

New Castle County Government



Workforce Diversity Report 2020

Submitted by the Office of Human Resources
New Castle County, 87 Reads Way, New Castle, DE 19720

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An Equal Opportunity Employer

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INTRODUCTION

New Castle County Government (NCC Government) is a local government agency in the State of Delaware. NCC Government provides public services in the areas of public safety, public works, land use planning, parks, libraries, housing, and recreation activities, among others. NCC Government employs a variety of workers to provide these services including skilled and unskilled labor, clerical, technical, and administrative workers, emergency medical and emergency communications employees, law enforcement, supervisory, professional, and managerial personnel. New Castle County Government is diverse and inclusive in all its internal and external operations. A diverse County workforce and business partnerships are crucial to our ability to effectively serve an increasingly diverse community. NCC Government is charged to ensure that the workforce is representative of the community which it serves. As of data reflected from July 1, 2019, the total geographical population of New Castle County is 558,753, of which 44% are ethnic minorities (see Figure 1).

New Castle County Government's full-time workforce for 2020 was 1,426 employees (see Figure 2). For 2020 the full-time workforce was made up of 898 males and 528 females, and in 2019 there were 921 males and 528 females (see Figure 5). Both years, 2019 and 2020, the percentage of employees by gender remained the same (males 63% and females 37%). In 2020 the full-time ethnic workforce population was 21.46%, which was a slight increase compared to 2019 (21.36%) and in 2018 (21.10%). In 2020, 14% of the full-time African Americans employees, while in 2019 there were 14.5% African American employees. The 2020 EEO-4 Diversity Report highlights several positive outcomes compared to 2019 including increases in the number of ethnic minorities hired. Specifically, there were increases in hires: African American males (increased by 4), Asian females (increased by 1), and Hispanic females (increased by 1). NCC County Government experienced a decrease in the number of full-time hires & rehires (see Figure 9). However, NCC County Government saw a slight increase in full-time ethnic employees (see Figure 8). NCC County Government remained diligent in its efforts to attract, recruit, hire, train, and retain staff within the organization. Out of all the New Castle County Government's divisions, the Department of Public Safety continued to employ the largest number of County positions with a total of 630 employees. The Department of Public Safety employees accounted for 32% of the County's total full-time and part-time workforce. Ethnic minorities made up 23% of the department workforce at 146 employees.

Not only does NCC Government employ full-time workers, but the County also has part-time and seasonal staff. In 2020 the NCC Government full-time and part-time workforce consisted of 1,986 total employees (1,426 full-time and 560 part-time) compared to 2,025 total employees in 2019 (see Figure 3). The breakdown by gender for full-time and part-time employees in 2020 was as follows: 1,063 males and 923 females (see Tables 1 & 2, and Figures 6 & 7). Males represented 54% of the full-time and part-time employees, and females made up 46% of the workforce. In comparison to the New Castle County Geographical Area, females made up much of the region at 52%, with males at 48% (see Figure 4). The combined total of ethnic minority employees in full-time and part-time positions yielded 38% of the workforce with an increase from 27% in 2019. African Americans continued to be the largest group of ethnic minorities within New Castle County's Geographical Area, which represented 26% of the region's population. Within NCC Government, African Americans continued to be the largest ethnic minorities for the

combined group of full-time and part-time employees, and historically it has been the largest group for the past 3 years. New Castle County Government employs a large seasonal workforce. Over the year the number of seasonal employees varied and depends on the number of summer youth participants and federal and/or State grants awarded.

To help ensure a fair and impartial workplace, New Castle County Government employees participate in diverse union groups, including 6 unions for full-time employees, and 1 union for School Crossing Guards. Approximately 86% of the full-time employees are organized into 6 different Union locals, and another 7% are non-union but are covered under Chapter 26 of the New Castle County Code (the Merit System). The remaining (7%) of the workforce are elected officials, appointed senior managers, and executive assistants.

Overall New Castle County's Geographical area is very diverse, and because of the increasingly global nature of business, the skills and training needed to succeed in local government today demand exposure to widely diverse people, cultures, ideas, and perspectives. Therefore, NCC Government employees at every level of the organization worked effectively with people from different cultures and ethnic backgrounds. This 2020 annual report incorporates data for New Castle County's Geographical Area, various NCC Government workforce data, recruitment and training initiatives, and the Diversity Policy Statement. This report shows New Castle County Government's demonstrated actions to ensure that diversity across the organization is communicated. It also highlights the efforts and challenges that occurred in 2020. A copy of the NCC Government's Diversity Commission Charter and the Employee Diversity Leadership Group to share the importance of diversity measures within the government. Copies of the annual EEO-4 Diversity Reports for 2019 and 2020 that were submitted to the EEOC pursuant to federal mandates are also enclosed.

EXECUTIVE AND LEGISLATIVE COMMITMENT

New Castle County Government is fully committed to diversity in the workforce in all aspects of employment and is guided by its policy of providing equal opportunities, as stated in the New Castle County Code, Section 26.01.021. Note: An ordinance to include additional Federal and State protected classes in the anti-discrimination clauses was approved by County Council and signed by the County Executive on May 10, 2018.

New Castle County Executive Matthew Meyer



Our employees are the county's most valuable asset. Because the population is so diverse, and because of the increasingly global nature of business, the skills and training needed to succeed in business today demand exposure to widely diverse people, cultures, ideas and perspectives.



The below New Castle County Diversity Policy Statement was revised and provided to all new employees as of June 2018.

NEW CASTLE COUNTY DIVERSITY POLICY STATEMENT

New Castle County is committed to a policy of full inclusion of all individuals and the promotion of diversity in any program or activity of the government. No person shall be unlawfully discriminated against in employment practices, personnel actions, or the selection of vendors or contractors. The County's workforce should mirror the community which it serves. Vendors and contractors should reflect a similar standard of community diversity. This commitment to the citizens of New Castle County as their government for the people will promote continued excellence in County Government.

Diversity demonstrates that individuals will be selected for opportunities without regard to political affiliation, race, color, national origin, gender, religion, creed, age, mental or physical disability, marital status, sexual orientation, genetic information, gender identity or expression, pregnancy, veteran status, or other non-merit factors.

