



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

A Summary of the

State of Delaware Workforce Demographics for Fiscal Year 2009

November 2010

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2009 Workforce Fast Facts

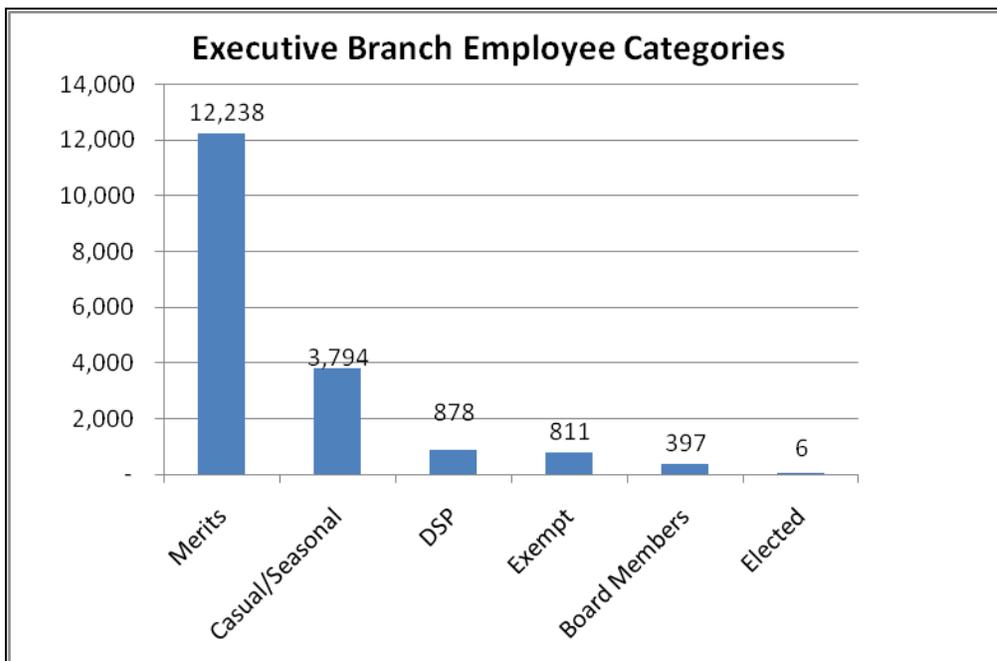
# Employees	12,238
# Retired	293
# New Hires	564
# Promotions	446
# Transfers	669
# Demotions	57

Overview

Delaware state government employs over 18,000 employees in the Executive Branch. Classified (Merit), casual/seasonal, Commission & Board Members, Appointed/Exempt, and Elected Officials).

This report was prepared to summarize the State of Delaware's current workforce as of June 30, 2009.

The average age of state employees is 45 years old; the average annual salary is \$41,095.00; and the average length of service is 11 years.



State of Delaware Workforce Demographics

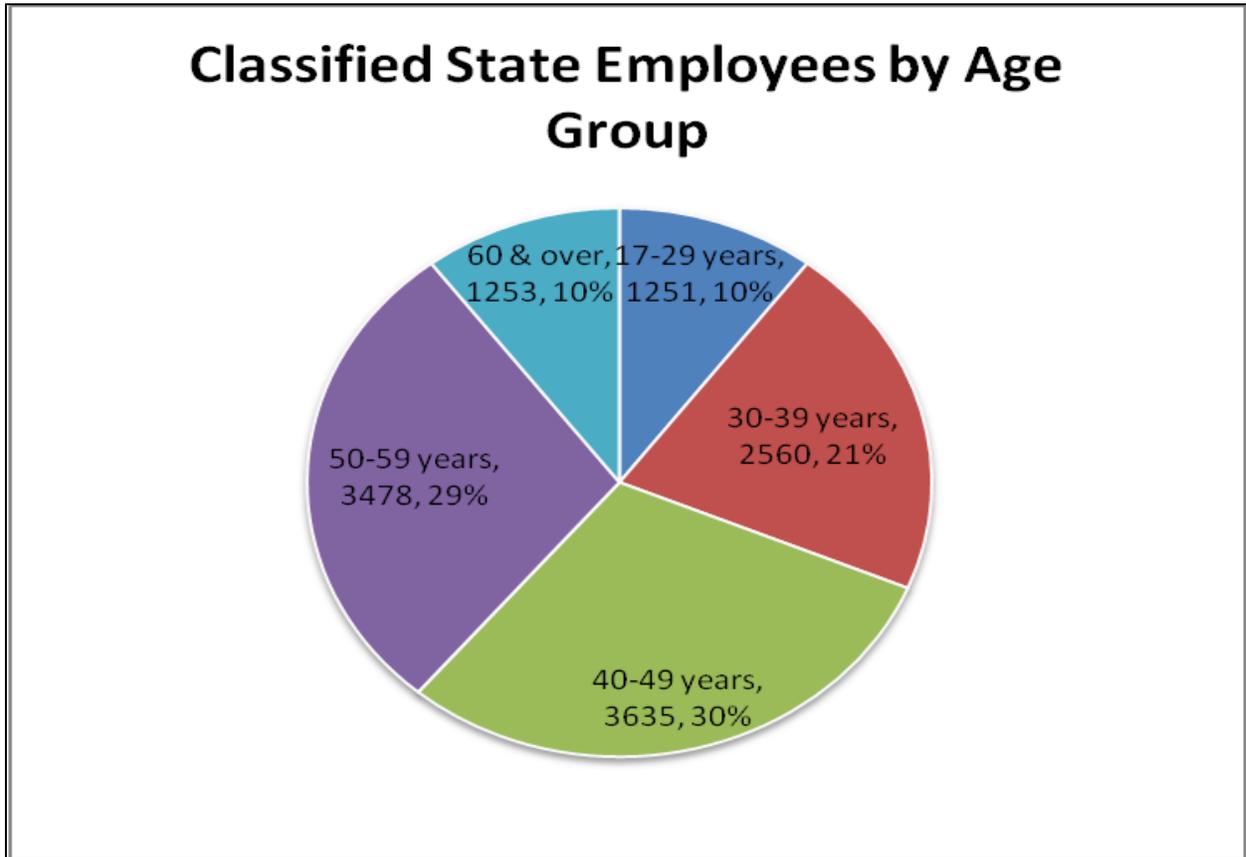
The number of state employees, both Classified (Merit) and Non-classified (non-Merit), by Agency, in 2009:

