



State of Delaware
Office of Management and Budget
Human Resource Management

A Summary of the
State of Delaware
Workforce Demographics for
Fiscal Year 2015

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2015 Executive Branch Workforce Fast Facts

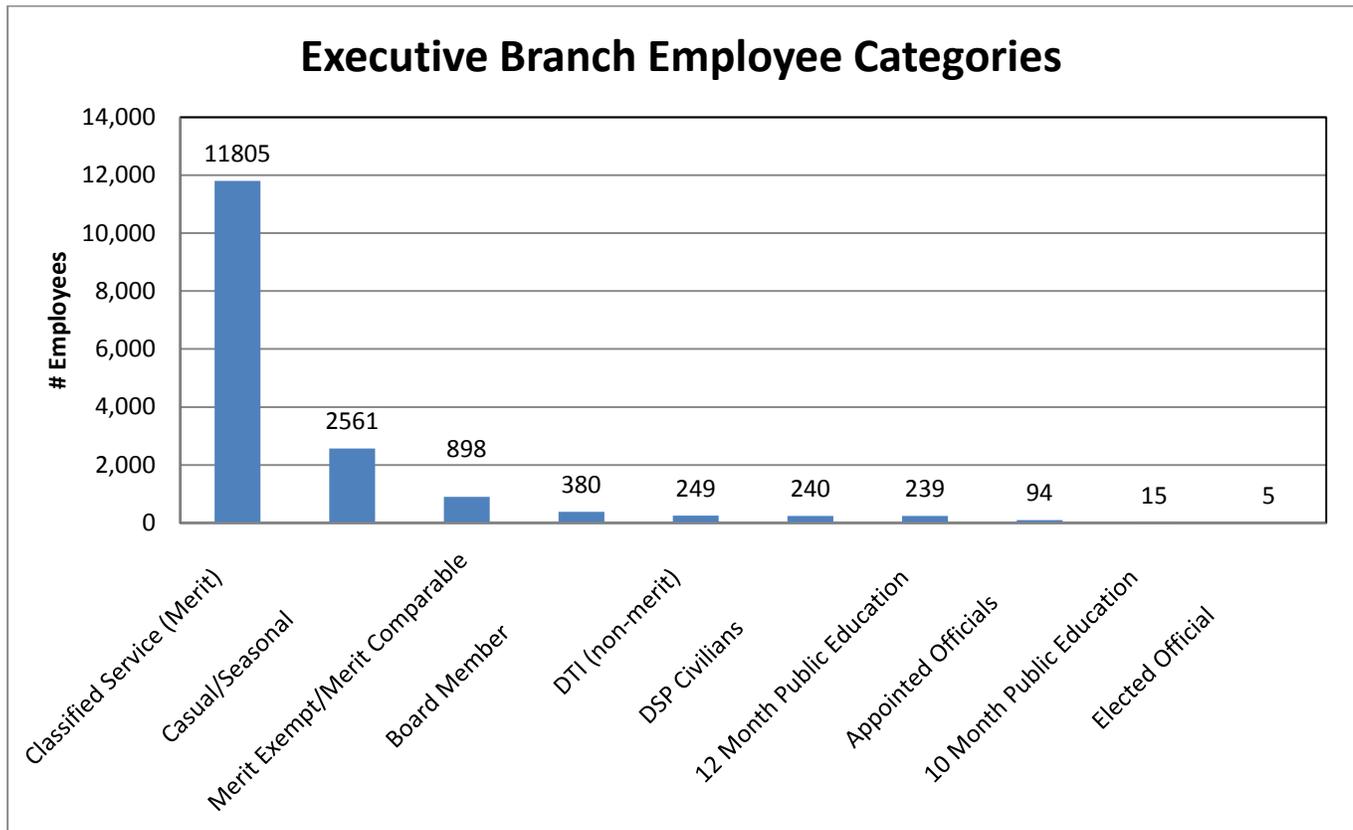
# Employees	16,486
# Retired	405
# New Hires	705
# Promotions	942
# Transfers	979
# Demotions	49

Overview

Delaware state government employs over 16,000 employees in the Executive Branch including Classified (Merit), casual/seasonal, Commission & Board Members, Appointed/Exempt, Elected Officials, and Department of Education, excluding school districts, charter schools, and higher education.

This report was prepared to summarize the State of Delaware's current workforce as of June 30, 2015.

The average age of state employees is 46 years old; the average annual salary is \$40,516 and the average length of service is 12 years, 4 months.



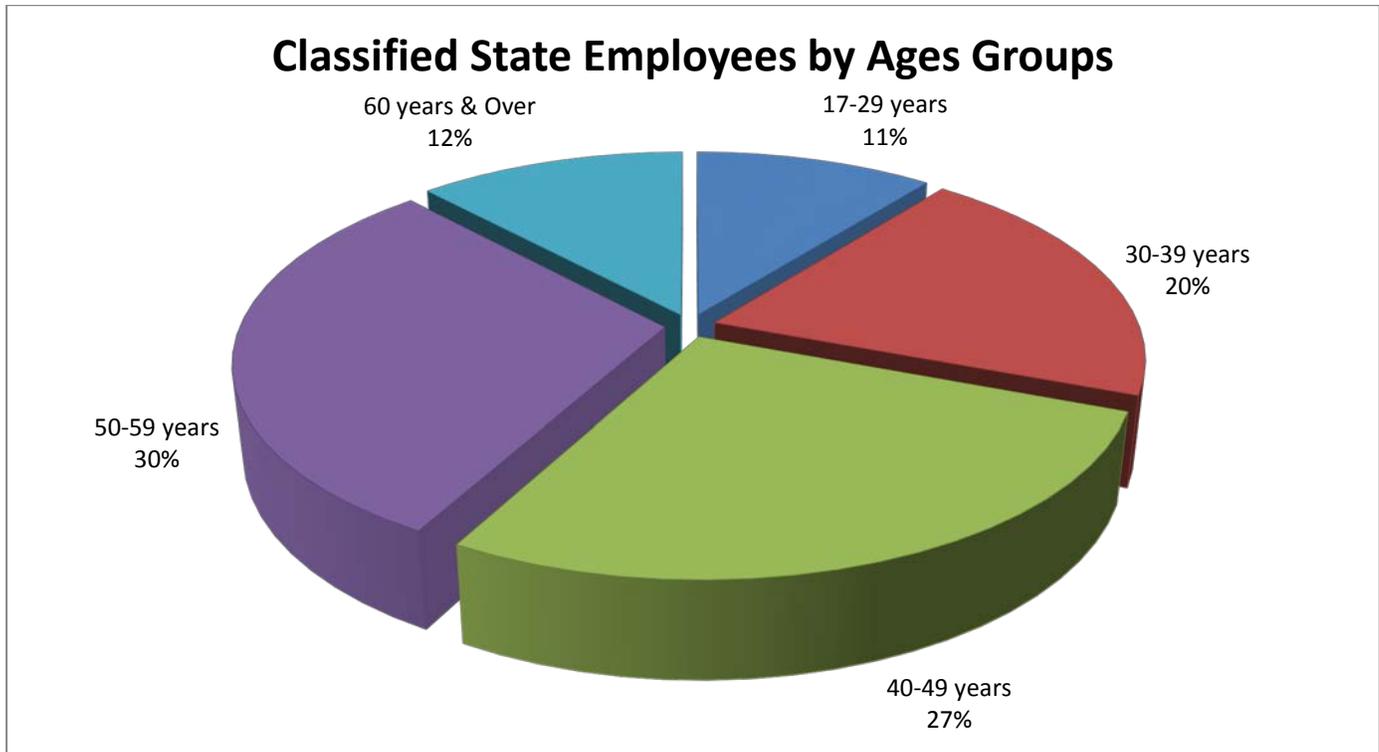
State of Delaware Workforce Demographics