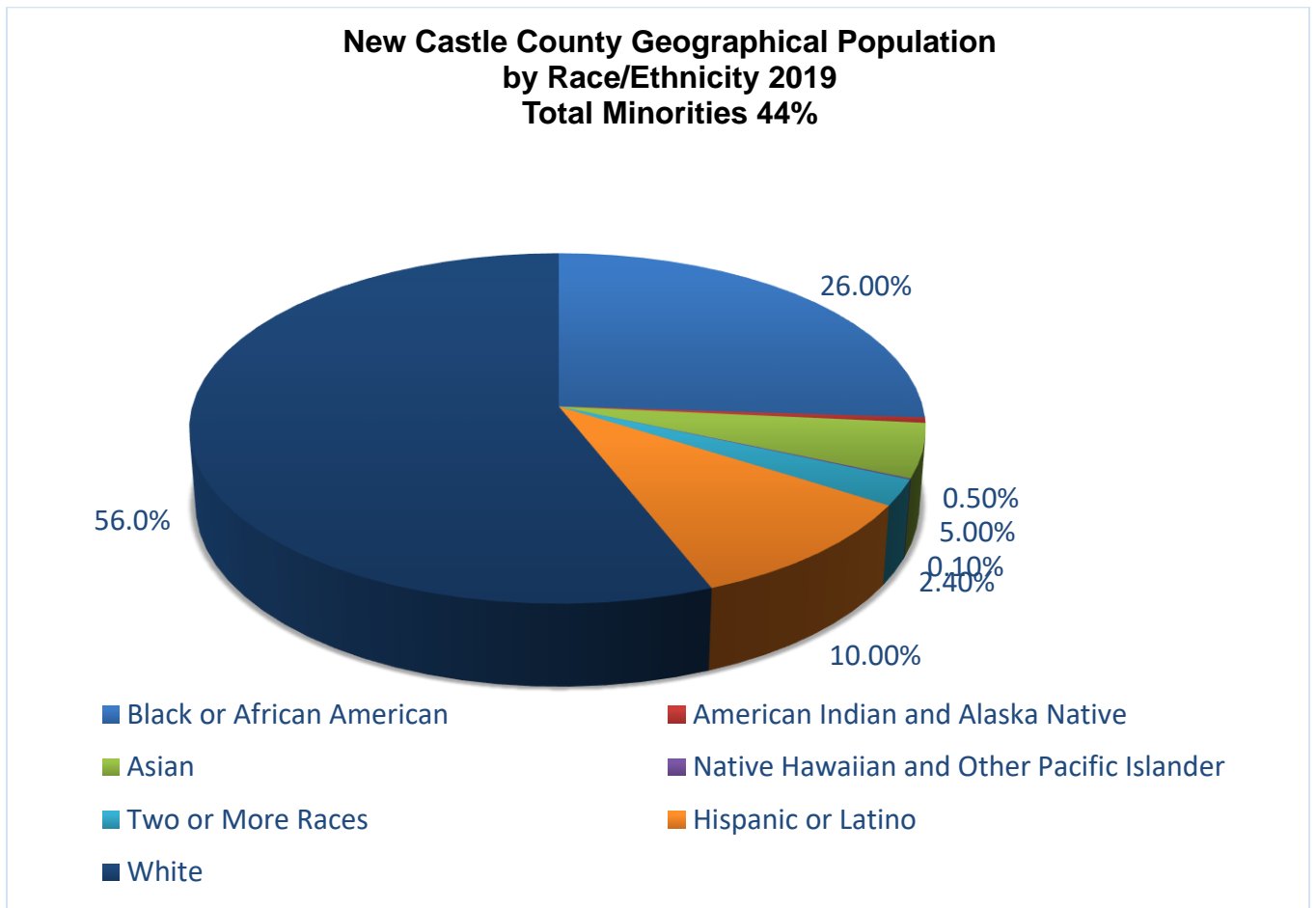
Employment and personnel actions relate to recruitment, hiring, promotion, reclassification, training, compensation, benefits, transfer, layoff, recall, and all other terms and conditions of employment.

The department general managers and row officers, working in conjunction with the Office of Human Resources, are charged with the responsibility of issuing procedures, directives, or instructions to effectuate this concept and with establishing, monitoring, and evaluating the progress of this concept to ensure equal employment opportunity.

Consistent with this commitment to diversity, the County expects a similar commitment of its contractors, subcontractors, and vendors. The Office of Administrative Services shall monitor each contractor's certification to verify that they are an equal opportunity employer.

NEW CASTLE COUNTY GEOGRAPHICAL AREA CENSUS DATA

Figure 1 New Castle County Geographical Area Census Data

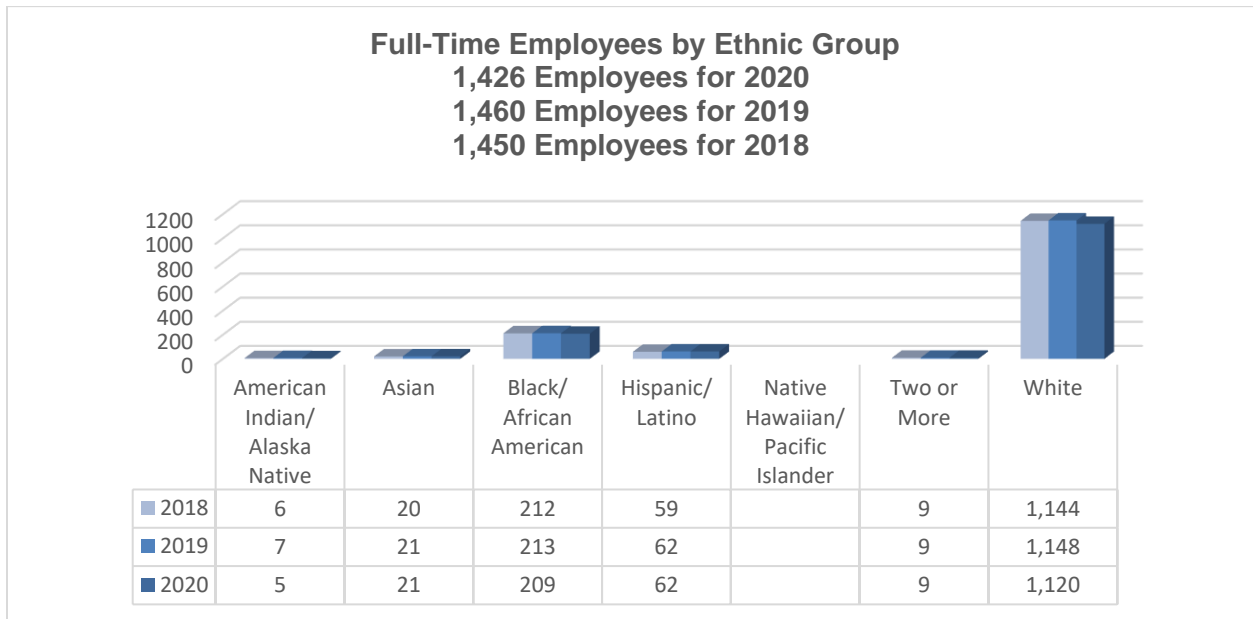


The chart shows the 2019 US Census Data-QuickFacts for New Castle County, Delaware. Data derived from Population Estimates, American Community Survey. <https://www.census.gov/quickfacts/fact/table/newcastlecountydelaaware/PST045219>