Agency	Total Classified	%	Total Non-Classified	%	Total Count
Office of Management and Budget	358	78%	100	22%	458
DE Economic Development Office	0	0%	41	100%	41
Department of Education	0	0%	236	100%	236
Technology and Information	0	0%	220	100%	220
Auditor of Accounts	20	80%	5	20%	25
Insurance Commissioner	60	87%	9	13%	69
State Treasurer	20	80%	5	20%	25
Attorney General	0	0%	396	100%	396
Public Defender	0	0%	142	100%	142
State	525	55%	427	45%	952
Finance	258	76%	81	24%	339
Health and Social Services	4,054	85%	720	15%	4,774
Services for Children, Youth & Their Families	1,178	89%	145	11%	1,323
Correction	2,448	96%	105	4%	2,553
Natural Resources & Environmental Control	739	54%	619	46%	1,358
Safety and Homeland Security*	165	14%	996	86%	1,161
Transportation	1,723	86%	276	14%	1,999
Labor	417	85%	73	15%	490
Agriculture	118	56%	94	44%	212
Elections	36	16%	183	84%	219
Criminal Justice Council	14	58%	10	42%	24
State Housing Authority	22	92%	2	8%	24
State Fire Marshall	53	85%	9	15%	62
State Fire School	18	7%	250	93%	268
Fire Prevention Commission	1	100%	0	0%	1
DE Health Care Commission	3	60%	2	40%	5
DE Criminal Justice Information System	10	83%	2	17%	12
Board of Parole	4	36%	7	64%	11
Total	12,244	70%	5,155	30%	17,399

*Excludes Delaware Uniformed State Police (4506)

Age

The average age of a state employee remains at 45 years old.
The chart below illustrates state employees by the various age groups.

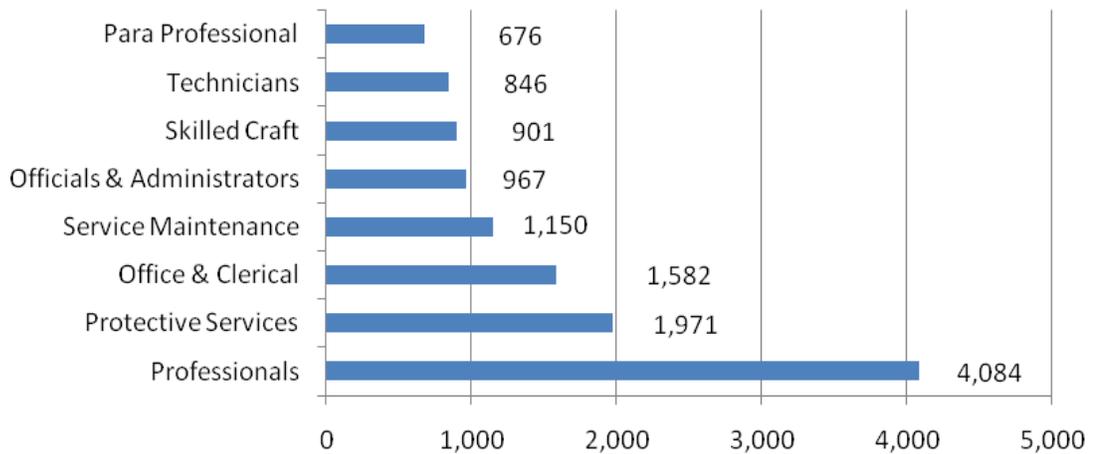


* Results may not total 100 percent due to rounding.