The number of state employees, both Classified (Merit) and Non-classified (non-Merit), by Agency, in 2015:

Agency	Classified		Non-Classified	
	# Employees	%	# Employees	%
Advisory Council for Except Citizens	0	0%	3	100%
Agriculture	107	53%	95	47%
Attorney General	0	0%	483	100%
Auditor	17	85%	3	15%
Criminal Justice Council	17	49%	18	51%
DE Justice Infor System	11	92%	1	8%
Delaware Economic & Development	0	0%	45	100%
Health & Social Services	3683	87%	541	13%
Natural Resources & Environmental Control	678	50%	679	50%
Corrections	2485	96%	91	4%
Department of Education	0	0%	296	100%
Labor	410	84%	76	16%
State	529	55%	436	45%
Transportation	1665	84%	314	16%
Services for Children Youth & Family	1160	87%	171	13%
Safety & Homeland Security	239	18%	358	60%
Technology & Information	16	6%	256	94%
Elections	33	14%	208	86%
Finance	242	74%	87	26%
Fire Marshall	49	89%	6	11%
Fire Prevention	2	100%	0	0%
Fire School	17	7%	234	93%
Governor	0	0%	32	100%
Housing	13	93%	1	7%
Insurance	75	85%	13	15%
Office of Management & Budget	337	80%	72	18%
Public Defender	0	0%	158	100%
Treasurer	20	87%	3	13%
Totals	11805	72%	4680	28%

Age

The average age of state employee is 46 years old. The chart below illustrates state employees by the various age groups. Over half (57%) of the workforce is between ages 40-59, 20% being 30-39 years, 12% being 60 years and over, and the remaining 11% of the workforce making up the 17-29 year old employees.



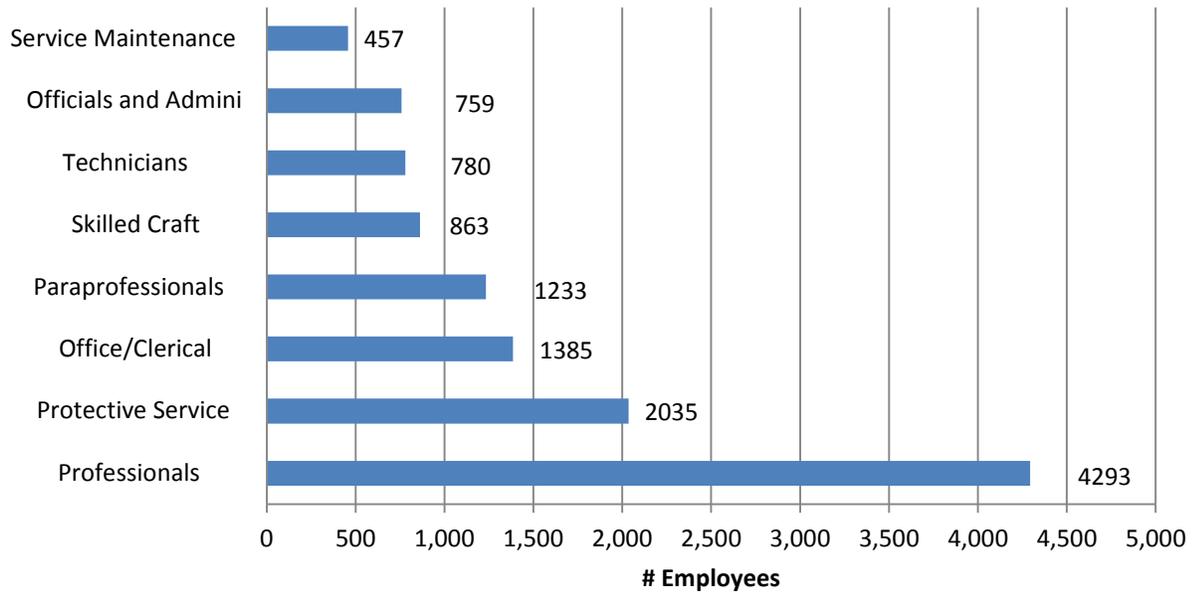
** Results may not total 100 percent due to rounding.*

The table below shows the average age by agency of classified (merit) and non-classified (non-merit) employees. Statistics are not provided for agencies with less than five employees in the specific category.

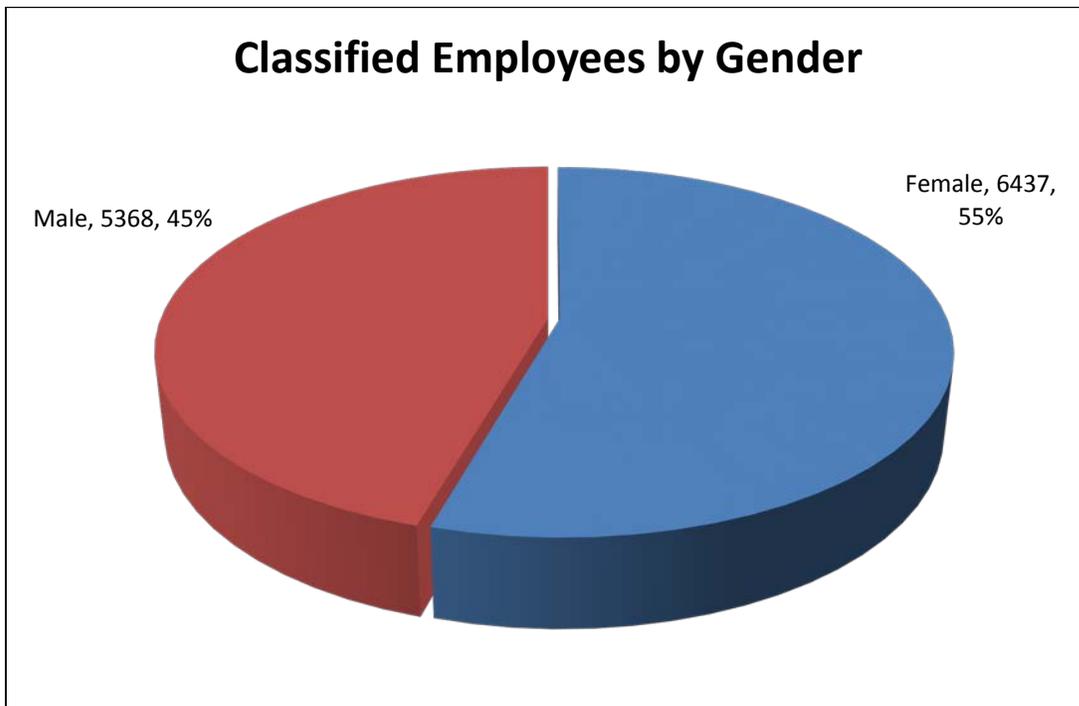
Average Age (Years) of State Employees

Average of Age of Employees	Average Age	
Agency	Merit	Non-Merit
Advisory Council for Except Citizens	0	53
Agriculture	47	56
Attorney General	0	44
Auditor	36	37
Criminal Justice Council	45	51
DE Justice Infor System	44	60
Delaware Economic & Development	0	49
Health & Social Services	49	49
Natural Resources & Environmental Control	47	36
Corrections	43	50
Department of Education	0	49
Labor	49	55
State	47	53
Transportation	46	43
Services for Children Youth & Family	44	41
Safety & Homeland Security	48	44
Technology & Information	52	48
Elections	53	50
Finance	51	54
Fire Marshall	48	58
Fire Prevention	50	0
Fire School	50	49
Governor	0	41
Housing	55	38
Insurance	47	50
Office of Management & Budget	47	52
Public Defender	0	48
Treasurer	48	53
Average Age	46	46