For New Castle County's Geographical Area

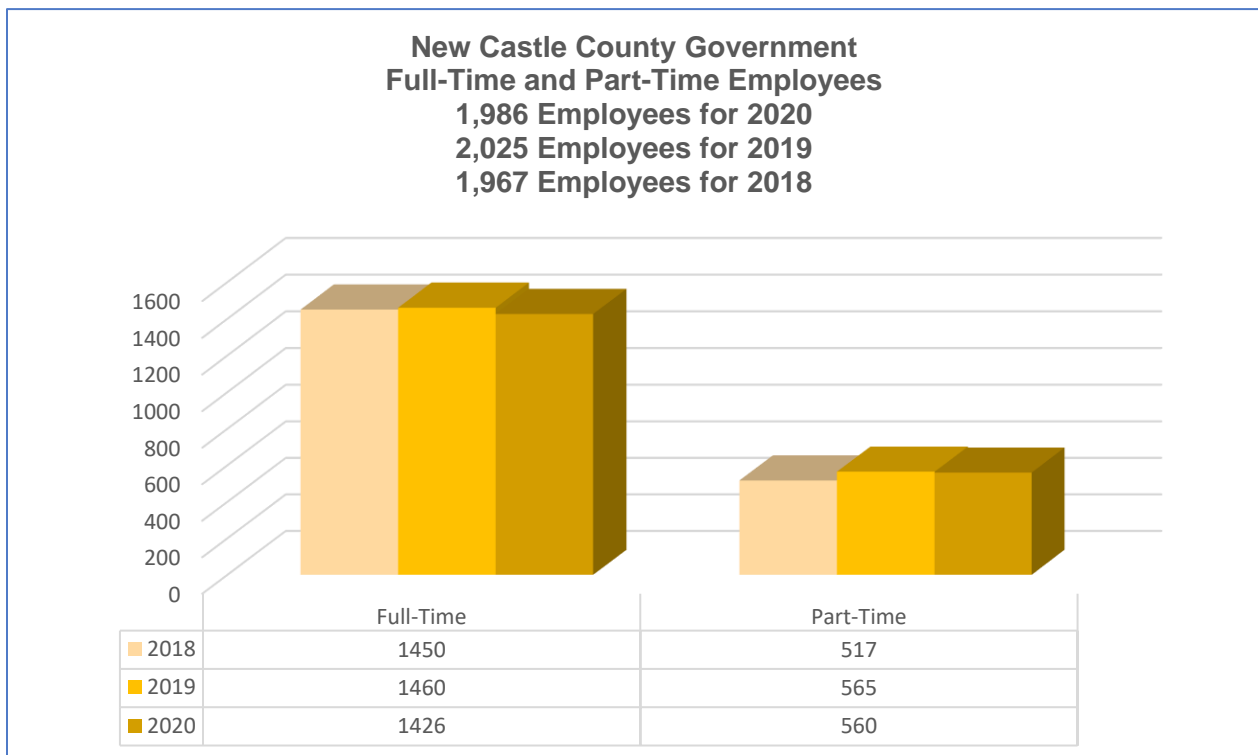
The total geographical population of New Castle County is 558,753. Ethnic minority groups make up 44% of the total population for the geographical area. The largest ethnic minority group is African Americans representing 26% of the total population. Additional information on the Geographical area is reflected in figure 4 below.

Figure 2 Full-Time Employees by Ethnic Group



New Castle County Government’s 2020 total count of full-time employees was 1,426. The total number of full-time employees in 2020 decreased by 34 compared to 2019 and by 24 in 2018. Minority ethnic groups made up 21.46% of the workforce, which the largest group consisted of 14% Black or African American employees, and the least represented group with less than 1% was American Indian/Alaska Natives.

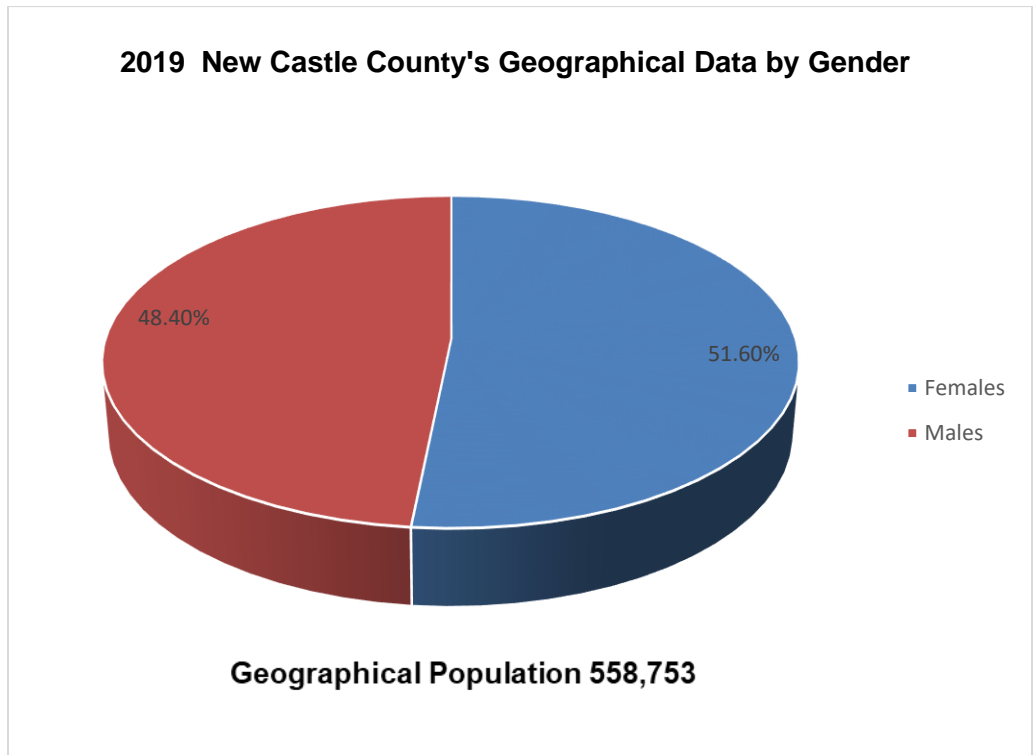
Figure 3 New Castle County Government Full-Time and Part-Time Employees



The number of full-time and part-time employees filled in 2020 was reduced by 39 positions compared to 2019. Minority employees for NCC Government's full-time and part-time employees was 38% compared to 44% for New Castle County's Geographical area.

NEW CASTLE COUNTY GEOGRAPHICAL AREA CENSUS DATA BY GENDER

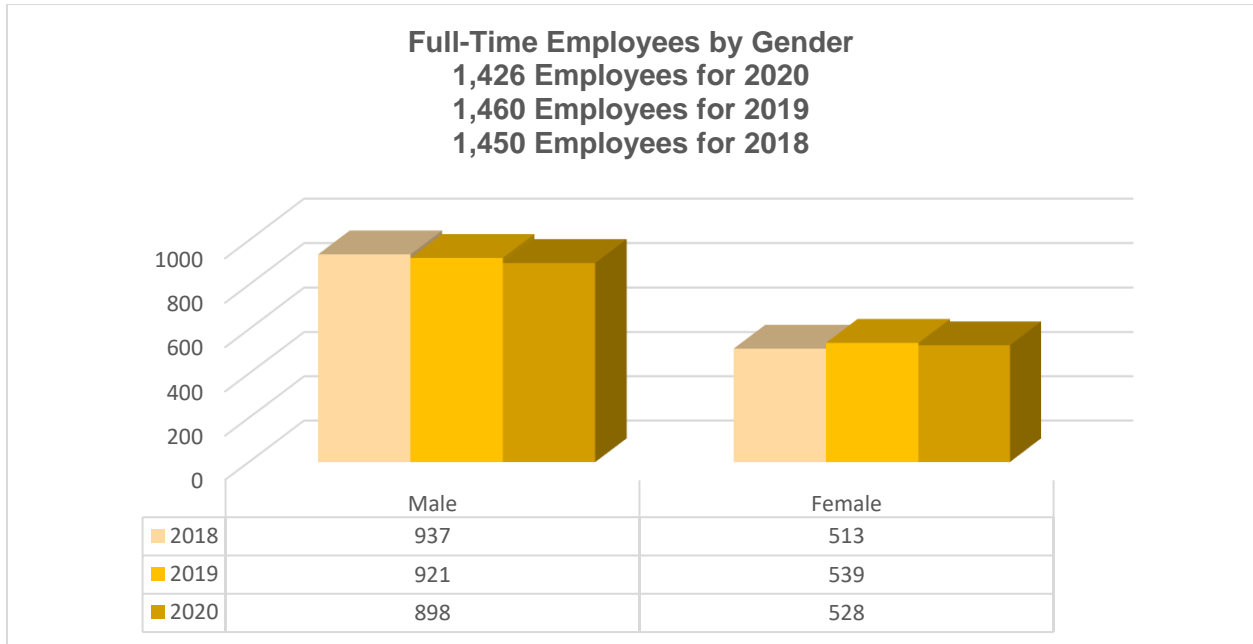
Figure 4 New Castle County's Geographical Data by Gender



