



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

A Summary of the
**State of Delaware
Workforce Demographics for
Fiscal Year 2010**

November 2011

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2010 Executive Branch Workforce Fast Facts

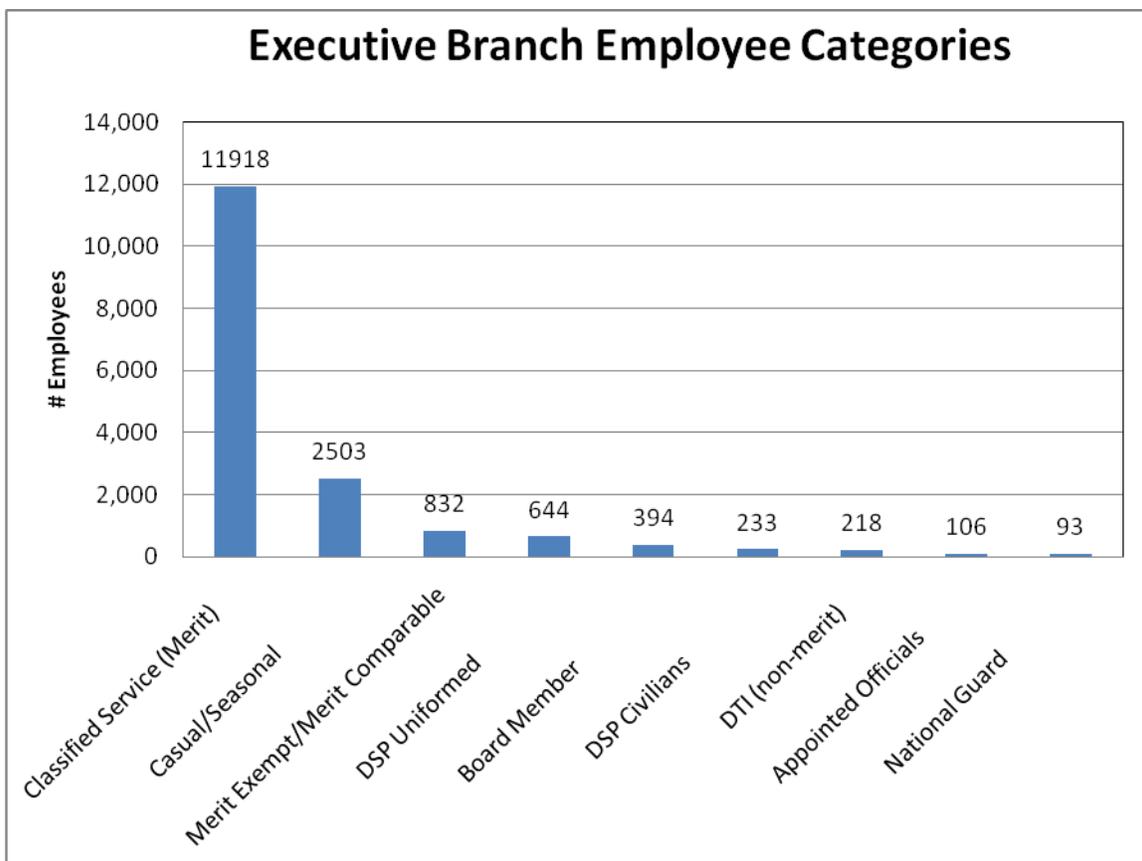
# Employees	11,918
# Retired	399
# New Hires	541
# Promotions	661
# Transfers	663
# Demotions	40

Overview

Delaware state government employs over 16,000 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, 2010.

The average age of state employees is 46 years old; the average annual salary is \$38,366.00; and the average length of service is 11 years.



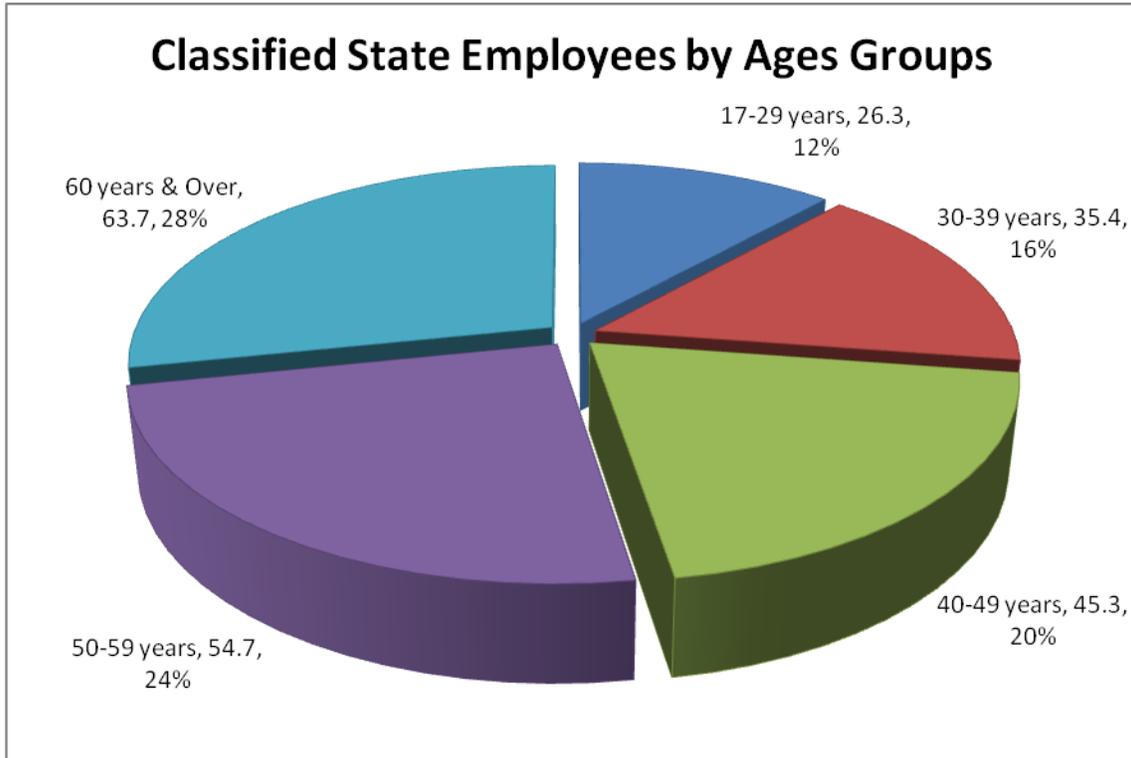
State of Delaware Workforce Demographics