Classified Employees by Occupation (per EEO-4 Categories)

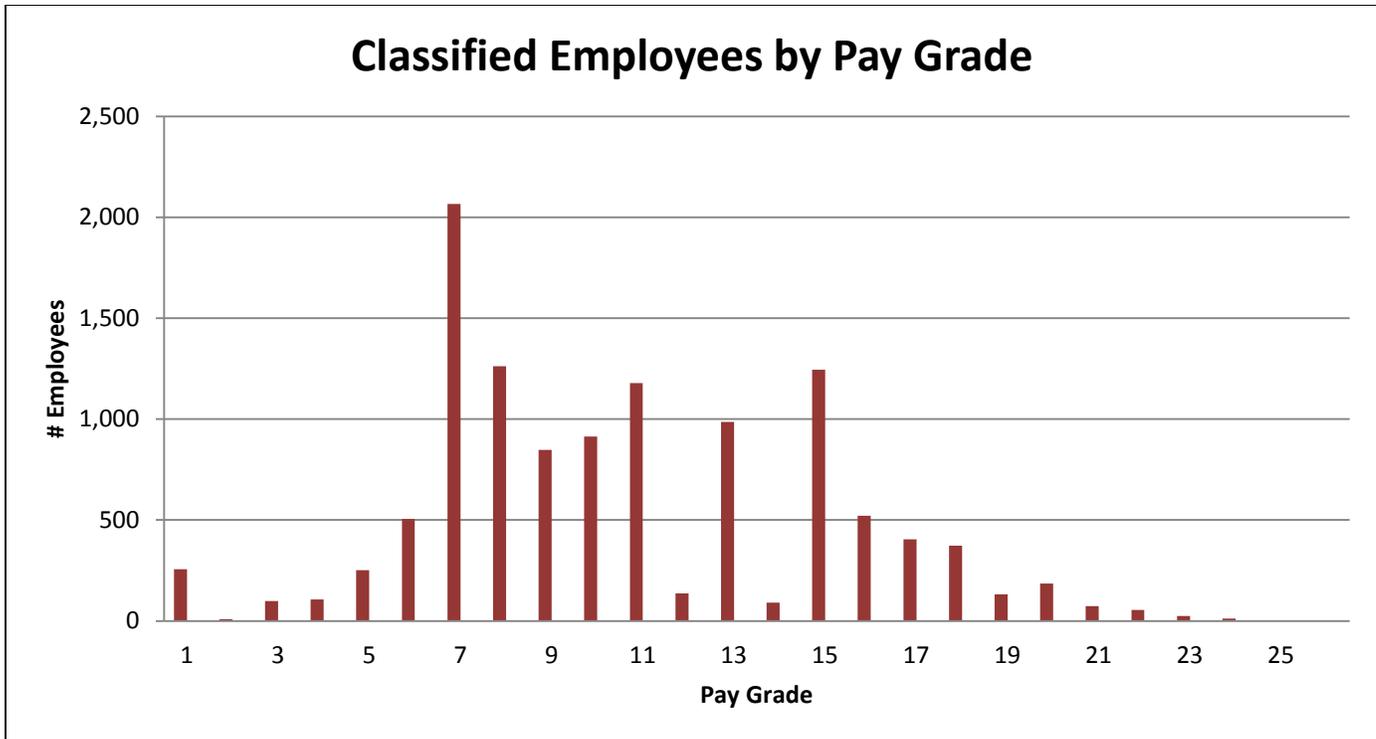


Classified Employees by Gender



**Gender results were not reported for all employees.*

Compensation



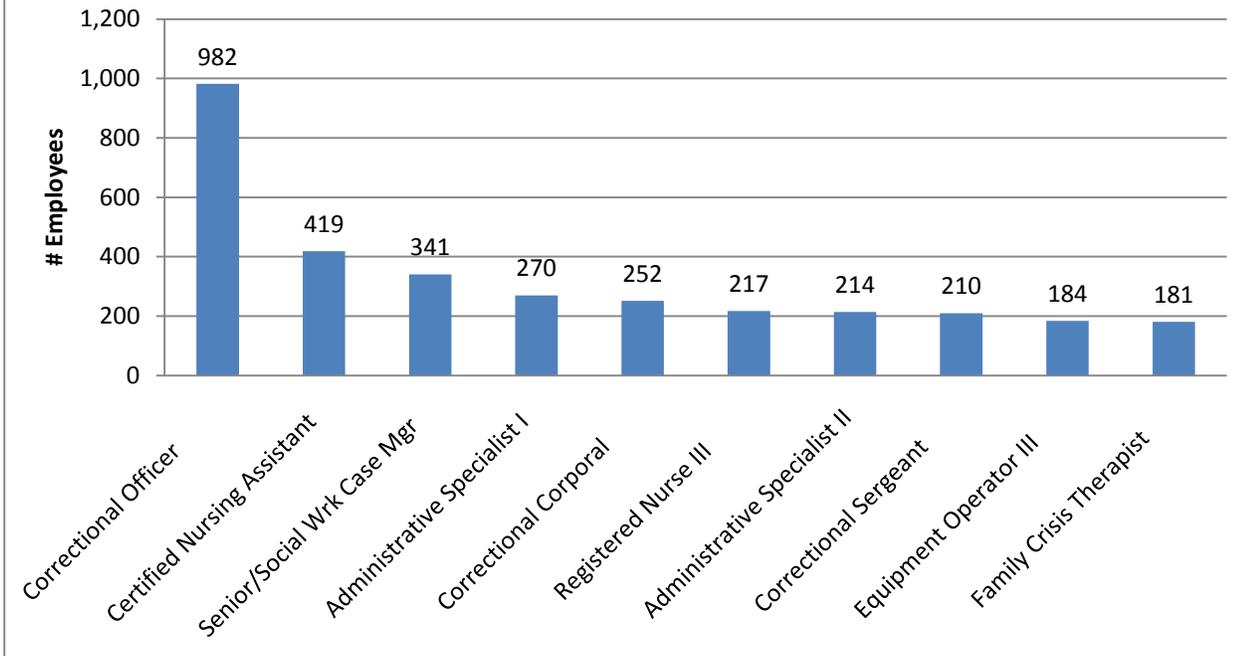
The average base salary for state employees in 2015 was \$40,516, a 0.86% increase over 2014. This average salary does not include fringe benefit cost per employee. Fringe benefit cost is used because of the competitive advantage compared to the benefits provided by many other employers throughout the 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 2015 Pay Tables]