*The chart shows the 2019 US Census Data-QuickFacts for New Castle County, Delaware. Data derived from Population Estimates, American Community Survey.
<https://www.census.gov/quickfacts/fact/table/newcastlecountydelaware/PST045219>*

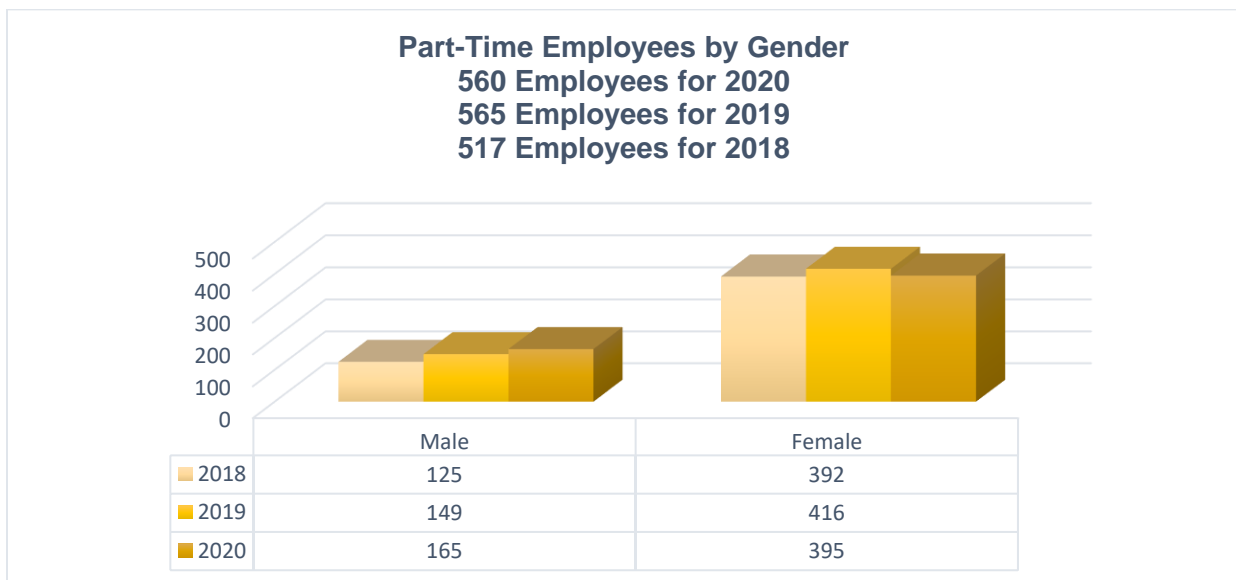
Based on the New Castle County Geographic Census data females had the largest representation at 52% of the total geographical population compared to 48% males.

Figure 5 Full-Time Employees by Gender



Looking at the past 3 years, the number of males in New Castle County Government has traditionally been more than the number of females. In 2020 there was a decrease in the number of male employees compared to 2018 and 2019; the number of females increased in 2019, then decreased in 2020.

Figure 6 Part-Time Employees by Gender



Between 2019 and 2020 there was only a slight reduction in the part-time employees (-5 in 2020). Over the past 3 years the number of part-time staff continued to be over 500. Also, for 3 years females made up the majority of the part-time employees' workforce in New Castle County Government.

As shown in Table 1 below, the overall full-time employee population fluctuated over three years with a decline in the number of employees in 2020. However, the percentages of ethnic minority employees had a small percentage increase when comparing the 2018 through 2020 data. The County *experienced a decline in the number of new hires due to the pandemic which resulted in a lot of departments promoting from within.*

Table 1 Full-Time Employee Population 12/31/2018 – 12/31/2020

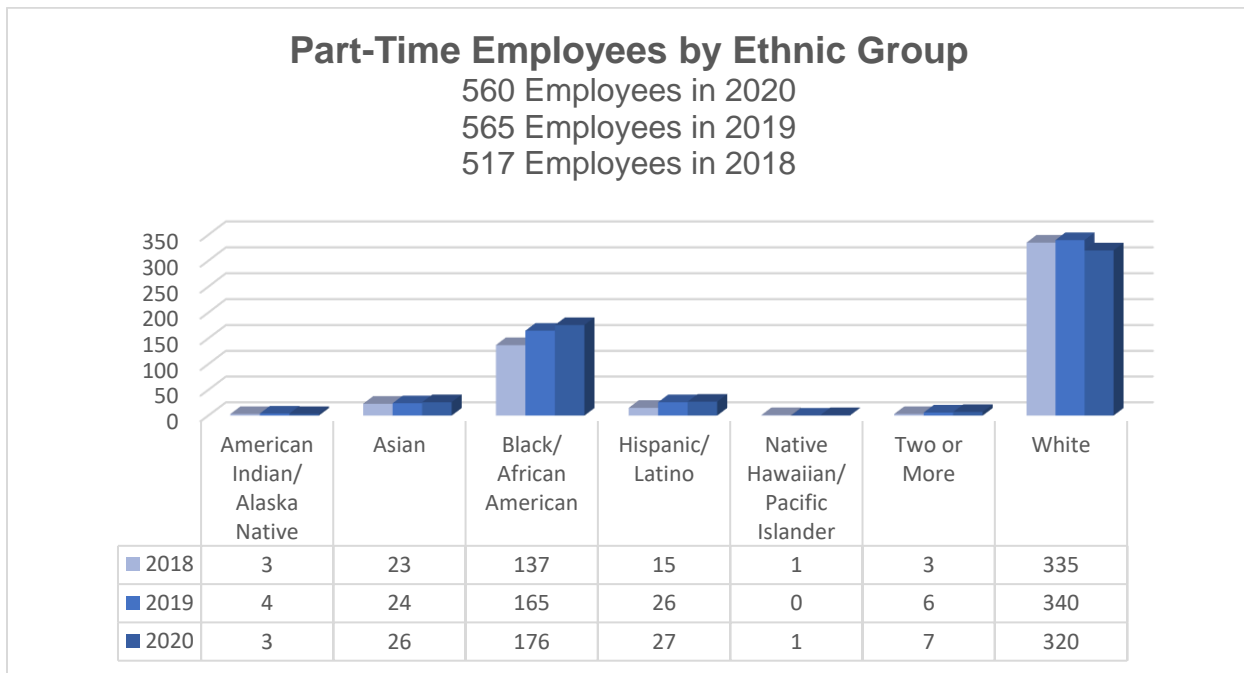
Date	Employees	Males	Females	Ethnic Minority Groups
12/31/20	1,426	898 (62.97%)	528 (37.02%)	306 (21.46%)
12/31/19	1,460	921 (63.1%)	539 (36.9%)	312 (21.36%)
12/31/18	1,450	937 (64.0%)	513 (35.4%)	306 (21.10%)

As shown in Table 2 below, females and ethnic minorities made up a greater percentage of the part-time employee population than is currently reflected in the full-time workforce.