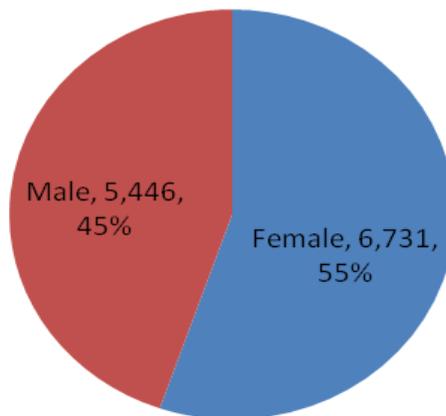
Average Age of Employees by Agency in 2008:	Classified Avg Age	Non-classified Avg Age
Office of Management and Budget	46	49
DE Economic Development Office	0	46
Department of Education	0	50
Technology and Information	0	47
Auditor of Accounts	39	51
Insurance Commissioner	48	52
State Treasurer	46	31
Attorney General	*	44
Public Defender	0	49
State	46	55
Finance	49	52
Health and Social Services	47	47
Services for Children, Youth & Their Families	43	41
Correction	42	52
Natural Resources & Environmental Control	46	38
Safety and Homeland Security*	47	41
Transportation	45	46
Labor	48	52
Agriculture	48	55
Elections	49	49
Criminal Justice Council	44	50
State Housing Authority	49	37
State Fire Marshall	48	51
State Fire School	46	46
Fire Prevention Commission	*	0
DE Health Care Commission	53	44
DE Criminal Justice Information System	43	55
Board of Parole	50	60

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

Classified Employees by Occupation (per EEO-4 categories)

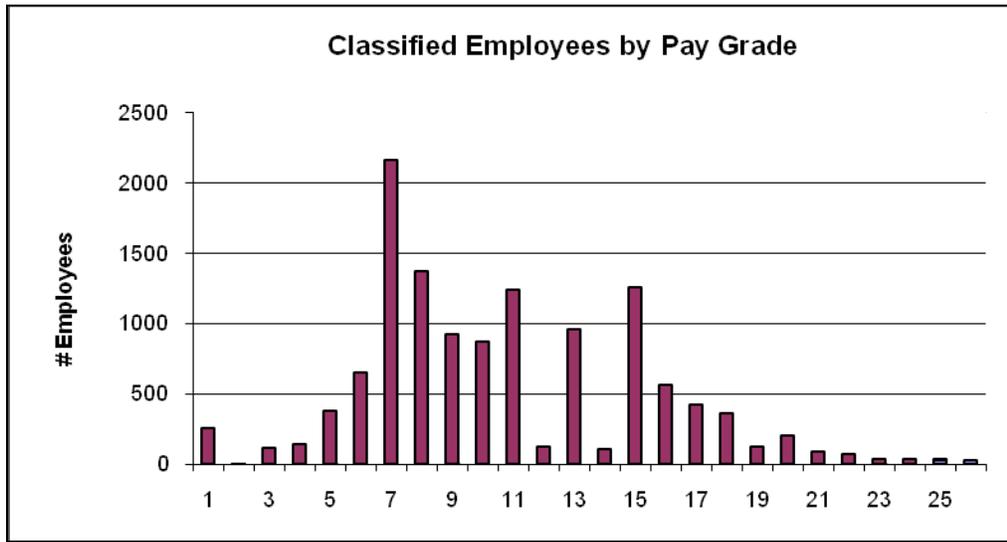


Classified Employees by Gender



* Total does not equal total number of classified employees because gender was not entered in system for all employees.

Compensation

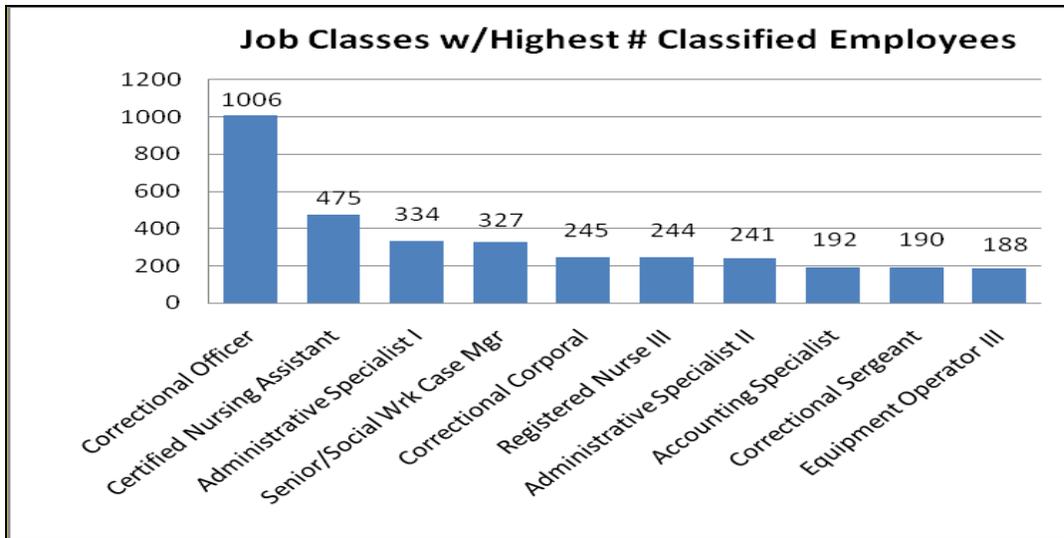


The average base salary for state employees in 2009 was \$41,095, a 0.8% decrease over 2008. The average fringe benefit cost per state employee was \$9,073, which is a 1.3% decrease from 2008. [Fringe benefit cost is used because of the competitive advantage compared to the benefits provided by many other employers throughout the state.]