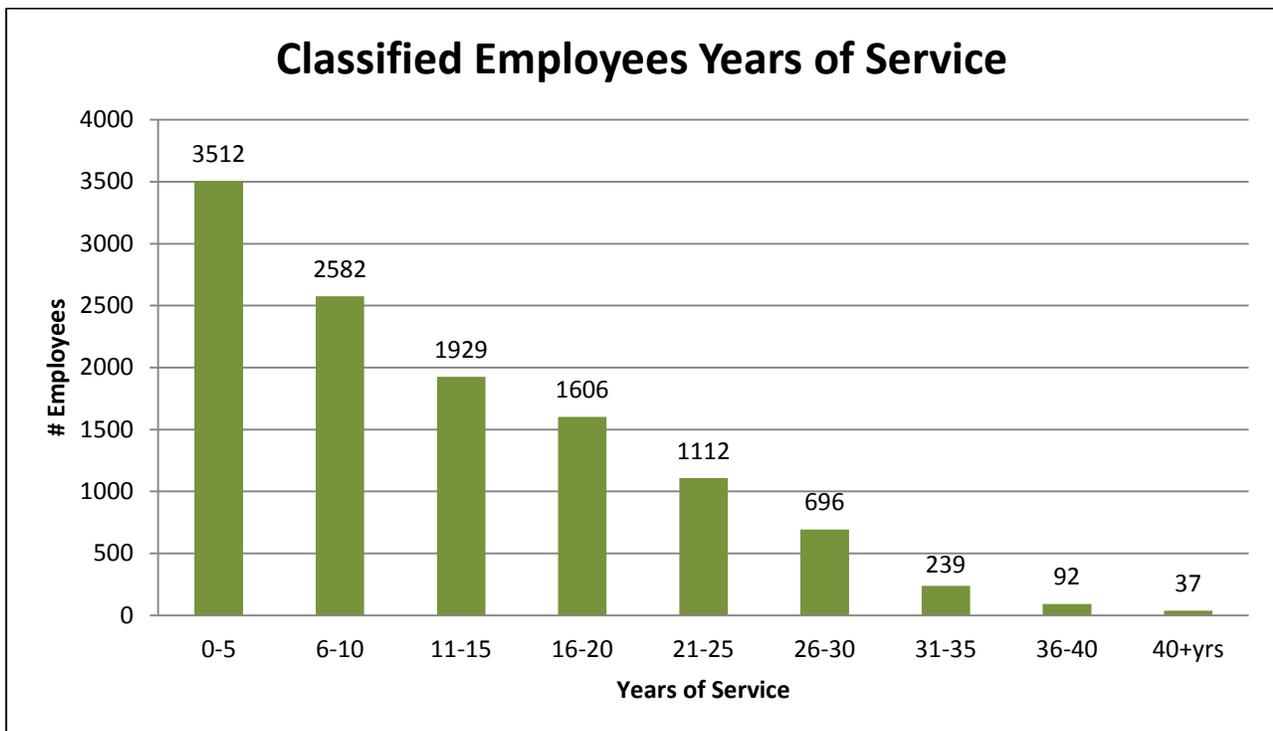
As illustrated in the graph above, the largest number of employees, 2062, is classified as pay grade 7, and includes such positions as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Motor Vehicle Specialist II, and Motor Vehicle Technician.

The second largest numbers of employees, 1262, are in pay grade 8 positions and include occupations such as Correctional Corporal, Administrative Specialist II, Equipment Operator III, Accounting Specialist, Social Service Specialist II, and Engineering Technician II.

Job Classes with the Highest Number of Classified Employees



Years of Service



Average Years of Services for State Employees in 2015

Classified and Non-classified Employees	Average Years	
	Classified	Non-Classified
Agency		
Advisory Council for Except Citizens	0	11
Agriculture	15	9
Attorney General	0	10
Auditor	7	11
Criminal Justice Council	11	16
DE Justice Infor System	12	39
Delaware Economic & Development	0	10
Health & Social Services	13	11
Natural Resources & Environmental Control	14	4
Corrections	12	14
Department of Education	0	14
Labor	11	11
State	11	7
Transportation	12	5
Services for Children Youth & Family	12	7
Safety & Homeland Security	10	13
Technology & Information	20	13
Elections	17	7
Finance	15	11
Fire Marshall	14	14
Fire Prevention	10	0
Fire School	15	7
Governor	0	8
Housing	21	6
Insurance	11	10
Office of Management & Budget	13	12
Public Defender	0	14
Treasurer	14	8

Retirement Eligibility

State of Delaware employees, hired before January 1, 2012, 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. There are several formulas that are used by the State to calculate retirement eligibility, depending on the date of hire and the agency. There are also early retirement options for retirement eligible State employees. Nonetheless, as the State's workforce continues to age and the number of State employees eligible to retire continues to increase in most agencies. The alarm bells are beginning to ring throughout State Government.

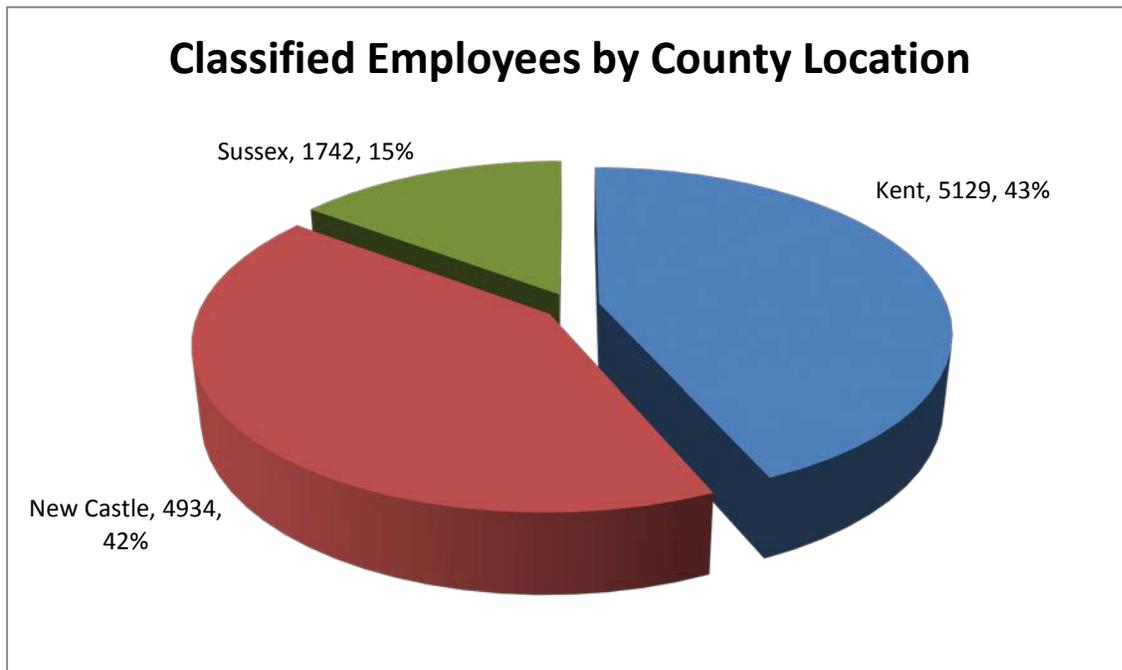
In the past several years due to the economy, many State employees postponed retirement. This enabled State managers to extend timelines for development of succession plans and focus on other pressing issues. With the economy picking up, State employees are reevaluating their options including retirement and jobs with the private sector. Additional questions must be asked as part of the succession planning process in order to ascertain where in the employment life cycle State of Delaware employees are right now. These questions include: Are employees beginning a new career path? Are employees at the end of promotional opportunities in their chosen field with the State? Are employees getting ready to retire, promote, or leave for other reasons? And, where are employees now in the onboarding process as newly hired or promoted employees.