Table 2 Part-time Employee Population 12/31/2018 – 12/31/2020

Date	Employees	Males	Females	Ethnic Minority Groups
12/31/20	560	165 (29.46%)	395 (70.53%)	240 (42.80%)
12/31/19	565	149 (26.4%)	416 (73.6%)	225 (39.82%)
12/31/18	517	125 (24.18%)	392 (75.82%)	182 (35.20%)

Figure 7 Part-Time Employees by Ethnic Group



New Hires, Promotions, and Position Reclassifications

The following tables summarize the new hires, promotions, and reclassifications for full-time employees from 2018 through 2020.

Table 3 Hires and Rehires 01/01/2018 - 12/31/2020

Calendar Year	Number of Hires & Rehires	% Males % Females	% Ethnic Minority Groups
2020	63	(63%) 40 Males (37%) 23 Females	33% (21) Total 25% (16) Black 1.9% (5) Hispanic (0) Asian (0) American Indian/Alaskan Native
2019	121	(51.23%) 62 Males (48.76) 59 Females	28.0% (34) Total 19.0 % (23) Black 5.7 % (7) Hispanic 1.65 % (2) Asian 1.65% (2) American Indian/Alaskan Native
2018	118	(52.5%) 62 Males (47.4%) 56 Females	27.1 % (32) Total 19.5 % (23) Black 3.4 % (4) Hispanic 1.7 % (2) Asian 2.5% (3) American Indian/Alaskan Native

Although New Castle County Government experienced a decline in new hires in 2020 due to the COVID-19 Pandemic, there are 2 positive outcomes for 2020.

1) A lot of departments promoted from within.

Figure 8 New Hires & Rehires by Ethnic Group

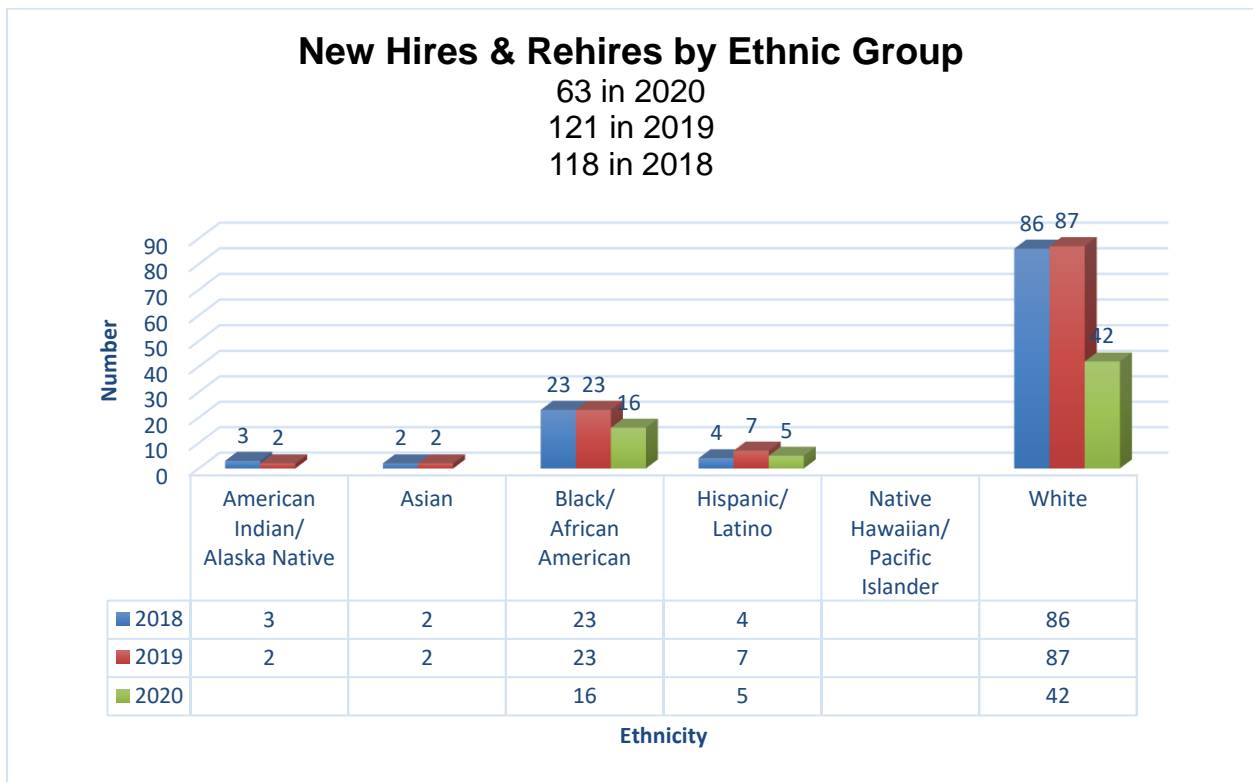


Figure 9 New Hires & Rehires by Gender

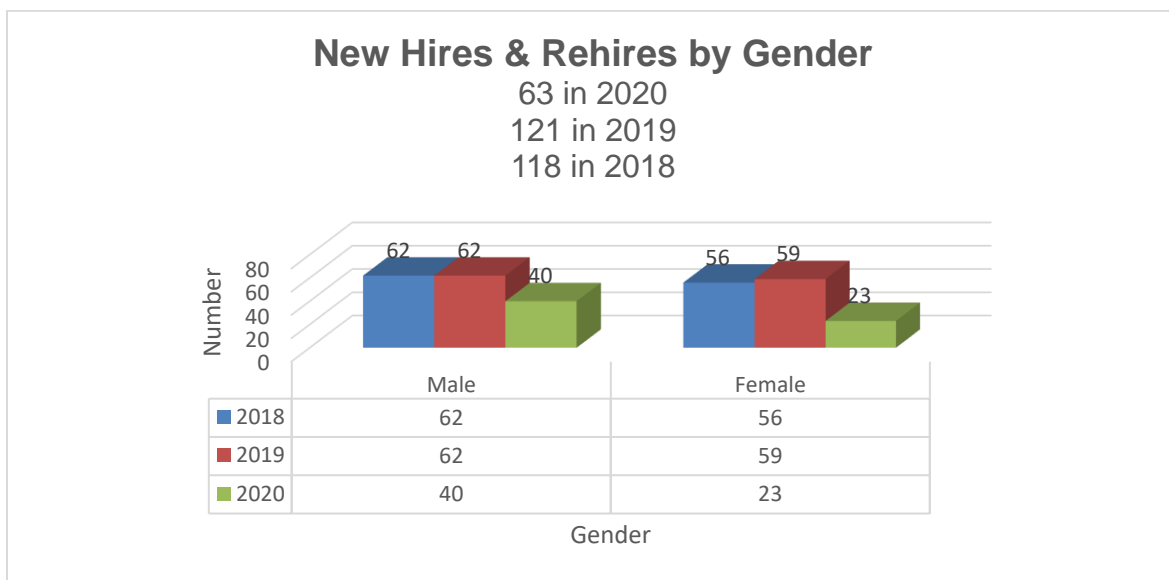
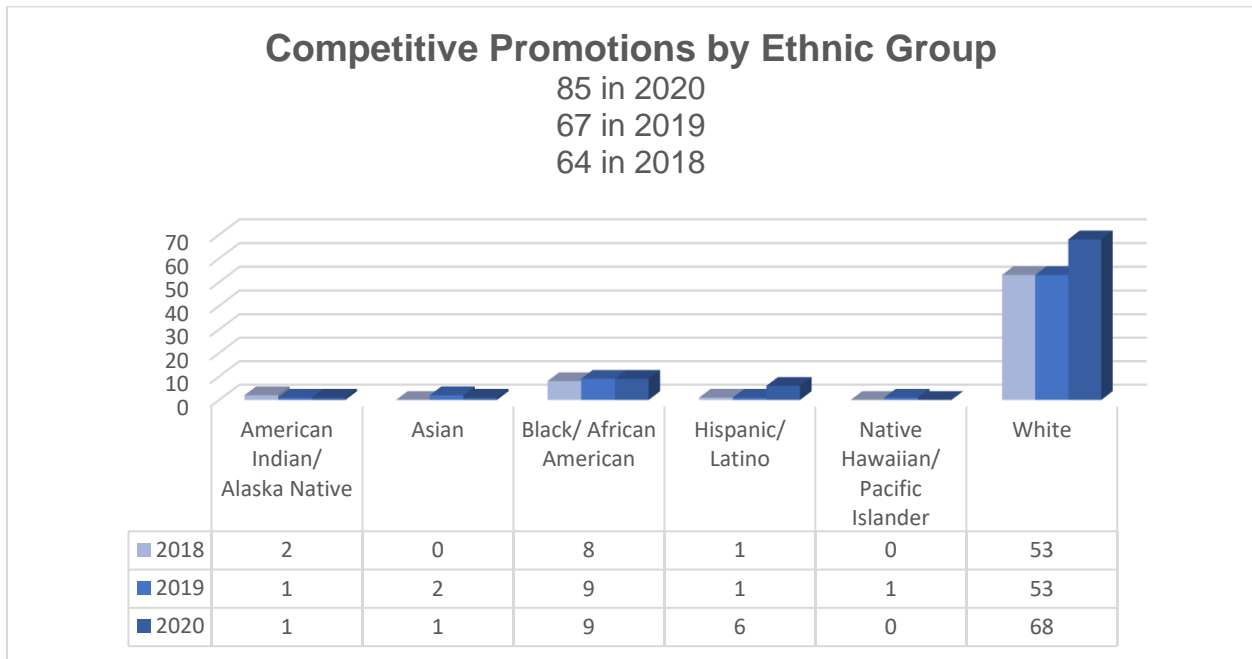