State employees' salaries are determined by position 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 2009 Pay Tables]

As illustrated in the graph above, the largest number of employees, 2160, is classified as pay grade 7, and includes such positions as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Youth Rehabilitation Counselor I, and Motor Vehicle Special II.

The second largest numbers of employees, 1364, are in pay grade 8 positions and include occupations such as Administrative Specialist II, Equipment Operator III, Accounting Specialist, Conservation Technician III, Social Services Specialist II, and Senior Motor Vehicle Specialist.

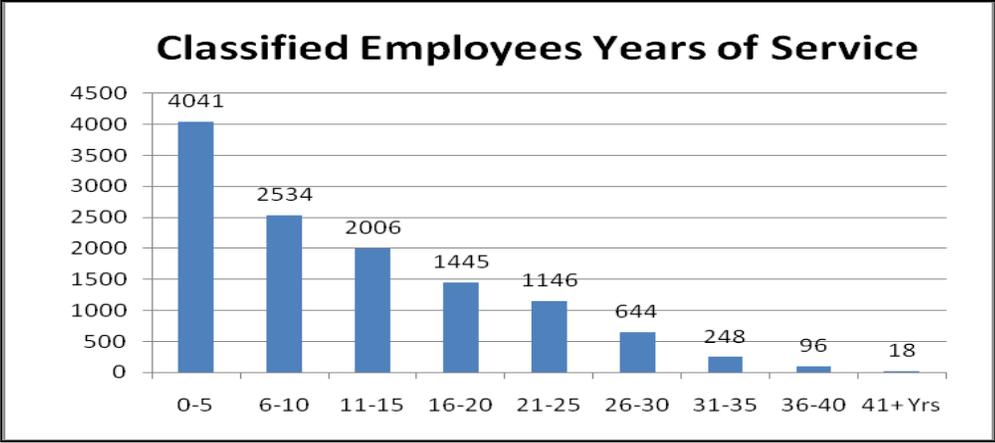


The graph above shows the top ten job classifications having the greatest number of state employees.

Years of Service

Years of Service by age groupings

Years of Service Groups	Number of Employees	Percentage
0-5	4041	33.18 %
6-10	2534	20.81 %
11-15	2006	16.47 %
16-20	1445	11.87 %
21-25	1146	9.41 %
26-30	644	5.29 %
31-35	248	2.04 %
36-40	96	0.79 %
40+yrs.	18	0.15 %
Grand Total	12178	100.0 %



Average years of Services for State Employees in 2009

Agency	Classified Average Yrs Service	Non-classified Average Yrs Service
Agriculture	15	5
Attorney General	*0	11
Auditor of Accounts	8	13
Board of Parole	14	13
Correction	10	14
Criminal Justice Council	7	21
DE Criminal Justice Information System	15	18
DE Economic Development Office	0	11
DE Health Care Commission	14	15
Education	0	14
Elections	12	4
Finance	16	13
Fire Prevention Commission	10	0
Health and Social Services	12	9
Insurance Commissioner	11	6
Labor	11	11
Natural Resources & Environmental Control	13	4
Office of Management and Budget	13	10
Public Defender	0	12
Safety and Homeland Security*	10	13
Services for Children, Youth & Their Families	10	6
State	10	6
State Fire Marshall	11	7
State Fire School	25	4
State Housing Authority	17	1
State Treasurer	12	6
Technology and Information	0	11
Transportation	11	9

*Excludes Delaware Uniformed State Police (4506)

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.

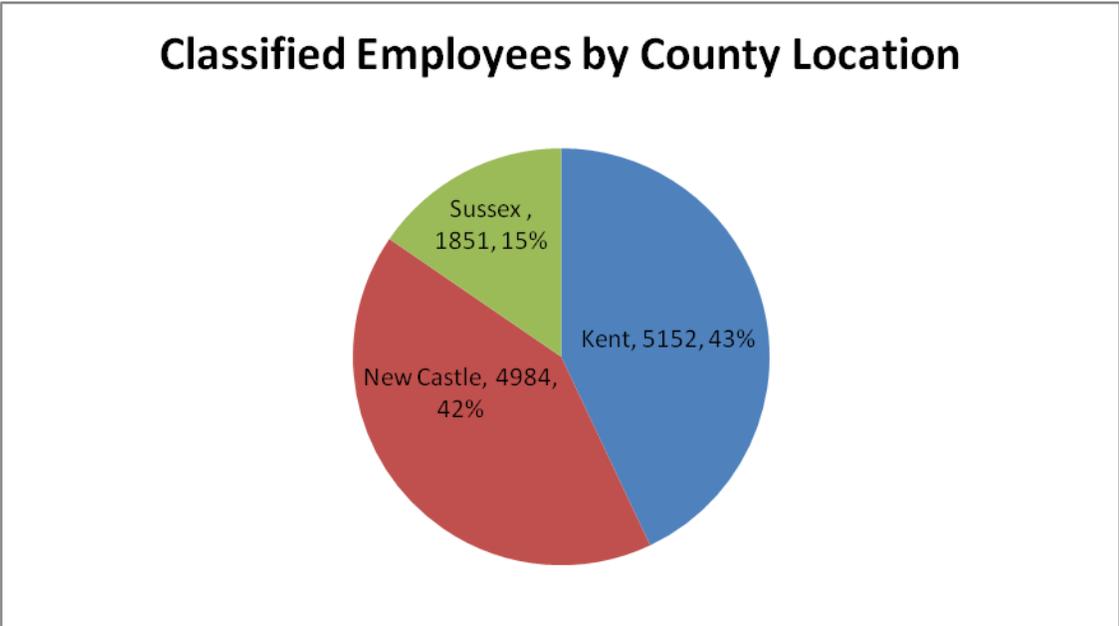
Additionally, state employees are eligible for a reduced pension:

- 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 6/30/09, there are 1,401 (11.45%) employees eligible to retire immediately with full benefits. The following projections are for future retirements:

- 2,331 employees are eligible to retire within 1 year (full) - (19.05%)
- 3,260 employees are eligible to retire within 3 years (full) - (26.64%)
- 4,330 are eligible to retire within 5 years (full) - (35.38%)
- 5,227 are eligible to retire within 5 years (any type) - (42.71%)

Geographic Location

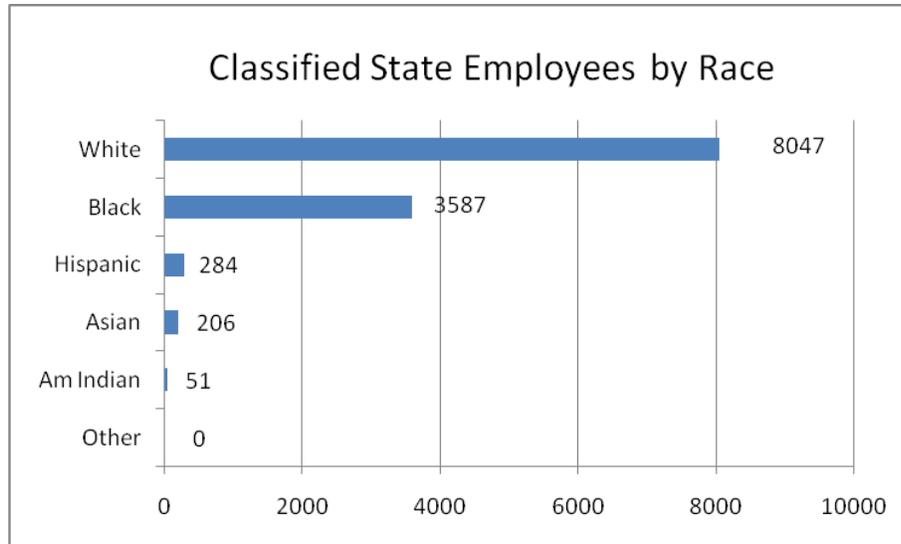


Ethnicity

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". 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 and expand 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	Amer. Indian		Asian		Black		Hispanic		Other		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Agriculture		0%		0%	8	0%	4	0%	1	0%	199	1%
Attorney General	2	0%	1	0%	47	0%	9	0%		0%	337	2%
Auditor		0%	2	0%	1	0%		0%		0%	22	0%
Board of Parole		0%		0%	4	0%	1	0%		0%	6	0%
Commissioner of Elections		0%	5	0%	24	0%		0%	15	0%	175	1%
Correction	12	0%	21	0%	810	4%	57	0%		0%	1653	9%
Criminal Justice Council		0%		0%	6	0%		0%		0%	18	0%
DE Criminal Justice Information System	1	0%		0%		0%	1	0%		0%	10	0%
DE Economic and Development Office		0%	4	0%	3	0%	1	0%		0%	33	0%
Education, Higher Ed.		0%		0%	1	0%		0%		0%	2	0%
Finance	3	0%	6	0%	115	1%	6	0%	2	0%	207	1%
Fire Prevention Commission		0%		0%		0%		0%		0%	1	0%
Governor's Office		0%		0%	3	0%		0%		0%	21	0%
Health and Social Services	27	0%	122	1%	1861	10%	147	1%	4	0%	2613	14%
Insurance Commissioner	1	0%	1	0%	11	0%	1	0%		0%	55	0%
Labor		0%	4	0%	137	1%	18	0%		0%	331	2%
Lt. Governor		0%		0%	2	0%		0%		0%	4	0%
National Guard	3	0%	5	0%	93	1%	6	0%	377	2%	764	4%
Natural Resources and Environmental Control	3	0%	22	0%	87	0%	20	0%	2	0%	1224	7%

Office of Management and Budget	3	0%	11	0%	68	0%	9	0%		0%	367	2%
Public Defender		0%	1	0%	10	0%	2	0%		0%	129	1%
Safety and Homeland Security	10	0%	12	0%	130	1%	26	0%		0%	983	5%
Services for Children, Youth, and Their Families	2	0%	16	0%	587	3%	33	0%		0%	685	4%
State	5	0%	12	0%	192	1%	19	0%	1	0%	723	4%
State Fire Marshall		0%		0%	2	0%		0%		0%	60	0%
State Fire School	1	0%		0%	3	0%		0%		0%	263	1%
State Housing Authority		0%	1	0%	2	0%	1	0%		0%	20	0%
State Treasurer		0%	1	0%	5	0%		0%		0%	16	0%
Technology and Information		0%	24	0%	31	0%	2	0%		0%	163	1%
Transportation	4	0%	31	0%	258	1%	37	0%		0%	1669	9%