Many State of Delaware agencies are facing the overwhelming possibility of losing a large number of valuable employees with critical institutional knowledge and skills through retirement or other forms of attrition. And, while State budgets remain tight, succession planning takes on a new focus with managing succession planning in a budget-constrained environment. Once gaps are identified and competencies assessed, there are several strategies and tools available to prepare individuals for future roles and responsibilities including training courses, coaching and mentoring, performance planning, and knowledge transfer tools. *With 31% of State employees eligible to retire and potential loss of critical institutional knowledge and skills, State of Delaware agencies are beginning the succession planning journey.

** The percentage eligible to retire does not include: Causal/Seasonal, School Districts, Charter Schools, Higher Education, Judicial, Legislative, National Guard Emergency Workers, and Patient Workers in DHSS.*

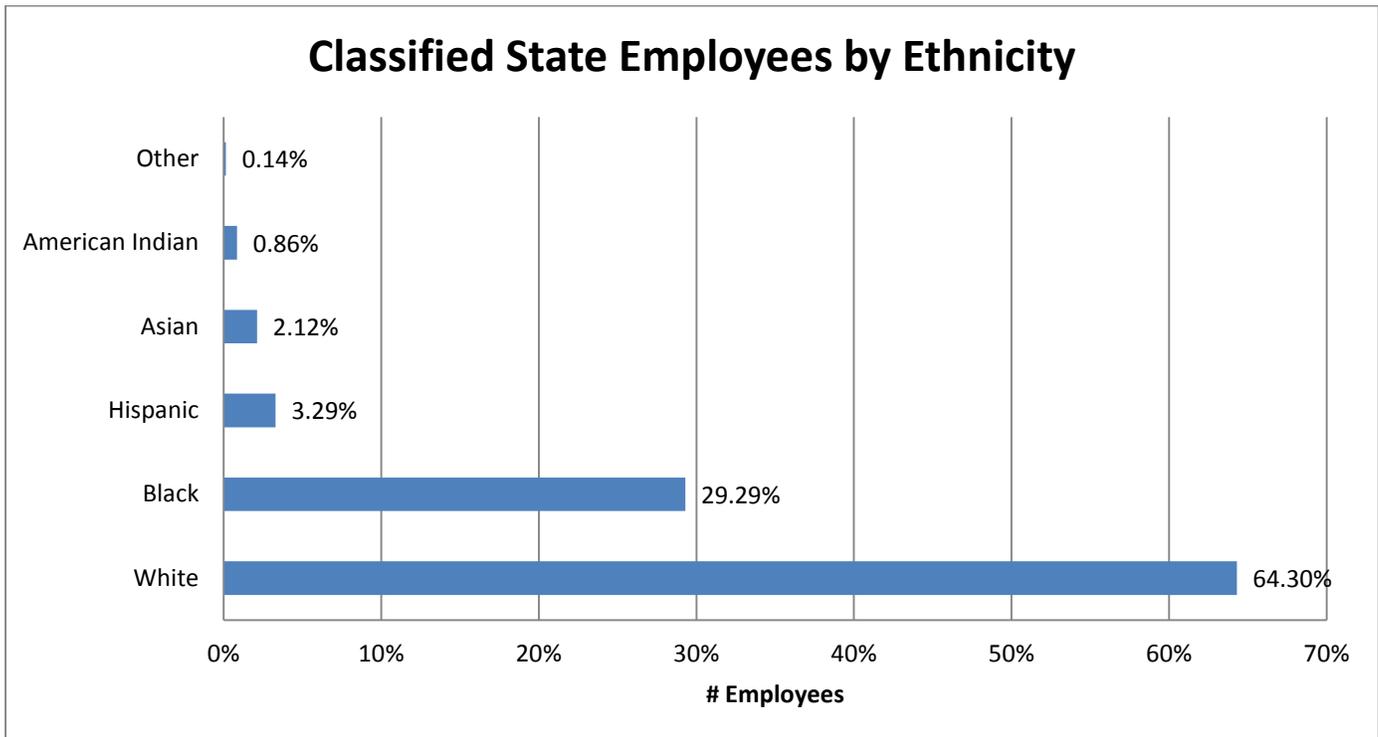
Geographic Location

The State of Delaware, the second smallest state, is only 100 miles long and 30 miles wide and consists of 2,489 square miles. Citizens can drive from one end of the state to the other in any direction within two hours and fifteen minutes. The State of Delaware has government offices in all three counties of the state: New Castle County, Kent County, and Sussex County. Although services are provided in all three counties, 85% of state employees work in Kent and New Castle Counties.

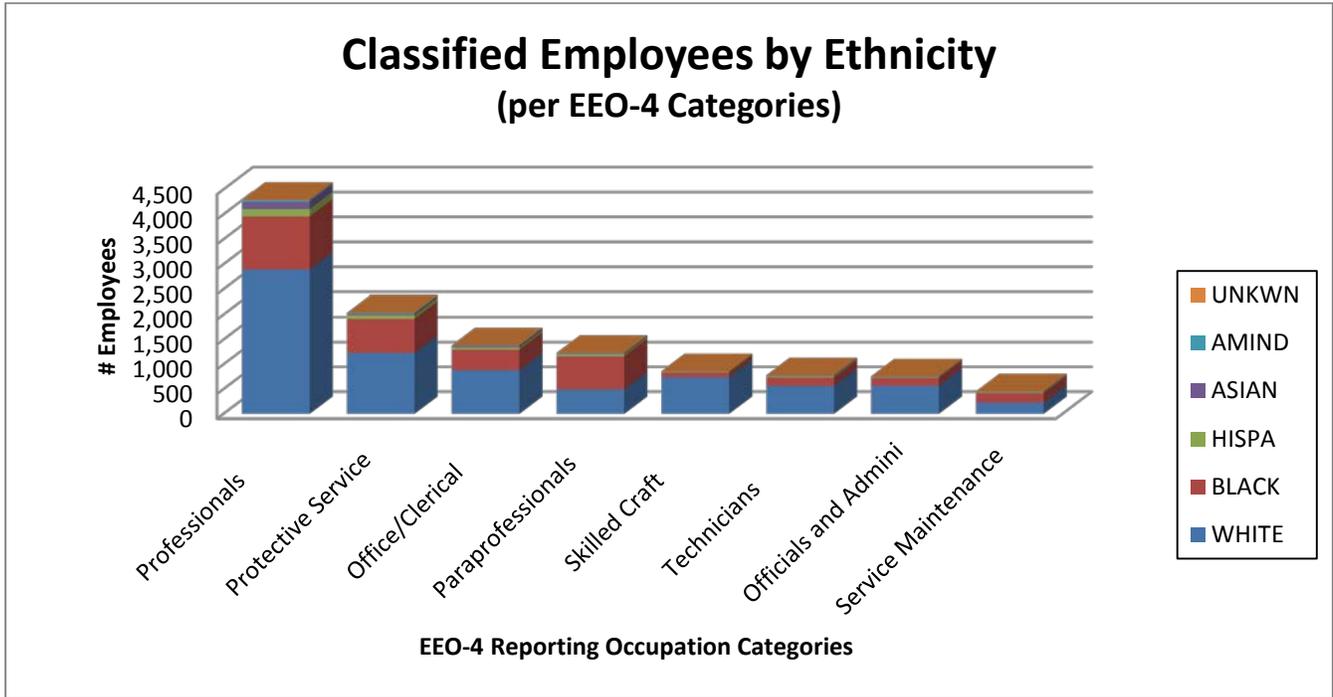


Ethnicity

Workforce data shows the following ethnic breakdown for classified employees: 64% White, 29% Black, 3% Hispanic, 2% Asian/Pacific Islander and less than 1% each American Indian/Alaskan Native and “Other”. Within the State’s diverse workforce some problems remain with underrepresentation in specific occupations. This challenge will require agencies to consider other recruitment strategies beyond the traditional ones. Recruiting trends in 2016 are: quality of hire as the single most valuable metric, referral programs, employee retention, and employer brand.