The number of state employees, both Classified (Merit) and Non-classified (non-Merit), by Agency, in 2010:

Agency	Classified		Non-Classified	
	# Employees	%	# Employees	%
Adv. Council for Except Citizens	0	0%	3	100%
Agriculture	113	54%	96	46%
Attorney General	3	1%	414	99%
Auditor	20	83%	4	17%
Board of Parole	3	33%	6	67%
Commissioner of Elections	11	12%	81	88%
Correction	2449	97%	87	3%
Criminal Justice Council	15	58%	11	42%
Economic and Development Office	0	0%	42	100%
Education	0	0%	33	100%
Elections, KC	6	26%	17	74%
Elections, NCC	13	20%	52	80%
Elections, SC	5	16%	26	84%
Finance	258	77%	76	23%
Fire Prevention	18	6%	271	94%
Governor	0	0%	23	100%
Health and Social Services	3866	85%	660	15%
Insurance Commissioner	59	88%	8	12%
Justice Information System	11	85%	2	15%
Labor	418	85%	75	15%
Lt. Governor	0	0%	5	100%
National Guard	0	0%	94	100%
Natural Resources and Environmental Control	700	52%	656	48%
Office of Management and Budget	345	79%	94	21%
Public Defender's Office	0	0%	142	100%
Safety and Homeland Security	169	15%	980	85%
Services for Children, Youth and Their Families	1133	88%	159	12%
State	518	55%	423	45%
State Fire Marshall	53	85%	9	15%
State Housing Authority	20	91%	2	9%
Technology and Information	0	0%	221	100%
Transportation	1693	87%	248	13%
Treasurer	19	86%	3	14%
Grand Total	11918	70%	5023	30%

Age

The average age of a state employee is 46 years old. The chart below illustrates state employees by the various age groups.



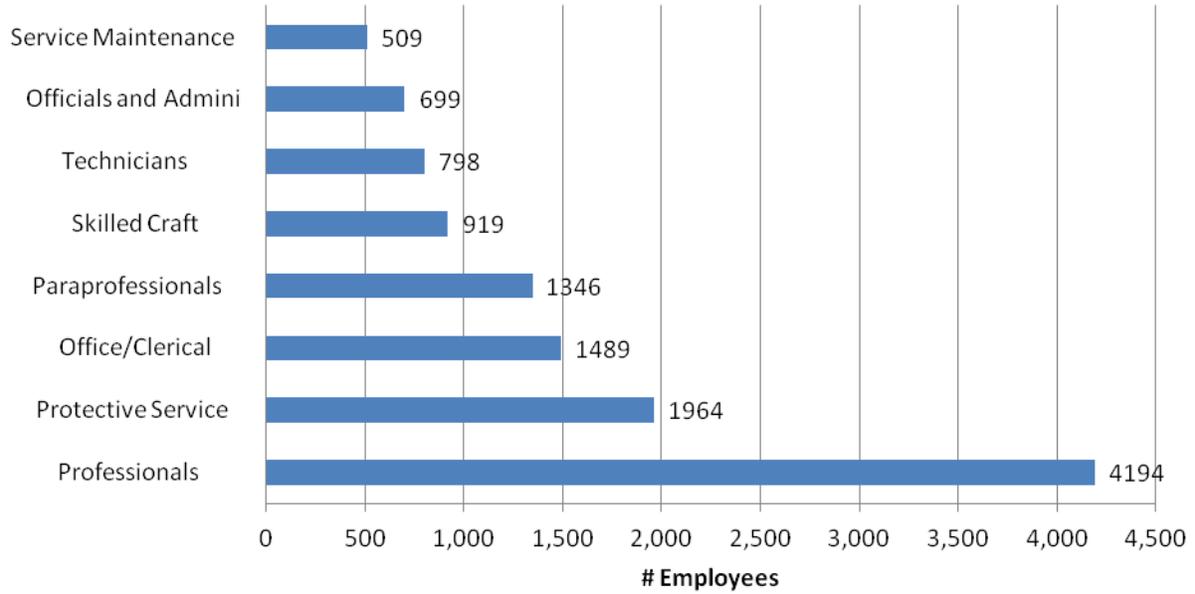
** Results may not total 100 percent due to rounding.*