Table 4 Competitive Promotions 01/01/2018 - 12/31/2020

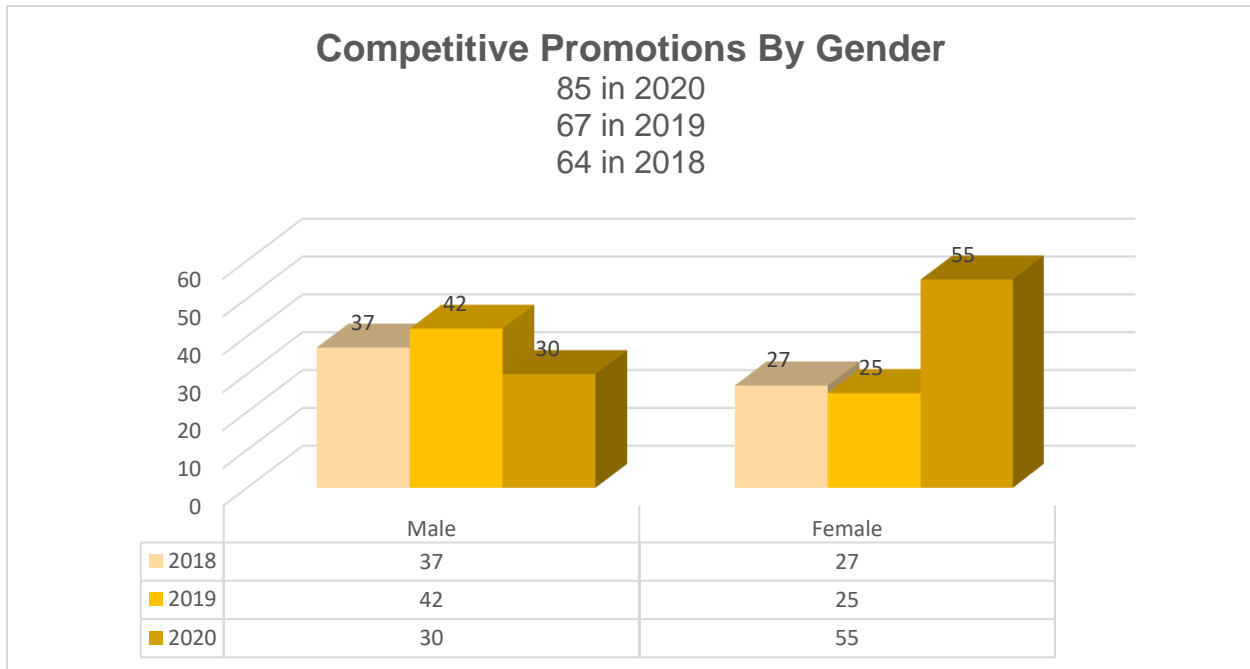
Calendar Year	Number of Promotions	% Males % Females	% Ethnic Minority Groups
2020	85	35.2 % (30) Males 64.7 % (55) Females	20% (17) Total 10.6% (9) Black 1.1% (1) Asian 1.1% (1) Amid 7.1 % (6) Hispanic
2019	67	62.6% (42) Males 37.3% (25) Females	20.8% (14) Total 13.4% (9) Black 3.0% (2) Asian 1.4% (1) Amid 1.4% (1) Hispanic 1.4% (1) Pacific
2018	64	57.8% (37) Males 42.1% (27) Females	17.1% (11) Total 12.5% (8) Black 1.5 % (1) Hispanic 3.1% (2) Amid

Figure 10 Competitive Promotions by Ethnic Group



Promotions have been done for more Whites than minorities over the past 3 years. 20% of the promotions in 2020 were employees in ethnic minority groups.

Figure 11 Competitive Promotions by Gender



There was a total of 85 promotions in 2020. The number of promotions increased by 18 in 2020 compared to 2019.

Table 5 Position Reclassifications

Calendar Year	Number of Reclassifications	% Males % Females	% Ethnic Minority Groups
2020	14	35.71% (5) Males 64.28 % (9) Females	35% (5) Total 35% (5) African American Black
2019	8	50% (4) Males 50% (4) Females	50% (4) Total 37.5 % (3) African American Black 12.5 % (1) Hispanic
2018	26	46.1% (12) Males 53.8% (14) Females	19.2% (5) Total 7.7 % (2) African American Black 7.7 % (2) Hispanic 3.8. % (1) American Indian/Alaskan Native

In 2020, Employment Services conducted 14 reclassifications. This is a decrease in the number received in 2018, but an increase in the number received in 2019. Per the Merit Code, requests for reclassifications are reviewed upon receipt. Of the 14 position reclassification requests, 11 requests were approved. The breakdown of the 11 approved are as follows:

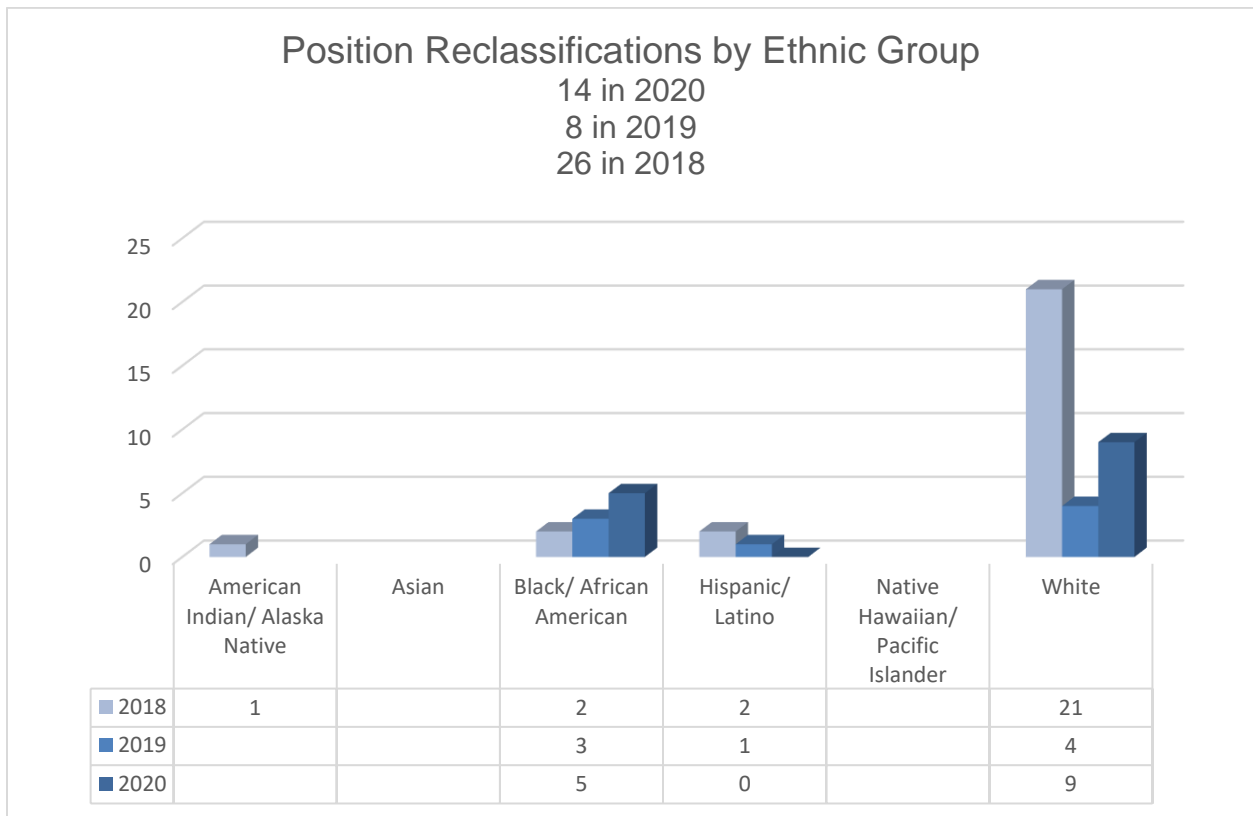
- 3 African American Black Females
- 3 White Females
- 4 White Males
- 1 African American Black Male

During the past 3-year period of 2018 through 2020, 29% of the reclassification requests were from employees in ethnic minority groups. In 2020, the total number of reclassifications for ethnic minority groups was 28% of the approved reclassifications were in an ethnic minority group.

The breakdown of the 3 reclassification requests that were not approved are as follows:

- 2 White Females
- 1 African American Black Female

Figure 12 Position Reclassifications by Ethnic Group



Over the past 3 years, reclassification requests were received from 4 ethnic groups: American/Indian/Alaska Natives, African American Black, Hispanic/Latino, and White employees.

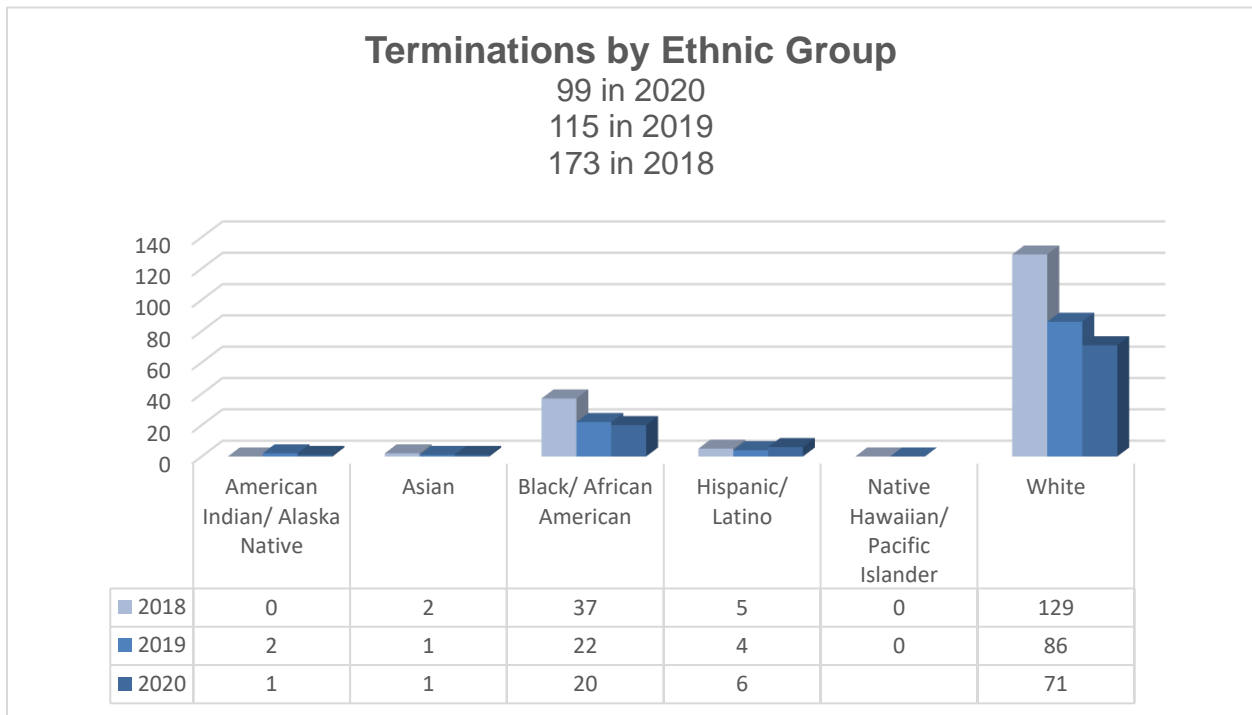
TERMINATIONS

Listed below are terminations for the years 2018 through 2020. All separation types including death, discharges, resignations, and retirements are represented in the total number of 99 terminations. Most of the terminations have been males in 2020 and 2018, but for 2019 most terminations were females.