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

In 2014 Employee Self Service enabled employees to self-identify. As a result there was an increase in the minority counts. The data is as of June 30, 2015.

Agency	Ethnicity											
	Amer. Indian		Asian		Black		Hispanic		Other		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Agriculture	1	0.0%	1	0.0%	11	0.1%	1	0.0%	0	0.0%	93	0.8%
Auditor	0	0.0%	1	0.0%	2	0.0%	0	0.0%	0	0.0%	14	0.1%
Criminal Justice Council	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	14	0.1%
DE Justice Information System	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	10	0.1%
Health & Social Services	33	0.3%	113	1.0%	1447	12.3%	158	1.3%	3	0.0%	1929	16.3%
Natural Resources & Environmental Control	3	0.0%	17	0.1%	49	0.4%	8	0.1%	2	0.0%	599	5.1%
Corrections	27	0.2%	32	0.3%	767	6.5%	83	0.7%	2	0.0%	1574	13.3%
Labor	3	0.0%	8	0.1%	127	1.1%	15	0.1%	0	0.0%	257	2.2%
State	3	0.0%	8	0.1%	137	1.2%	19	0.2%	0	0.0%	362	3.1%
Transportation	10	0.1%	27	0.2%	223	1.9%	45	0.4%	4	0.0%	1356	11.5%
Services for Children Youth & Family	9	0.1%	15	0.1%	500	4.2%	31	0.3%	4	0.0%	601	5.1%
Safety & Homeland Security	3	0.0%	8	0.1%	40	0.3%	13	0.1%	1	0.0%	174	1.5%
Technology & Information	0	0.0%	2	0.0%	1	0.0%	1	0.0%	0	0.0%	12	0.1%
Elections	0	0.0%	2	0.0%	4	0.0%	0	0.0%	0	0.0%	27	0.2%
Finance	3	0.0%	10	0.1%	73	0.6%	3	0.0%	1	0.0%	152	1.3%
Fire Marshall	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	48	0.4%
Fire Prevention	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%
Fire School	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	17	0.1%
Housing	0	0.0%	0	0.0%	2	0.0%	1	0.0%	0	0.0%	10	0.1%
Insurance	2	0.0%	2	0.0%	12	0.1%	1	0.0%	0	0.0%	58	0.5%
Office of Management & Budget	4	0.0%	4	0.0%	56	0.5%	8	0.1%	0	0.0%	265	2.2%
Treasurer	0	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	17	0.1%
Total	101	0.9%	250	2.1%	3458	29.3%	388	3.3%	17	0.1%	7591	64.3%

*Agencies that are excluded: School Districts, Charter Schools, Higher Education, Judicial, Legislative, National Guard Emergency Workers, and Patient Workers in DHSS.

Non-Classified Employees in Executive Branch Agencies

Agency	Ethnicity											
	Amer. Indian		Asian		Black		Hispanic		Other		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Advisory Council for Except Citizens	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	2	0.0%
Agriculture	0	0.0%	0	0.0%	1	0.0%	1	0.0%	0	0.0%	93	2.0%
Attorney General	7	0.1%	10	0.2%	58	1.2%	15	0.3%	1	0.3%	392	8.4%
Auditor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.1%
Criminal Justice Council	0	0.0%	0	0.0%	6	0.1%	0	0.0%	0	0.0%	12	0.3%
DE Justice Information System	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
Delaware Economic & Development	0	0.0%	2	0.0%	4	0.1%	1	0.0%	0	0.0%	38	0.8%
Health & Social Services	4	0.1%	20	0.4%	206	4.4%	17	0.3%	3	0.4%	291	6.2%
Natural Resources & Environmental Control	1	0.0%	9	0.2%	51	1.1%	13	0.2%	3	0.3%	602	12.9%
Corrections	0	0.0%	1	0.0%	17	0.4%	2	0.0%	1	0.0%	70	1.5%
Department of Education	1	0.0%	6	0.1%	44	0.9%	9	0.2%	1	0.2%	235	5.0%
Labor	0	0.0%	2	0.0%	13	0.3%	2	0.0%	0	0.0%	59	1.3%
State	1	0.0%	14	0.3%	106	2.3%	2	0.0%	1	0.0%	312	6.7%
Transportation	1	0.0%	7	0.1%	94	2.0%	11	0.2%	2	0.2%	199	4.3%
Services for Children Youth & Family	3	0.1%	3	0.1%	88	1.9%	7	0.1%	1	0.1%	69	1.5%
Safety & Homeland Security	2	0.2%	0	0.0%	35	0.7%	8	0.2%	1	0.2%	312	6.7%
Technology & Information	4	0.1%	23	0.4%	50	1.1%	4	0.1%	0	0.1%	175	3.7%
Elections	1	0.0%	16	0.3%	21	0.4%	0	0.0%	1	0.0%	169	3.6%
Finance	0	0.0%	1	0.0%	41	0.9%	4	0.1%	0	0.1%	41	0.9%
Fire Marshall	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	0.1%
Fire School	1	0.0%	1	0.0%	7	0.1%	2	0.0%	0	0.0%	223	4.8%
Governor	0	0.0%	0	0.0%	6	0.1%	1	0.0%	0	0.0%	25	0.5%
Housing	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Insurance	0	0.0%	0	0.0%	3	0.1%	0	0.0%	0	0.0%	10	0.2%
Office of Management & Budget	0	0.0%	1	0.0%	6	0.1%	1	0.0%	0	0.0%	64	1.4%
Public Defender	0	0.0%	1	0.0%	21	0.4%	1	0.0%	0	0.0%	135	2.9%
Treasurer	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.1%
Total	26	0.6%	118	2.5%	879	18.8%	101	2.2%	15	0.3%	3541	75.7%