Average Age of Employees

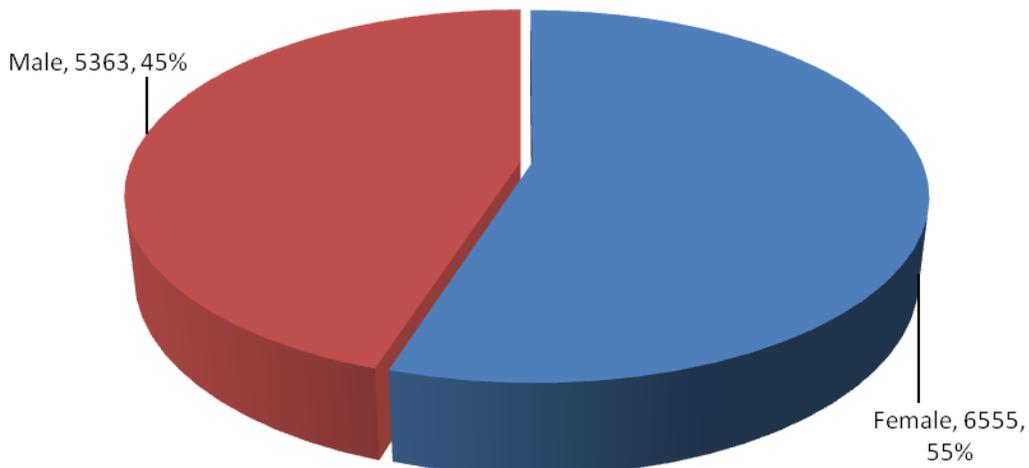
Agency	Merit	Non-Merit
Adv. Council for Except Citizens	0	51
Agriculture	48	54
Attorney General	46	45
Auditor	39	52
Board of Parole	51	63
Commissioner of Elections	45	44
Correction	42	54
Criminal Justice Council	43	51
Economic and Development Office	0	47
Education	0	52
Elections, KC	61	55
Elections, NCC	47	53
Elections, SC	52	62
Finance	49	53
Fire Prevention	49	46
Governor	0	38
Health and Social Services	48	48
Insurance Commissioner	49	55
Justice Information System	45	55
Labor	48	53
Lt. Governor	0	38
National Guard	0	42
Natural Resources and Environmental Control	47	37
Office of Management and Budget	46	50
Public Defender's Office	0	50
Safety and Homeland Security	48	41
Services for Children, Youth and Their Families	43	41
State	46	55
State Fire Marshall	48	52
State Housing Authority	50	38
Technology and Information	0	47
Transportation	45	47
Treasurer	47	32
Grand Total	46	46

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

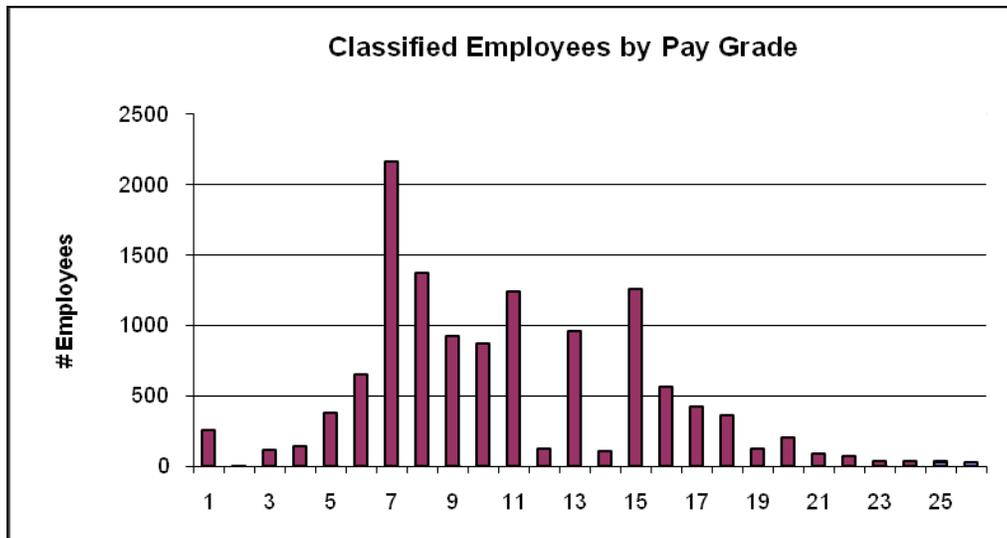
Classified Employees by Occupation (per EEO-4 Categories)