Non-Classified Employees in Executive Branch Agencies

Agency	Amer. Indian		Asian		Black		Hispanic		White	
	#	%	#	%	#	%	#	%	#	%
Agriculture	0	0%	0		1	4%	3	11%	23	82%
Attorney General	2	0%	3	1%	48	12%	8	2%	341	85%
Auditor of Accounts	0	0%	0		0	0%	0	0%	4	100%
Board of Parole	0	0%	0		2	67%	1	33%	1	33%
Correction	0	0%	0		9	15%	1	2%	50	83%
Criminal Justice Council	0	0%	0		2	29%	0	0%	5	71%
DE Criminal Justice Information System	0	0%	0		0	0%	0	0%	2	67%
DE Economic Development Office	0	0%	3	7%	4	10%	2	5%	33	79%
DE Health Care Commission	0	0%	0		0	0%	0	0%	2	100%
Department of Education	0	0%	4	2%	29	12%	4	2%	199	84%
DNREC	3	1%	0	0%	24	5%	11	2%	464	92%
Elections	0	0%	3	5%	8	13%	0	0%	49	82%
Finance	1	2%	0		33	52%	1	2%	29	45%
Fire Prevention Commission	0	0%	0		0	0%	0	0%	0	0%
Health and Social Services	3	1%	20	5%	172	43%	11	3%	190	48%
Insurance Commissioner	0	0%	0		1	11%	1	11%	8	89%
Labor	0	0%	0		6	19%	0	0%	26	81%
Office of Management and Budget	0	0%	1	2%	8	14%	0	0%	50	85%
Public Defender	0	0%	1	1%	11	7%	3	2%	133	90%
Safety and Homeland Security*	1	0%	3		31	10%	4	1%	284	88%

State	1	1%	0	0%	18	19%	2	2%	74	78%
State Fire Marshall	0	0%	0		0	0%	0	0%	1	100%
State Fire School	0	0%	0		0	0%	0	0%	4	100%
State Housing Authority	0	0%	0		1	50%	0	0%	1	50%
State Treasurer	0	0%	0		0	0%	0	0%	5	100%
Services for Children, Youth, and Their Families	0	0%	1		79	50%	4	3%	75	47%
Technology and Information	0	0%	24	11%	30	14%	1	0%	163	75%
Transportation	0	0%	7	2%	64	18%	8	2%	275	78%

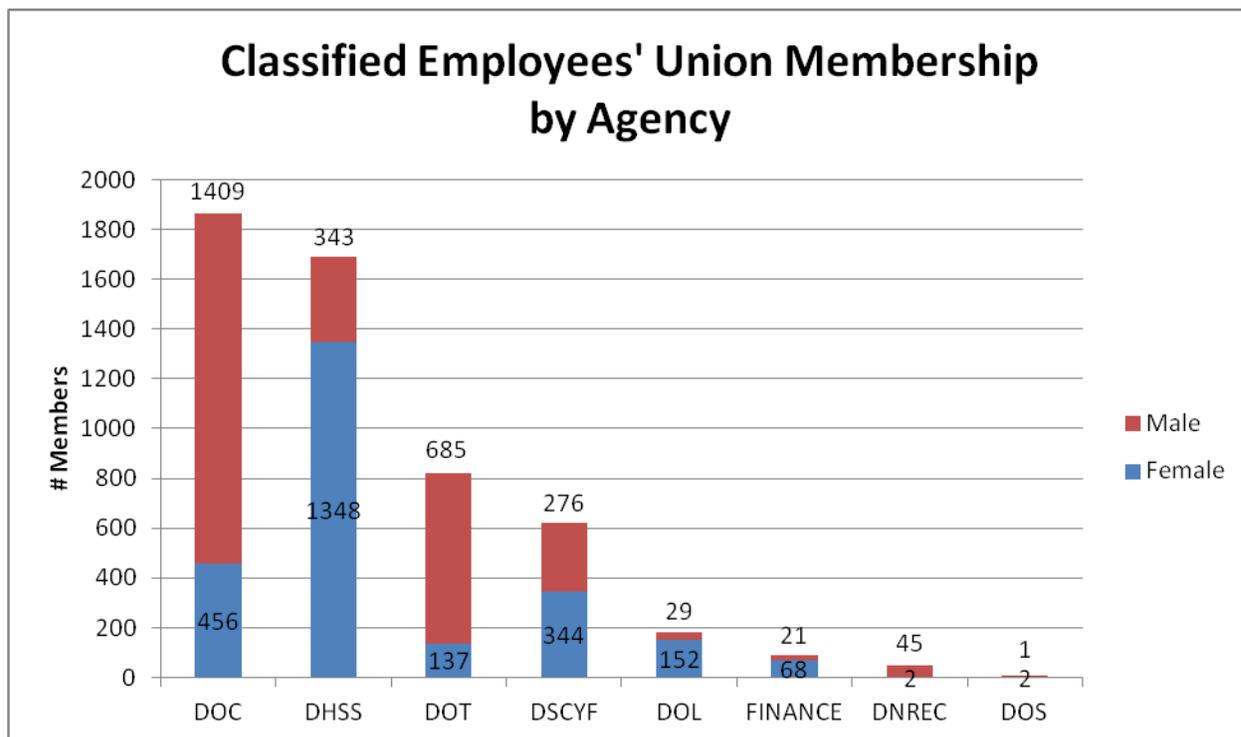
*Excludes Delaware Uniformed State Police (4506)

Labor Relations

There are 5,318* state employees, approximately 44 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 Middle Atlantic reported union membership rates above the national average. This 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 of North America (LIUNA), and Delaware State Education Association (DSEA).

