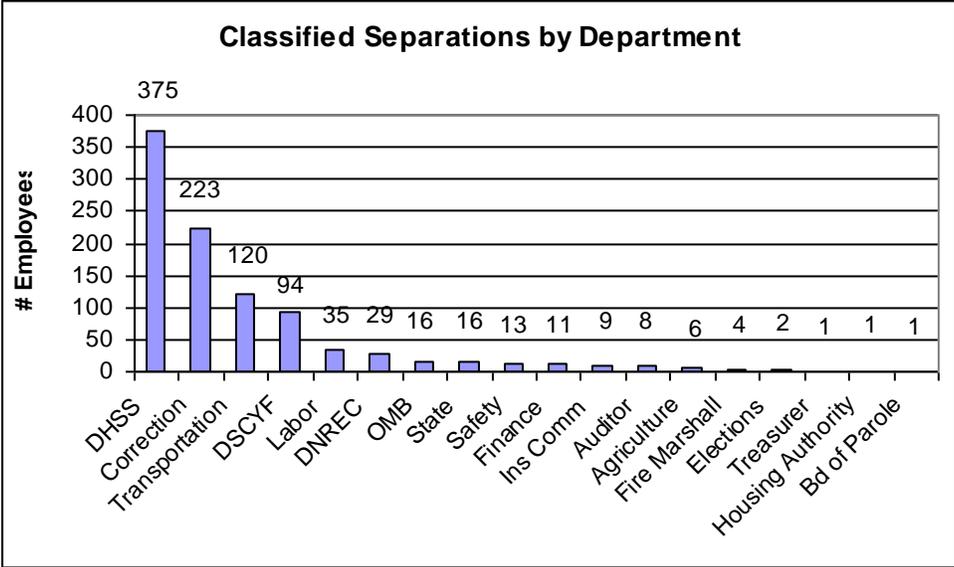
Turnover

The turnover rate is the ratio of the number of non-temporary employees that separated from State service during a given time period to the average number of employees (headcount) during the period.

The overall turnover rate for 2007 was 7.9 percent. This represents a slight decrease from the 9.4 percent turnover rate in Fiscal Year 2006. The total number of state employee separations was 964. This included voluntary resignations, involuntary separations, retirements, and deaths.

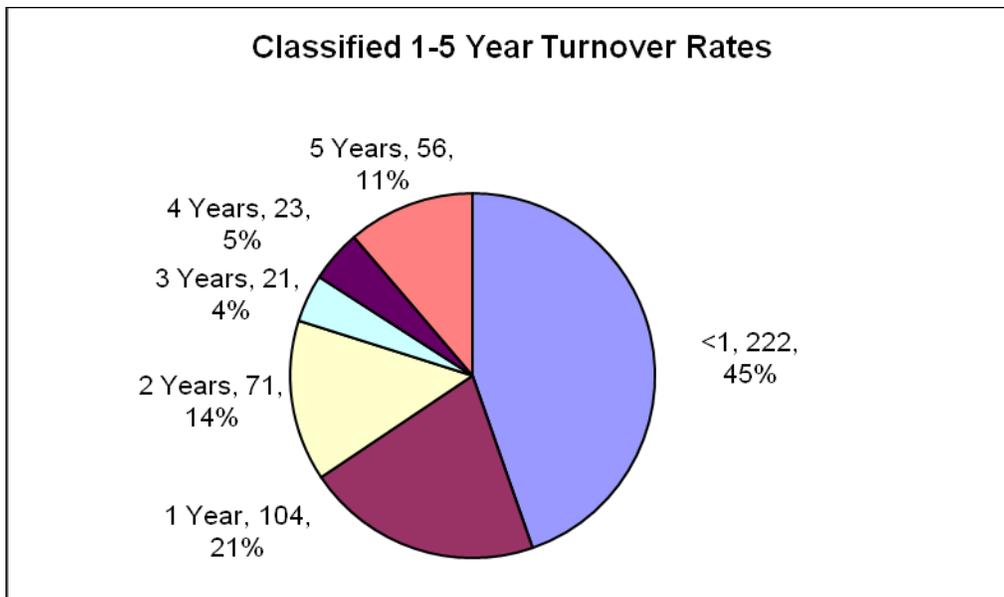


The graph below shows the Departments, from highest to lowest, experiencing the most employee separations along with the percentages representing the classified workforce.



Specifically, there were 571 voluntary separations, 114 involuntary separations, 254 retirements, and 23 deaths during the year.

Excluding retirements and deaths, there were 497 separations among state employees having five or less years of service, which constitutes 51% of the total turnover rate. This number is significant in that almost half, or 222 employees, were recent hires (one year of service or less), which results in high recruitment costs and difficulty for state agencies to carry out their missions.