Classified Employees by Gender



Compensation

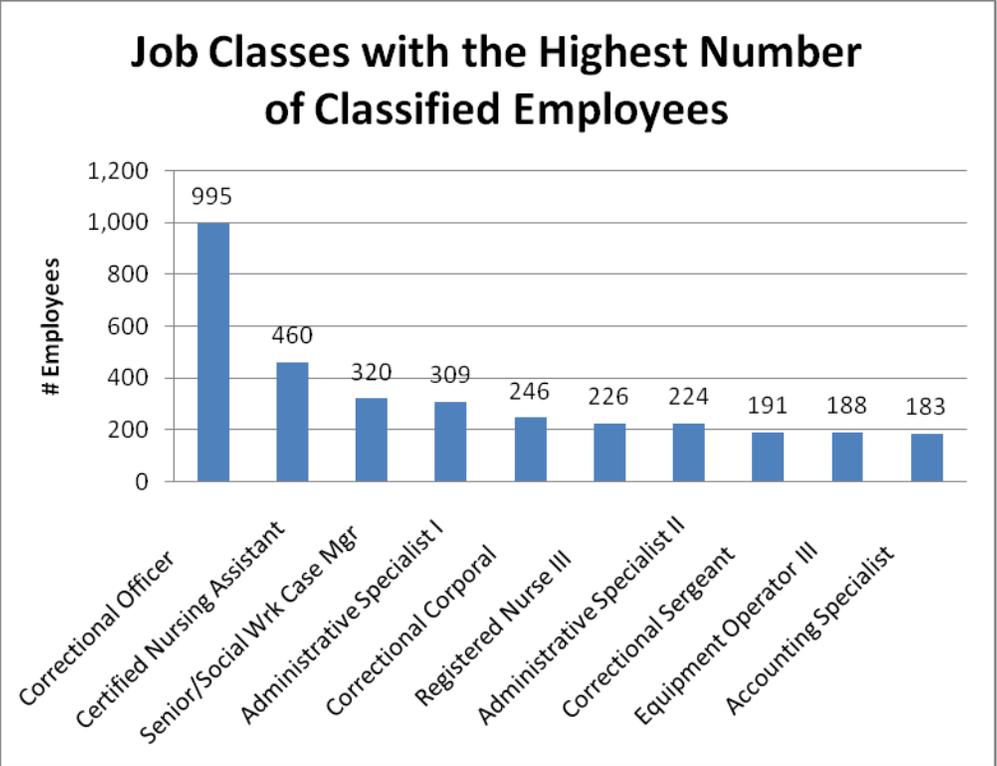


The average base salary for state employees in 2010 was \$38,366, a 6.6% decrease over 2009. The average fringe benefit cost per state employee was \$19,444, which is a 1% increase from 2009. [Fringe benefit cost is used because of the competitive advantage compared to the benefits provided by many other 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 2010 Pay Tables]

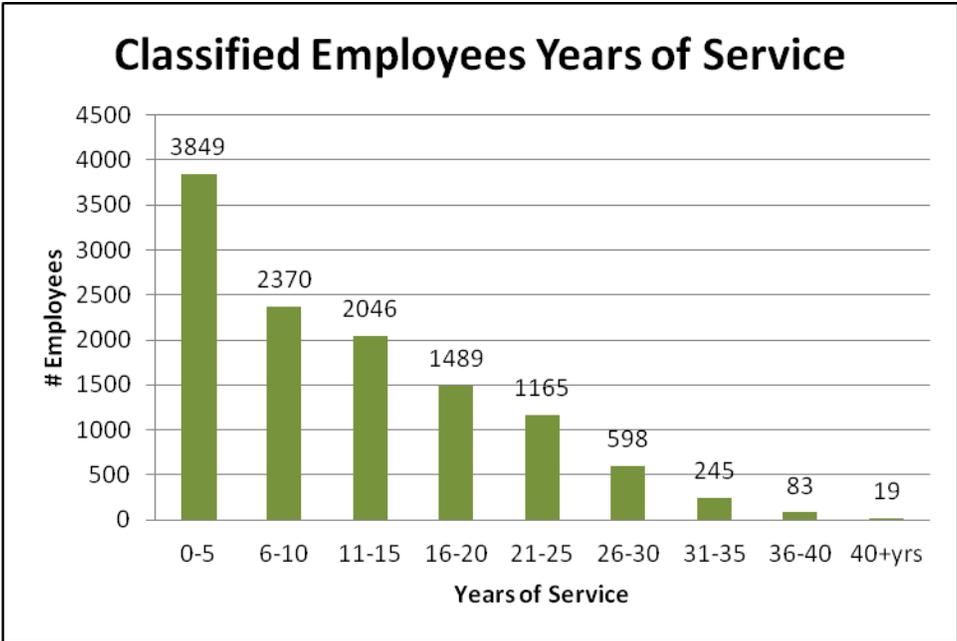
As illustrated in the graph above, the largest number of employees, 2080, is classified as pay grade 7, and includes such positions as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Youth Rehabilitation Counselor I, and Motor Vehicle Special II.

The second largest numbers of employees, 1355, 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



Average years of Services for State Employees in 2010

Agency	Average Years	
	Classified	Non-Classified
Adv. Council for Except Citizens	0	12
Agriculture	16	6
Attorney General	5	11
Auditor	9	12
Board of Parole	11	14
Commissioner of Elections	13	2
Correction	11	16
Criminal Justice Council	8	21
Economic and Development Office	0	9
Education	0	14
Elections, KC	19	10
Elections, NCC	12	7
Elections, SC	15	11
Finance	15	15
Fire Prevention	14	5
Governor	0	8
Health and Social Services	13	11
Insurance Commissioner	12	13
Justice Information System	15	19
Labor	11	13
Lt. Governor	0	7
National Guard	0	10
Natural Resources and Environmental Control	14	5
Office of Management and Budget	13	11
Public Defender's Office	0	13
Safety and Homeland Security	11	13
Services for Children, Youth and Their Families	11	7
State	11	7
State Fire Marshall	13	8
State Housing Authority	18	2
Technology and Information	0	12
Transportation	12	10
Treasurer	14	4

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.

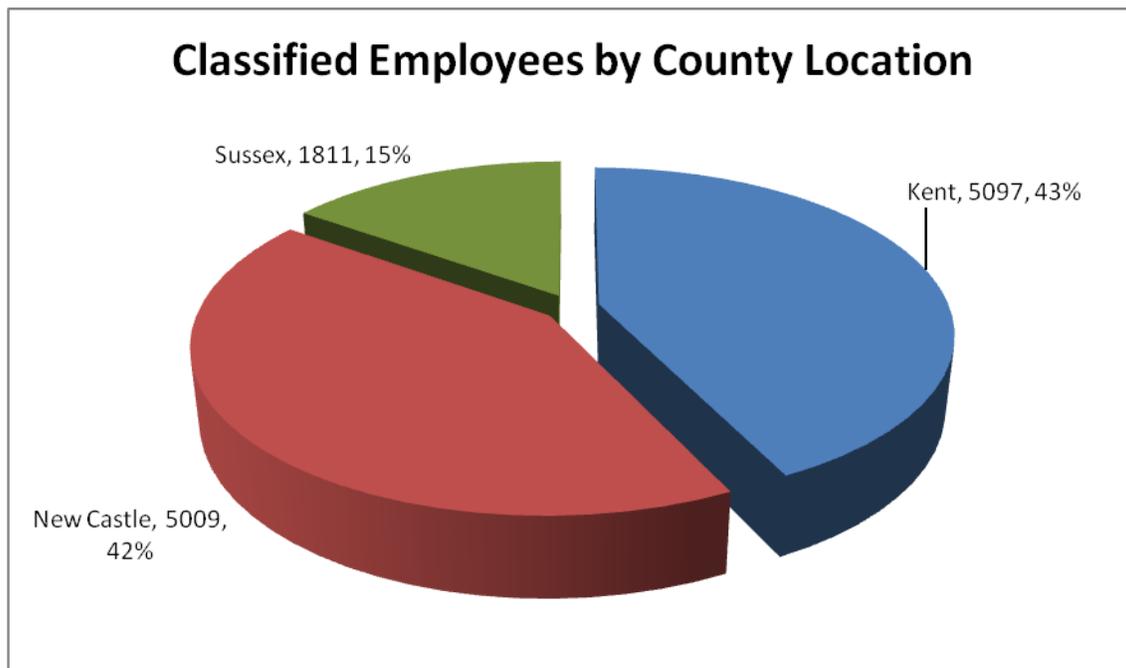
Additionally, state employees are eligible for a reduced pension:

- 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 6/30/10, there are 1,686 (14%) employees eligible to retire immediately with full benefits. The following projections are for future retirements:

- 4,116 are eligible to retire within 5 years (full) - (35%)
- 5,731 are eligible to retire within 5 years (any type) - (48%)
- 1,615 are eligible to retire within 5 years (reduced) – (14%)

Geographic Location

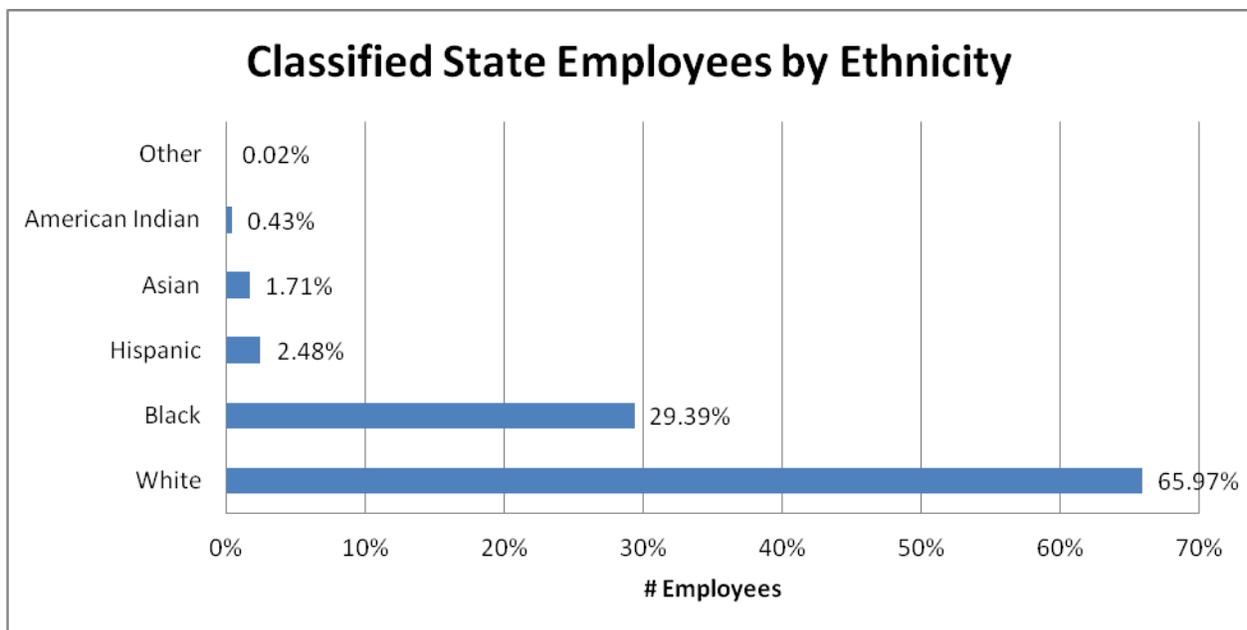


Ethnicity

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	0.0%	0	0.0%	6	0.1%	1	0.0%	0	0.0%	106	0.9%
Attorney General	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	1	0.0%
Auditor	0	0.0%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	18	0.2%
Board of Parole	0	0.0%	0	0.0%	1	0.0%	1	0.0%	0	0.0%	1	0.0%
Commissioner of Elections	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	8	0.1%
Correction	13	0.1%	20	0.2%	784	6.6%	60	0.5%	0	0.0%	1572	13.2%
Criminal Justice Council	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	12	0.1%
Elections, KC	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	5	0.0%
Elections, NCC	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	11	0.1%
Elections, SC	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	0.0%
Finance	1	0.0%	7	0.1%	76	0.6%	4	0.0%	0	0.0%	170	1.4%
Fire Prevention	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	18	0.2%
Health and Social Services	22	0.2%	96	0.8%	1504	12.6%	125	1.0%	2	0.0%	2117	17.8%
Insurance Commissioner	1	0.0%	1	0.0%	10	0.1%	1	0.0%	0	0.0%	46	0.4%
Justice Information System	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	10	0.1%
Labor	0	0.0%	4	0.0%	128	1.1%	15	0.1%	0	0.0%	271	2.3%
Natural Resources and Environmental Control	0	0.0%	19	0.2%	56	0.5%	5	0.0%	0	0.0%	620	5.2%
Office of Management and Budget	3	0.0%	9	0.1%	51	0.4%	8	0.1%	0	0.0%	274	2.3%
Safety and Homeland Security	2	0.0%	3	0.0%	32	0.3%	9	0.1%	0	0.0%	123	1.0%
Services for Children, Youth and Their Families	2	0.0%	12	0.1%	497	4.2%	25	0.2%	0	0.0%	597	5.0%
State	2	0.0%	3	0.0%	131	1.1%	12	0.1%	0	0.0%	370	3.1%
State Fire Marshall	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	51	0.4%
State Housing Authority	0	0.0%	0	0.0%	2	0.0%	1	0.0%	0	0.0%	17	0.1%
Transportation	5	0.0%	27	0.2%	209	1.8%	28	0.2%	0	0.0%	1424	11.9%
Treasurer	0	0.0%	1	0.0%	3	0.0%	0	0.0%	0	0.0%	15	0.1%
Total	51	0.4%	204	1.7%	3503	29.4%	296	2.5%	2	0.0%	7862	66.0%