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



Union Representation Percentages by Gender and Ethnicity

	Gender		Ethnicity											
	Female	%	Male	%	Am. Indian	%	Asian	%	Black	%	Hispanic	%	White	%
Union Workforce	2509	47%	2809	53%	25	0.5%	60	1.1%	2195	41.3%	128	2.4%	2910	54.7%
Workforce	6731	55%	5446	45%	51	0.4%	206	1.7%	3587	29%	284	2.3%	8047	66%

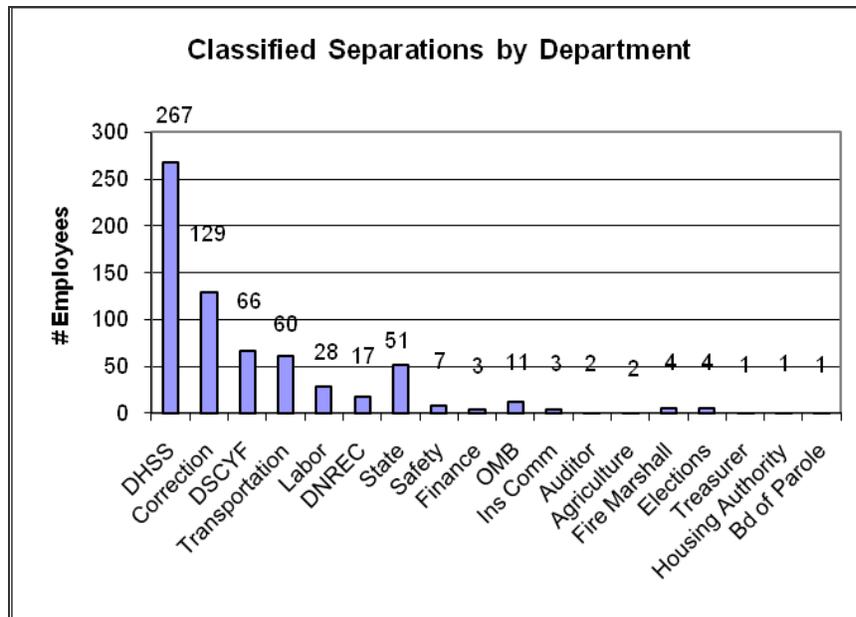
Turnover

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

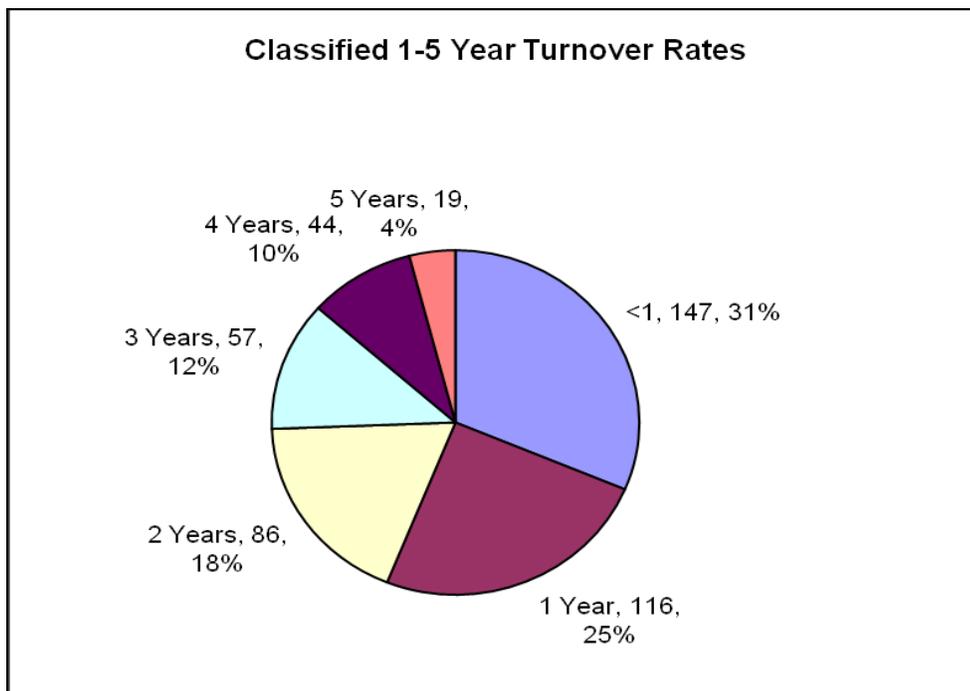
The overall turnover rate for 2009 was 7.9 percent. This represents a 1.7 percent increase from the 6.2 percent turnover rate in fiscal year 2008. The total number of state employee separations was 967. This included voluntary resignations, involuntary separations, retirements, and deaths.