Turnover Category by Years of Service Statistics	
Resignations	Dismissals
Avg. = 3 years, 10 Months	Avg. = 3 years, 4 Months
Retirements	Other (Deaths)
Avg. = 22 Years, 2 Months	Avg. = 17 years, 10 Months

Turnover rates can vary significantly within specific agencies, job classes, or geographic locations. For example, the occupation with the highest number of separations was Correctional Officers, with 154 employees leaving State service. The second highest number was Administrative Specialists, 49, followed by Certified Nursing Assistants, 45, Registered Nurse III, 30 and Senior/Social Worker Case Manager, 28.

Specific analysis of turnover causes for each agency and type of classification is recommended as turnover costs can be expensive. However, the costs associated with turnover are often difficult to estimate due to various factors such as the type of position being vacated, the salary of the new employee, whether a more experienced employee is hired, whether the employee leaving is an average performer or an excellent performer, the availability of internal applicants, and whether the position is filled or remains vacant.

Costs usually associated with turnover include training and orientation, recruitment and selection, leave payout, and lower productivity during the time a position is vacant and during the time the new employee is learning the job.

KEY FACTS and FINDINGS

In Delaware government:

The number of state employee retirements decreased in 2007 as most State employees chose not to retire.

The number of state employee retirements was down in 2007 (a decrease of 106 from 2006). Data indicated that 5,360 State employees were eligible to retire in fiscal year 2007. Taking into account the number of actual retirements, 254, this means that 5,106 State employees who were eligible to retire chose not to retire. The reason for this decrease should be investigated as numerous factors can be hypothesized.

Average salaries for state employees have increased, but they remain below the average salaries of the civilian labor force in Delaware.

Average salaries for state employees have increased over the past several years. The average annual salary for state employees was \$41,781 in fiscal year 2007, compared with an average annual salary of \$46,737 for the civilian labor force in Delaware. While average salary may be a useful indicator, total compensation (which includes provided benefits such as pensions and health insurance) is likely a better indicator.

Occupational demands on selected jobs will affect the State's ability to recruit and retain state employees.

As occupational demands increase, the State will continue to face significant competition in recruiting and retaining employees for certain highly skilled and hard-to-recruit occupations such as nurses and correctional officers.

Recruitment and retention is a major challenge facing state government, and will remain so throughout the coming years as larger percentages of state employees become eligible to retire and the available labor pool continues to shrink.

The demographics in this report are just a beginning. There are self-service tools available to allow agencies to examine trends to look toward the future, plan ahead, and prevent surprises. Agencies can anticipate future staffing needs by assessing the number of employees approaching retirement, turnover rates, programs that are growing or diminishing in importance, and areas that are being impacted by technology changes.

Comparing Delaware to Contiguous States

Maximum Days of Annual Leave Earned Annually

<i>Delaware</i>	21
<i>New Jersey</i>	25
<i>Pennsylvania</i>	26
<i>Maryland</i>	25

Number of Days of Sick Leave Earned Annually

<i>Maryland</i>	15
<i>Pennsylvania</i>	13
<i>Delaware</i>	15
<i>New Jersey</i>	15

Number of Statutory Holidays Each Year

<i>Maryland</i>	11
<i>New Jersey</i>	13
<i>Pennsylvania</i>	11
<i>Delaware</i>	12

Average Age of State Employees

<i>New Jersey</i>	45
<i>Delaware</i>	45
<i>Pennsylvania</i>	46
<i>Maryland</i>	45

Average Years of Service

<i>Delaware</i>	12
<i>Pennsylvania</i>	12
<i>New Jersey</i>	12
<i>Maryland</i>	12

Average Age of New Hires

<i>Delaware</i>	37
<i>Pennsylvania</i>	38
<i>New Jersey</i>	34
<i>Maryland</i>	Unknown

RESOURCES for FURTHER ANALYSIS

OMB provides several tools that can be helpful to state managers and human resources professionals. These tools provide workforce and statistical information and guidance. HRM encourages human resources professionals to access the following tools on a regular basis so their agencies can manage their workforce more efficiently and effectively.

Human Resource Management Website

(<http://www.delawarepersonnel.com>)

The State of Delaware Human Resource Management website was developed and is maintained by HRM and Budget Development and Planning Administration. Internal and external customers can access the site and there is an abundance of information for State agencies, employees, and job seekers. The HRM section provides information on statewide human resource programs, policies and procedures, as well as relevant human resources information.

Workforce Planning Guide

(<http://www.delawarepersonnel.com/workforce/index.shtml>)

Human Resource Management, Workforce Planning, developed the Workforce Planning Guide to help agencies develop their workforce plans. The Guide outlines the importance of strategically anticipating workforce changes through workforce planning and offers basic planning steps and strategies. An effective workforce plan is an essential tool in identifying appropriate workload staffing levels and in justifying budget allocations or staffing reallocations so agencies can meet their strategic objectives.

PHRST

(<https://phrstra.spo.state.de.us>)

Payroll Human Resources Statewide Technology (PHRST) contains and houses data on state agency headcounts, terminations, and turnover rates. Data can be analyzed by a variety of variables, including individual and agency, job class, demographics, pay data, and turnover reason. Additionally, the system provides workforce termination, age, length of service, union membership, and salary data. Agencies can view data on-screen or produce selected reports to analyze workforce trends.