Non-Classified Employees in Executive Branch Agencies

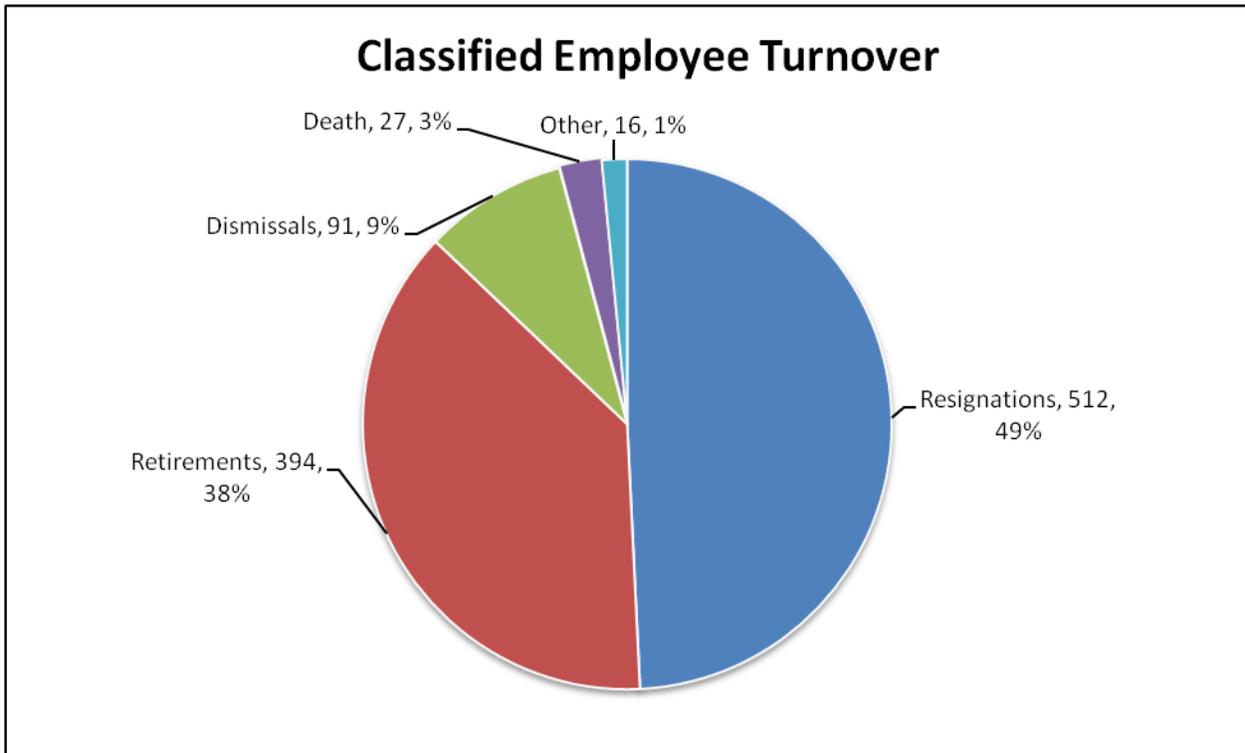
Agency	Amer. Indian		Asian		Black		Hispanic		Other		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Adv. Council for Except Citizens	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	2	0.0%
Agriculture	1	0.0%	1	0.0%	0	0.0%	3	0.1%	1	0.0%	90	1.7%
Attorney General	1	0.0%	1	0.0%	53	1.0%	9	0.2%	0	0.0%	350	6.7%
Auditor	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	3	0.1%
Board of Parole	0	0.0%	0	0.0%	3	0.1%	0	0.0%	0	0.0%	3	0.1%
Commissioner of Elections	0	0.0%	3	0.1%	5	0.1%	0	0.0%	0	0.0%	73	1.4%
Correction	0	0.0%	0	0.0%	16	0.3%	0	0.0%	0	0.0%	71	1.4%
Criminal Justice Council	0	0.0%	0	0.0%	3	0.1%	0	0.0%	0	0.0%	8	0.2%
Economic and Development Office	0	0.0%	3	0.1%	3	0.1%	1	0.0%	0	0.0%	35	0.7%
Education	0	0.0%	4	0.1%	36	0.7%	5	0.1%	0	0.0%	211	4.0%
Elections, KC	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	17	0.3%
Elections, NCC	0	0.0%	2	0.0%	11	0.2%	0	0.0%	0	0.0%	39	0.7%
Elections, SC	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	25	0.5%
Finance	1	0.0%	0	0.0%	36	0.7%	2	0.0%	0	0.0%	37	0.7%
Fire Prevention	1	0.0%	0	0.0%	5	0.1%	0	0.0%	1	0.0%	264	5.0%
Governor	0	0.0%	0	0.0%	4	0.1%	0	0.0%	0	0.0%	19	0.4%
Health and Social Services	4	0.1%	22	0.4%	253	4.8%	17	0.3%	0	0.0%	364	6.9%
Insurance Commissioner	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	7	0.1%
Justice Information System	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%
Labor	0	0.0%	1	0.0%	16	0.3%	2	0.0%	0	0.0%	56	1.1%
Lt. Governor	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	3	0.1%
National Guard	0	0.0%	1	0.0%	3	0.1%	1	0.0%	0	0.0%	89	1.7%
Natural Resources and Environmental Control	2	0.0%	4	0.1%	27	0.5%	11	0.2%	2	0.0%	610	11.6%
Office of Management and Budget	0	0.0%	2	0.0%	13	0.2%	1	0.0%	1	0.0%	77	1.5%
Public Defender's Office	0	0.0%	1	0.0%	14	0.3%	1	0.0%	0	0.0%	126	2.4%
Safety and Homeland Security	8	0.2%	11	0.2%	98	1.9%	17	0.3%	0	0.0%	846	16.1%
Services for Children, Youth and Their Families	0	0.0%	1	0.0%	78	1.5%	8	0.2%	1	0.0%	71	1.4%
State	4	0.1%	9	0.2%	61	1.2%	7	0.1%	1	0.0%	341	6.5%
State Fire Marshall	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	0.2%
State Housing Authority	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
Technology and Information	0	0.0%	26	0.5%	33	0.6%	3	0.1%	0	0.0%	159	3.0%
Transportation	0	0.0%	4	0.1%	44	0.8%	6	0.1%	0	0.0%	194	3.7%
Treasurer	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	2	0.0%
Total	22	0.4%	97	1.8%	822	15.7%	94	1.8%	7	0.1%	4204	80.1%