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



There were 669 total separations among state employees in FY2009; 469 or 70% were employees having five or less years of service. This results in high recruitment and training 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.

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 2009 and most State employees that were retirement-eligible chose not to retire.

The number of state employee retirements was down in 2009 (a decrease of 990 from 2008). Data indicated that 5,227 State employees were eligible to retire in fiscal year 2009. Taking into account the number of actual retirements, 292, this means that 4,118 (79%) state employees who were eligible chose not to retire.

Average salaries for state employees have decreased and remain below the average salaries of the civilian labor force in Delaware.

Average salaries for state employees have decreased by 0.8% over the past year. The average annual salary for state employees was \$41,095 in fiscal year 2009, compared with an average annual salary of \$47,427 for the civilian labor force in Delaware. While average salary may be a useful indicator, total compensation (which includes 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 affected by technology changes.

Comparing Delaware to Contiguous States

Maximum Days of Annual Leave Earned Annually

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

Number of Days of Sick Leave Earned Annually

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

Number of Statutory Holidays Each Year

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

Average Age of State Employees

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

Average Years of Service

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

Average Age of New Hires

<i>Delaware</i>	37
<i>Maryland</i>	37
<i>New Jersey</i>	35
<i>Pennsylvania</i>	38

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 OMB Management Services. 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/orgdev/workforce.shtml>)

Human Resource Management, Workforce Planning & Performance Management 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://portalpd.erp.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 2009, July 1, 2008 – June 30, 2009. 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 2009. 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 Workforce Planning & Performance Management section 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 – 2009 State Employees’ Pay Table

	Annual Salary (37.5 hrs)		
Pay Grade	80% of Midpoint	100% of Midpoint	120% of Midpoint
1	\$17,520.00	\$20,748.00	\$24,898.00
2	\$17,760.00	\$22,200.00	\$26,640.00
3	\$19,008.00	\$23,760.00	\$28,512.00
4	\$20,334.00	\$25,417.00	\$30,500.00
5	\$21,761.00	\$27,201.00	\$32,641.00
6	\$23,283.00	\$29,104.00	\$34,925.00
7	\$24,910.00	\$31,138.00	\$37,366.00
8	\$26,654.00	\$33,317.00	\$39,980.00
9	\$28,522.00	\$35,653.00	\$42,784.00
10	\$30,518.00	\$38,148.00	\$45,778.00
11	\$32,652.00	\$40,815.00	\$48,978.00
12	\$34,939.00	\$43,674.00	\$52,409.00
13	\$37,386.00	\$46,732.00	\$56,078.00
14	\$39,998.00	\$49,997.00	\$59,996.00
15	\$42,801.00	\$53,501.00	\$64,201.00
16	\$45,801.00	\$57,251.00	\$68,701.00
17	\$49,005.00	\$61,256.00	\$73,507.00
18	\$52,433.00	\$65,541.00	\$78,649.00
19	\$56,104.00	\$70,130.00	\$84,156.00
20	\$60,035.00	\$75,044.00	\$90,053.00
21	\$64,235.00	\$80,294.00	\$96,353.00
22	\$68,732.00	\$85,915.00	\$103,098.00
23	\$73,545.00	\$91,931.00	\$110,317.00
24	\$78,696.00	\$98,370.00	\$118,044.00
25	\$84,202.00	\$105,252.00	\$126,302.00
26	\$90,094.00	\$112,618.00	\$135,142.00

	Annual Salary (40 hrs)		
Pay Grade	80% of Midpoint	100% of Midpoint	120% of Midpoint
1	\$17,704.00	\$22,130.00	\$26,556.00
2	\$18,944.00	\$23,680.00	\$28,416.00
3	\$20,271.00	\$25,339.00	\$30,407.00
4	\$21,689.00	\$27,111.00	\$32,533.00
5	\$23,210.00	\$29,013.00	\$34,816.00
6	\$24,834.00	\$31,042.00	\$37,250.00
7	\$26,572.00	\$33,215.00	\$39,858.00
8	\$28,433.00	\$35,541.00	\$42,649.00
9	\$30,423.00	\$38,029.00	\$45,635.00
10	\$32,552.00	\$40,690.00	\$48,828.00
11	\$34,828.00	\$43,535.00	\$52,242.00
12	\$37,269.00	\$46,586.00	\$55,903.00
13	\$39,876.00	\$49,845.00	\$59,814.00
14	\$42,670.00	\$53,337.00	\$64,004.00
15	\$45,656.00	\$57,070.00	\$68,484.00
16	\$48,854.00	\$61,067.00	\$73,280.00
17	\$52,270.00	\$65,338.00	\$78,406.00
18	\$55,930.00	\$69,912.00	\$83,894.00
19	\$59,846.00	\$74,807.00	\$89,768.00
20	\$64,038.00	\$80,047.00	\$96,056.00
21	\$68,519.00	\$85,649.00	\$102,779.00
22	\$73,317.00	\$91,646.00	\$109,975.00
23	\$78,446.00	\$98,057.00	\$117,668.00
24	\$83,938.00	\$104,923.00	\$125,908.00
25	\$89,814.00	\$112,267.00	\$134,720.00
26	\$96,101.00	\$120,126.00	\$144,151.00

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.