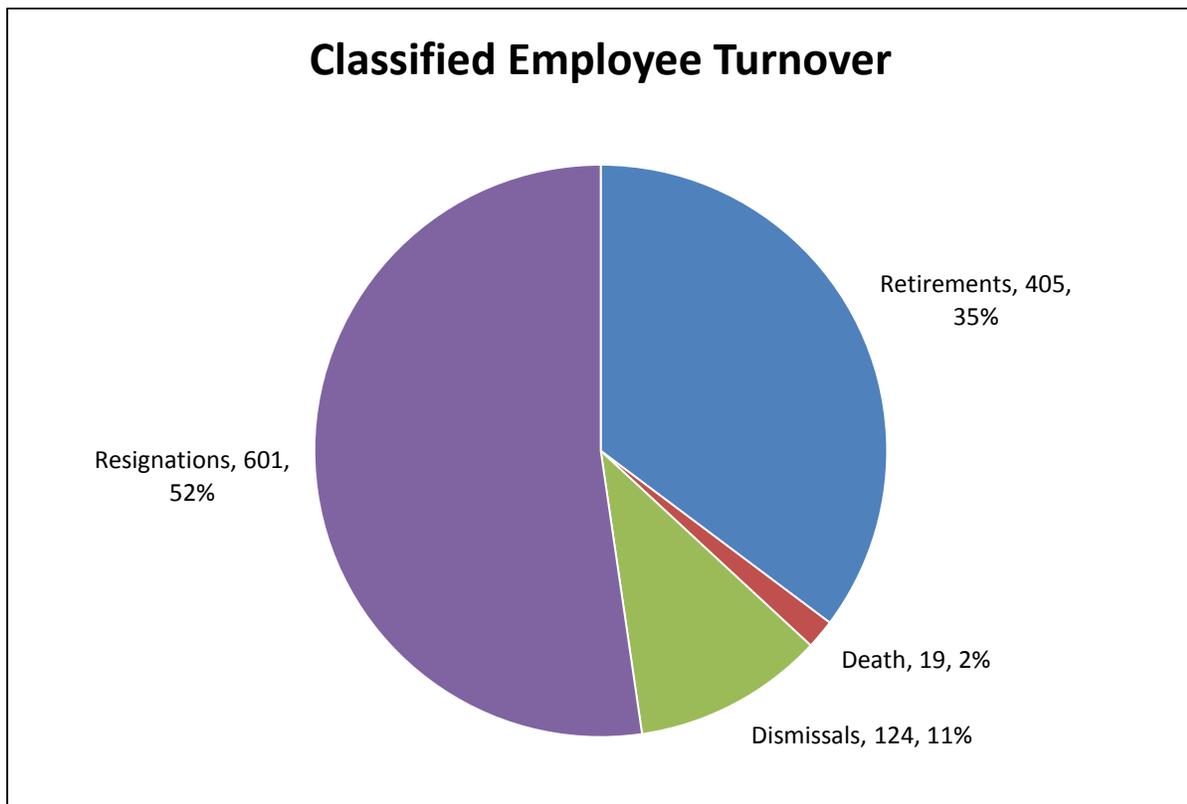
*Agencies that are excluded: School Districts, Charter Schools, Higher Education, Judicial, Legislative, National Guard Emergency Workers, and Patient Workers in DHSS.

Turnover

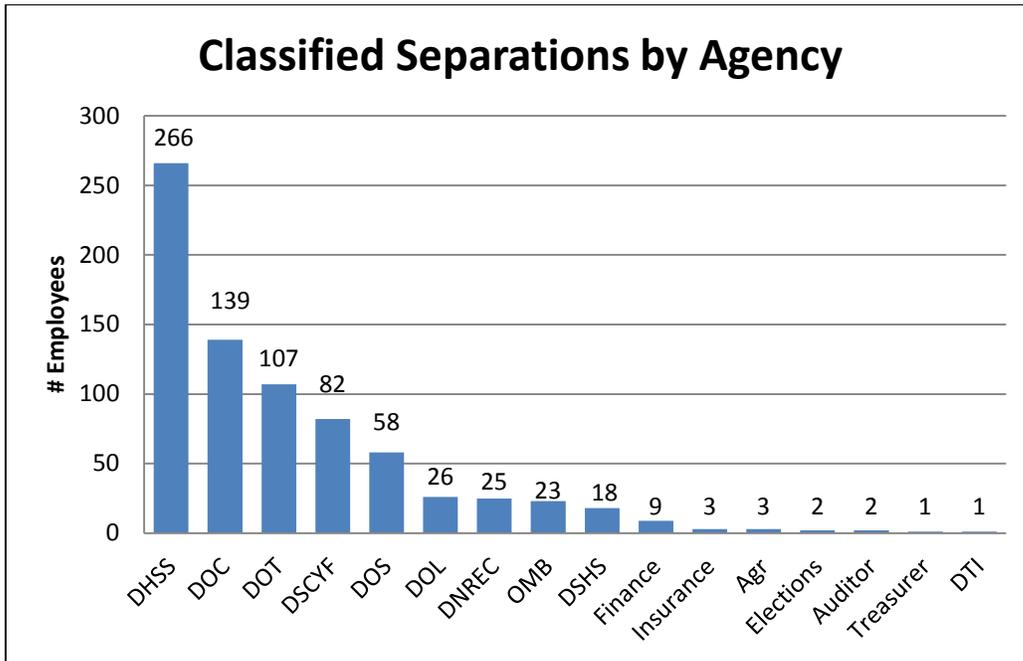
The turnover rate is the ratio of the number of non-temporary employees that separated from state service during a given period to the average number of employees (headcount) during the same period.

The overall turnover rate for 2015 was 9.0 percent. This excludes DSP Uniformed, 12 Month Public Education, 10 Month Education, National Guard, Board Members, DTI, Causal/Seasonal, Appointed Officials, and Elected Officials. The total number of state employee separations was 1,245 including voluntary resignations, dismissals, retirements, and deaths.

An Exit Survey was completed for the period of July 1, 2015 to December 31, 2015 with 118 responses. The top four primary reasons for resignations was: 28% other (lack of opportunity or promotion, college, workload), 21% job with another State Agency, 16% job with Private Employer, and pay/relocation 9%.