*Excludes Delaware Uniformed State Police (4506)

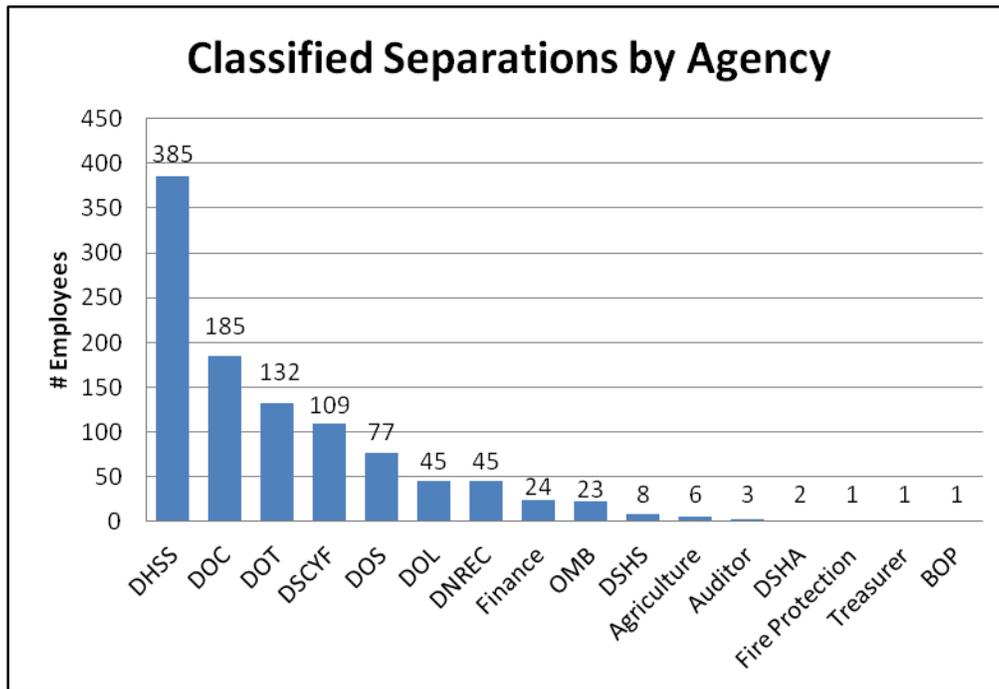
Turnover

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.

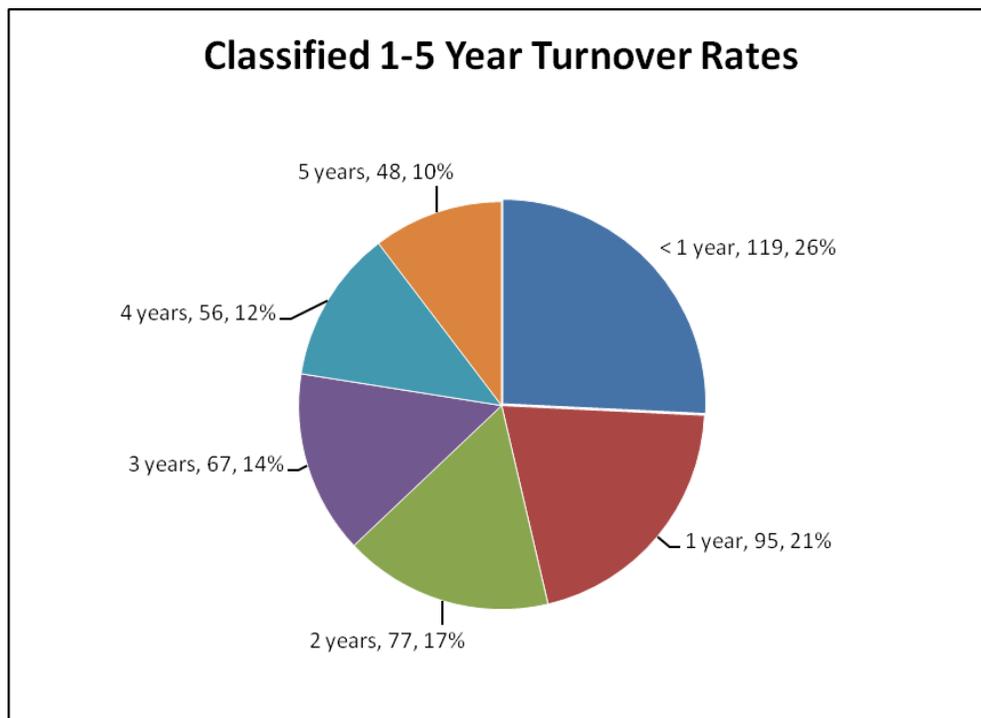
The overall turnover rate for 2010 was 8.7 percent. This represents a .7 percent increase from the 8.0 percent turnover rate in fiscal year 2009. The total number of state employee separations was 1040. This included voluntary resignations, involuntary separations, retirements, deaths, and other.