OBJECTIVE, SCOPE and METHODOLOGY

Objective

The objective of this report is to recognize and provide comprehensive statistical information on the State of Delaware workforce.

Scope

Statistical information for this report was provided for full-time classified employees during Fiscal Year 2007, July 1, 2006 – June 30, 2007. The Statewide Workforce Report does not include data for employees of institutions of public and higher education.

Methodology

Data about retirement projections, turnover assessments, and other analyses included in this report was gathered using PHRST data for fiscal year 2007. Agencies are able to conduct workforce analysis due, in large part, to PHRST, an integrated database which provides information enabling State agencies and HRM to make proactive human resource decisions based on detailed information. Other information presented in this report was obtained from material gathered and/or published by the OMB Office of Pensions, Delaware Department of Labor, U.S. Department of Labor, Bureau of Labor Statistics, and U.S. Census Bureau. HRM's Workforce Planning Manager compiled the report. Totals may not be 100 percent in selected graphs due to rounding. Additionally, records with missing values were excluded from selected graphs and may not match overall statewide headcounts. Differences, however, are minimal.

HRM welcomes your comments or questions regarding this report. Contact us at (302) 577-8977 or by e-mail to Michelle.Potter@state.de.us.

APPENDICES

Appendix A – 2007 State Employees’ Pay Table

PG	Annual Salary 37.5 hours		
	80%	100%	120%
001	\$17,176	\$20,341	\$24,409
002	\$17,412	\$21,765	\$26,118
003	\$18,635	\$23,294	\$27,953
004	\$19,935	\$24,919	\$29,903
005	\$21,334	\$26,668	\$32,002
006	\$22,826	\$28,533	\$34,240
007	\$24,422	\$30,527	\$36,632
008	\$26,131	\$32,664	\$39,197
009	\$27,963	\$34,954	\$41,945
010	\$29,920	\$37,400	\$44,880
011	\$32,012	\$40,015	\$48,018
012	\$34,254	\$42,818	\$51,382
013	\$36,653	\$45,816	\$54,979
014	\$39,214	\$49,017	\$58,820
015	\$41,962	\$52,452	\$62,942
016	\$44,902	\$56,128	\$67,354
017	\$48,044	\$60,055	\$72,066
018	\$51,405	\$64,256	\$77,107
019	\$55,004	\$68,755	\$82,506
020	\$58,858	\$73,573	\$88,288
021	\$62,976	\$78,720	\$94,464
022	\$67,384	\$84,230	\$101,076
023	\$72,102	\$90,128	\$108,154
024	\$77,153	\$96,441	\$115,729
025	\$82,550	\$103,188	\$123,826
026	\$88,328	\$110,410	\$132,492

PG	Annual Salary 40 hours		
	80%	100%	120%
001	\$17,357	\$21,696	\$26,035
002	\$18,573	\$23,216	\$27,859
003	\$19,874	\$24,842	\$29,810
004	\$21,263	\$26,579	\$31,895
005	\$22,755	\$28,444	\$34,133
006	\$24,346	\$30,433	\$36,520
007	\$26,051	\$32,564	\$39,077
008	\$27,875	\$34,844	\$41,813
009	\$29,826	\$37,283	\$44,740
010	\$31,914	\$39,892	\$47,870
011	\$34,145	\$42,681	\$51,217
012	\$36,538	\$45,673	\$54,808
013	\$39,094	\$48,868	\$58,642
014	\$41,833	\$52,291	\$62,749
015	\$44,761	\$55,951	\$67,141
016	\$47,896	\$59,870	\$71,844
017	\$51,246	\$64,057	\$76,868
018	\$54,833	\$68,541	\$82,249
019	\$58,672	\$73,340	\$88,008
020	\$62,782	\$78,477	\$94,172
021	\$67,176	\$83,970	\$100,764
022	\$71,879	\$89,849	\$107,819
023	\$76,907	\$96,134	\$115,361
024	\$82,293	\$102,866	\$123,439
025	\$88,053	\$110,066	\$132,079
026	\$94,217	\$117,771	\$141,325

Appendix B – Glossary of Terms

Agency: any board, department, elected office or commission which receives an appropriation in accordance with 29 Del. C. Chapter 59.

Classified Service: all positions in the state service, except those which are specifically placed in the unclassified service by Delaware Code, as amended or other sections of the statutes.

Fiscal Year: the time period from July 1 to June 30.

Length of Service: length of employment by the State of Delaware in Classified position(s) minus breaks in service.

Pay Grade: one of the horizontal pay ranges designated on the pay plan consisting of a series of percentage of midpoint columns identifying specific values.

PHRST: Payroll Human Resource Statewide Technology system implemented in 1997.

Position: a group of duties and responsibilities assigned or delegated by an appointing authority, requiring the services of an employee on a full-time basis or, in some cases, on a less than full-time basis.

State Employee: any person holding a position in the Classified Service.

OMB/HRM/WFP091508