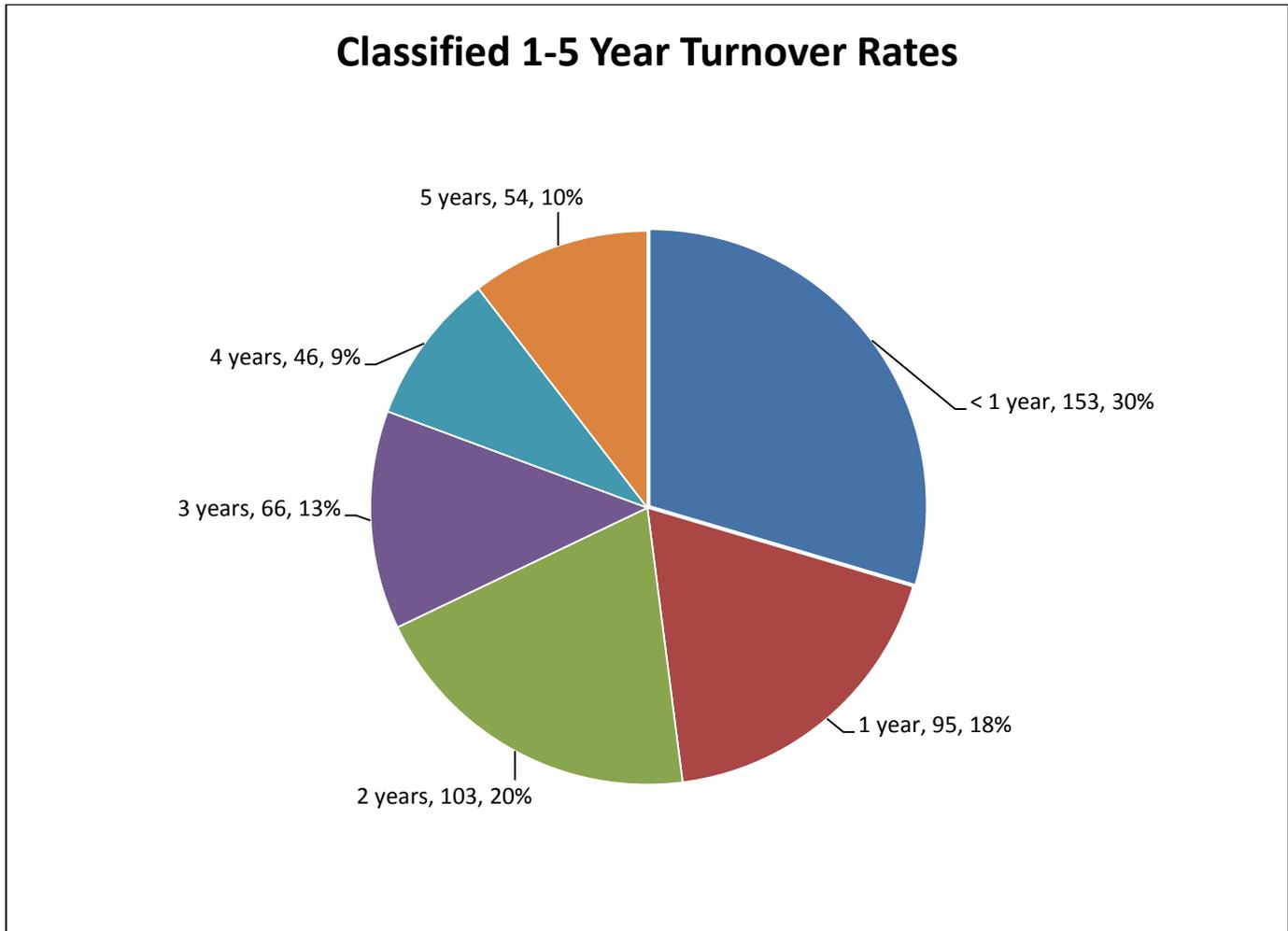


The graph below shows the departments, from highest to lowest, experiencing the most employee separations representing the classified workforce. There is a direct correlation between the agency's size and its number of separations.



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.

Turnover rates can vary significantly within specific agencies, job classes, or geographic locations. The table below focuses on turnover for employees with five or less years of employment. For example 30% of employees left their position within the first year of employment.



There were 1149 total separations among state employees in fiscal year 2015; 517 separations or 45% were employees having five or less years of service. This number is significant in that almost half (48%) 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	
<p>Resignations Avg. = 5 years, 1 Months</p>	<p>Dismissals Avg. = 5 years, 8 Months</p>
<p>Retirements Avg. = 24 Years, 3 Months</p>	<p>Deaths Avg. = 16 years, 6 Months</p>

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 2015; however, most State employees that were retirement-eligible chose not to retire.

The number of state employee retirements increased in 2015, up an additional 53 from 2014. Data indicated that 5,449 State employees were eligible to retire in fiscal year 2015. Taking into account the number of actual retirements, 405, this means that 5,044 (93%) state employees who were eligible chose not to retire.

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

Average salaries for state employees have increased by less than 1% over the past year. The average annual salary for state employees was \$40,516 at the end of fiscal year 2015. While average salary may be a useful indicator, total compensation (which includes benefits such as pensions and health insurance) is likely a better indicator. For example, the total compensation for an average salary of \$40,516 with family coverage health benefits, pension, and paid time off is \$63,635.

Employee Leave

Employees can earn a maximum of 21 annual days and 15 sick days annually. In addition, state employees are given 12 statutory holidays each calendar year and two floating holidays.

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.

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.

Total Compensation Calculator (<http://delawarestatejobs.com/total-comp-calc>)

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 2015, July 1, 2014 – June 30, 2015. 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 2015. 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.

The following agencies are included in this report: Agriculture, Auditor, Criminal Justice, DE Justice Infor System, DE Economic & Development, Health & Social Services, Natural Resources & Environmental Control, Corrections, Department of Education, Labor, State, Transportation, Services for Children Youth & Family, Safety & Homeland Security, Technology & Information, Elections, Finance, Fire, Governor, Housing, Insurance, National Guard, Office of Management & Budget, Public Defender, Attorney General, & Treasurer.

The following agencies are excluded: School Districts, Charter Schools, Higher Education, Judicial, Legislative, National Guard Emergency Workers, and Patient Workers in DHSS

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 – 2015 State Employees’ Pay Table

Annual Salary* - 37.5 hours

PG	80%	100%	120%
1	\$18,049	\$21,375	\$25,650
2	\$18,296	\$22,870	\$27,444
3	\$19,582	\$24,477	\$29,372
4	\$20,947	\$26,184	\$31,421
5	\$22,418	\$28,022	\$33,626
6	\$23,986	\$29,983	\$35,980
7	\$25,663	\$32,079	\$38,495
8	\$27,458	\$34,323	\$41,188
9	\$29,384	\$36,730	\$44,076
10	\$31,440	\$39,300	\$47,160
11	\$33,638	\$42,047	\$50,456
12	\$35,994	\$44,992	\$53,990
13	\$38,515	\$48,144	\$57,773
14	\$41,206	\$51,507	\$61,808
15	\$44,094	\$55,117	\$66,140
16	\$47,184	\$58,980	\$70,776
17	\$50,485	\$63,106	\$75,727
18	\$54,017	\$67,521	\$81,025
19	\$57,798	\$72,248	\$86,698
20	\$61,848	\$77,310	\$92,772
21	\$66,175	\$82,719	\$99,263
22	\$70,807	\$88,509	\$106,211
23	\$75,766	\$94,708	\$113,650
24	\$81,072	\$101,340	\$121,608
25	\$86,745	\$108,431	\$130,117
26	\$92,815	\$116,019	\$139,223

* Annual salary in whole dollars as of 7/1/2013

Annual Salary* - 40 hours

PG	80%	100%	120%
1	\$18,239	\$22,799	\$27,359
2	\$19,517	\$24,396	\$29,275
3	\$20,883	\$26,104	\$31,325
4	\$22,344	\$27,930	\$33,516
5	\$23,911	\$29,889	\$35,867
6	\$25,584	\$31,980	\$38,376
7	\$27,374	\$34,218	\$41,062
8	\$29,292	\$36,615	\$43,938
9	\$31,342	\$39,178	\$47,014
10	\$33,535	\$41,919	\$50,303
11	\$35,880	\$44,850	\$53,820
12	\$38,394	\$47,993	\$57,592
13	\$41,080	\$51,350	\$61,620
14	\$43,958	\$54,948	\$65,938
15	\$47,034	\$58,793	\$70,552
16	\$50,329	\$62,911	\$75,493
17	\$53,849	\$67,311	\$80,773
18	\$57,618	\$72,023	\$86,428
19	\$61,653	\$77,066	\$92,479
20	\$65,971	\$82,464	\$98,957
21	\$70,589	\$88,236	\$105,883
22	\$75,531	\$94,414	\$113,297
23	\$80,814	\$101,018	\$121,222
24	\$86,473	\$108,091	\$129,709
25	\$92,526	\$115,657	\$138,788
26	\$99,003	\$123,754	\$148,505

* Annual salary in whole dollars as of 7/1/2013

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.