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 1040 total separations among state employees in fiscal year 2010; 462 separations or 44% were employees having five or less years of service. This number is significant in that almost half, or 47% were employees with one year or less; which 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

Avg. = 4 years, 11 Months

Retirements

Avg. = 24 Years, 11 Months

Dismissals

Avg. = 5 years, 2 Months

Deaths

Avg. = 13 years, 10 Months

Other

Avg. = 6 years, 9 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 increased in 2010 and most State employees that were retirement-eligible chose not to retire.

The number of state employee retirements was up in 2010 (an increase of 106 from 2009). Data indicated that 5,731 State employees were eligible to retire in fiscal year 2010. Taking into account the number of actual retirements, 399, this means that 5,332 (93%) 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 6.6% over the past year. The average annual salary for state employees was \$38,366 in fiscal year 2010, compared with an average annual salary of \$47,898 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

Delaware	21
Maryland	25
New Jersey	25
Pennsylvania	26 (after 25 years of service)

Number of Days of Sick Leave Earned Annually

Delaware	15
Maryland	15
New Jersey	15
Pennsylvania	13

Number of Statutory Holidays Each Year

Delaware	12 (includes 2 floating holidays)
Maryland	11
New Jersey	12
Pennsylvania	11

Average Age of State Employees

Delaware	46
Maryland	46
New Jersey	46
Pennsylvania	46

Average Years of Service

Delaware	11
Maryland	13
New Jersey	13
Pennsylvania	12

Average Age of New Hires

Delaware	37
Maryland	N/A
New Jersey	35
Pennsylvania	39

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 2010, July 1, 2009 – June 30, 2010. 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 – 2010 State Employees’ Pay Table

Pay Grade	Annual Salary (37.5 hrs)			Pay Grade	Annual Salary (40 hrs)		
	80%	100%	120%		80%	100%	120%
001	\$17,082.00	\$20,229.00	\$24,275.00	001	\$17,262.00	\$21,577.00	\$25,892.00
002	\$17,316.00	\$21,645.00	\$25,974.00	002	\$18,470.00	\$23,088.00	\$27,706.00
003	\$18,533.00	\$23,166.00	\$27,799.00	003	\$19,765.00	\$24,706.00	\$29,647.00
004	\$19,826.00	\$24,782.00	\$29,738.00	004	\$21,146.00	\$26,433.00	\$31,720.00
005	\$21,217.00	\$26,521.00	\$31,825.00	005	\$22,630.00	\$28,288.00	\$33,946.00
006	\$22,701.00	\$28,376.00	\$34,051.00	006	\$24,213.00	\$30,266.00	\$36,319.00
007	\$24,288.00	\$30,360.00	\$36,432.00	007	\$25,908.00	\$32,385.00	\$38,862.00
008	\$25,987.00	\$32,484.00	\$38,981.00	008	\$27,722.00	\$34,652.00	\$41,582.00
009	\$27,810.00	\$34,762.00	\$41,714.00	009	\$29,662.00	\$37,078.00	\$44,494.00
010	\$29,755.00	\$37,194.00	\$44,633.00	010	\$31,738.00	\$39,673.00	\$47,608.00
011	\$31,836.00	\$39,795.00	\$47,754.00	011	\$33,958.00	\$42,447.00	\$50,936.00
012	\$34,066.00	\$42,582.00	\$51,098.00	012	\$36,337.00	\$45,421.00	\$54,505.00
013	\$36,451.00	\$45,564.00	\$54,677.00	013	\$38,879.00	\$48,599.00	\$58,319.00
014	\$38,998.00	\$48,747.00	\$58,496.00	014	\$41,603.00	\$52,004.00	\$62,405.00
015	\$41,730.00	\$52,163.00	\$62,596.00	015	\$44,514.00	\$55,643.00	\$66,772.00
016	\$44,656.00	\$55,820.00	\$66,984.00	016	\$47,632.00	\$59,540.00	\$71,448.00
017	\$47,780.00	\$59,725.00	\$71,670.00	017	\$50,964.00	\$63,705.00	\$76,446.00
018	\$51,122.00	\$63,902.00	\$76,682.00	018	\$54,531.00	\$68,164.00	\$81,797.00
019	\$54,702.00	\$68,377.00	\$82,052.00	019	\$58,350.00	\$72,937.00	\$87,524.00
020	\$58,534.00	\$73,168.00	\$87,802.00	020	\$62,437.00	\$78,046.00	\$93,655.00
021	\$62,630.00	\$78,287.00	\$93,944.00	021	\$66,806.00	\$83,508.00	\$100,210.00
022	\$67,014.00	\$83,767.00	\$100,520.00	022	\$71,484.00	\$89,355.00	\$107,226.00
023	\$71,706.00	\$89,633.00	\$107,560.00	023	\$76,485.00	\$95,606.00	\$114,727.00
024	\$76,729.00	\$95,911.00	\$115,093.00	024	\$81,840.00	\$102,300.00	\$122,760.00
025	\$82,097.00	\$102,621.00	\$123,145.00	025	\$87,568.00	\$109,460.00	\$131,352.00
026	\$87,842.00	\$109,803.00	\$131,764.00	026	\$93,698.00	\$117,123.00	\$140,548.00

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.