Table 6 Terminations

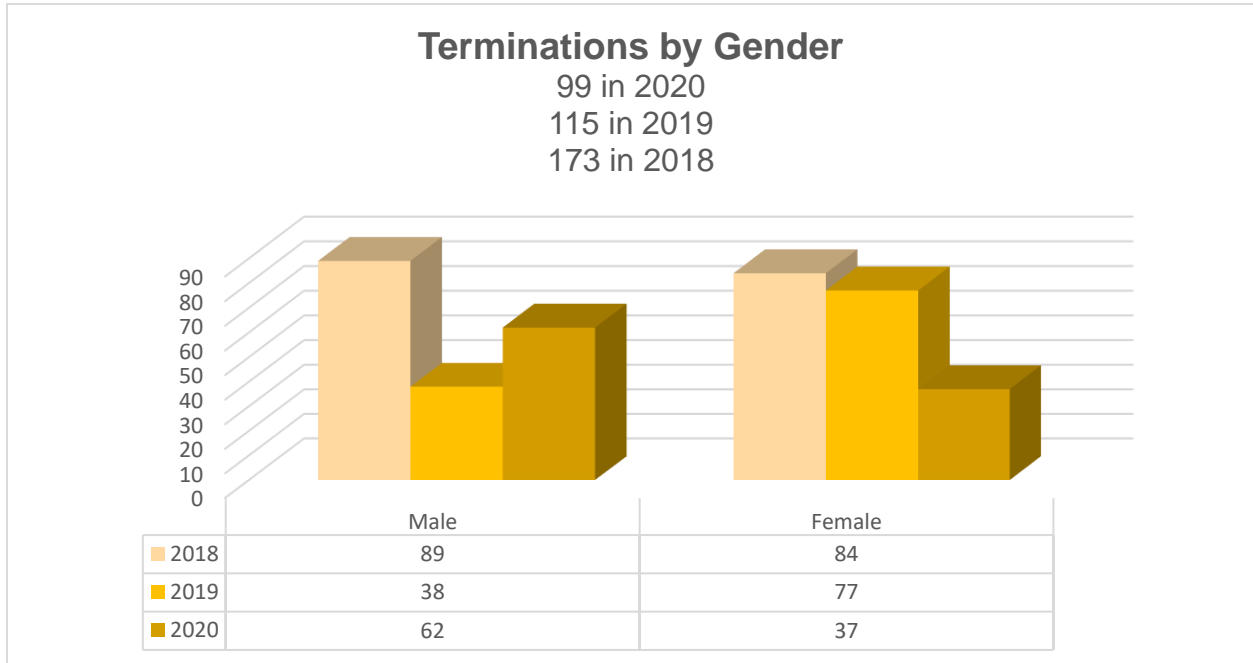
Calendar Year	Number of Terminations	% Males % Females	% Ethnic Minority Groups
2020	99	62.6% (62) Males 37.3% (37) Females	27.7% (28) Total 19.8 % (20) African American Black 5.9 % (6) Hispanic (0) Pacific Isle 1.00% (1) Asian 1.00% (1) Amid
2019	115	33% (38) Males 67% (77) Females	25 % (29) Total 19.1 % (22) African American Black 3.5 % (4) Hispanic 1% (1) Asian 2% (2) Amid
2018	173	51% (89) Males 49% (84) Females	26% (45) Total 21.4% (37) African American Black 2.8% (5) Hispanic .5% (1) Unknown 1.5% (2) Asian

Figure 13 Terminations by Ethnic Group



In 2020 there was a decrease in terminations compared to 2018 and 2019. Over the past 3 years, the terminations for ethnic minority groups ranged between 25% to 27.7%, with the highest percentage occurring in 2020.

Figure 14 Terminations by Gender



RECRUITMENT PROCESSES

The Office of Human Resources Employment Services unit is responsible for filling vacant positions as requested by Division leaders. This is a multi-step process. Other keys to note from the recruitment side include:

- The testing process does not adversely impact any applicant or employee.
- A diverse slate of applicants exists for each vacant position, to the extent possible. This is achieved using the multiple sites and networks as listed below.

Recruitment Plan

A recruitment plan is developed before posting each position. The recruitment plan includes the duties and desired qualifications for the position, current utilization within the County, labor market availability statistics, and specific outreach efforts to be made by Human Resources, by the department, and for the specific position.

Applicant Screening

In 2020, Employment Services received 5,009 applications. The total number of minority applicants increased from 2,261 (44.78%) in 2019 to 2,444 (48.7%) in 2020. Out of the 5,009 applications, 3,774 applicants met the minimum job qualifications, and 1,235 did not meet the minimum qualifications. The number of candidates that met the minimum qualifications was 75% of the applicant pool.

- HR matches qualifications on applications with minimum qualifications listed on job specifications.
- Applicants who are not qualified are notified via the email they provide on the online application.
- Applicants generally have one week to respond with additional information if they still believe they meet the minimum qualifications.
- Applicants may volunteer race/gender information, but it is never a factor in qualifying or disqualifying applicants.
- Depending on the position, the screening assessment is determined. In 2020, the 36 screenings varied from written examinations, performance examinations, and computerized testing.

Interview Panels for Oral Board and Selection Interviews

Interview panels are set up for Oral Board Examinations and Selection Interviews as part of the hiring process.

- Interview panels consist of a diverse slate of raters (including gender and ethnic group).
- Hiring General Manager (if the selection will be made)
- Other panel members familiar with the position:
 - Department supervisor
 - Subject matter expert (particularly for oral boards)
 - Section employee (preferably of a higher pay grade)
- Outside expert
 - Objective (no family, or personal friends, etc.)

Oral Board Examinations

35 oral board examinations were done in 2020

- Tests a candidate's knowledge, skills, and abilities related to the job spec

- Establishes a ranked list for the position

Selection Interviews

27 selection interviews were completed in 2020

- The selection process exists to ensure the fairness of hiring and/or promoting qualified candidates into vacant positions.
- Reveals more about the candidate's relevant experience, work style, and communication skills related to the specific vacancy for which they are interviewing.
- Determines which candidate will best meet the needs of the department/section based on work style.
- Allows for a follow-up to gain a better understanding and receive additional candidate information.

Recruitment Resources and Opportunities

- In 2020 the Office of Human Resources spent a total of \$9,800 on posting job opportunities using recruitment sites. The basic Human Resources Recruitment Outreach includes using internal and external networks by posting the announcements to the following sites and networks:
 - Career Builder
 - Indeed
 - New Castle County Facebook Page
 - New Castle County Twitter Page
 - New Castle County LinkedIn Page
 - Tweet My Jobs
 - Bulletin Boards at all County facilities and libraries
 - College Job Boards (includes Cheyney, Delaware Technical and Community College, Goldey-Beacom, University of Delaware, Villanova, Wesley College, Wilmington University, Delaware State University, Haverford University, Swarthmore, Bryn Mawr, Kutztown, West Chester University, Drexel University, Temple University)
 - NCCTV
 - All NCC employees' email
 - NCC Website
 - NCC Portal
 - Email distribution list of approximately 90 civic and community organizations, diversity commission members, city council members, NAACP, IMAC, LACC, etc.
 - Professional Diversity Network – (HR-paid subscription to the following outlets in the amount of \$3,800):
 - iHispano.com (Latinos)
 - BlackCareerNetwork.com (African Americans)
 - WomensCareerChannel.com (Women)
 - Military2Career.com (Veterans)
 - ProAble.net (Professionals with Disabilities)
 - ACareers.net (Asian-Americans)
 - OutProNet.com (LGBT professionals)
 - EBONY

- GreekDiversity
 - HireVeterans.com
 - Indeed
 - Julu
 - National Able Network
 - National Association for the Advancement of Colored People (NAACP)
 - National Association of Professional Women (NAPW)
 - National Urban League (NUL)
 - SimplyHired
 - TheGrio
 - Veterans Exchange
 - VetJobs.Com
 - Wall Street Warfighters Foundation
 - ZipRecruiter
 - NeoGov – Online Application Software (known as Government Jobs)
 - Email distribution list of approximately 90 civic and community organizations, diversity commission members, city council members, NAACP, IMAC (Interdenominational Ministers Action Council), LACC (Latin American Community Center), alumni associations of HBCU (historically black colleges and universities), as well as to fraternal and professional organizations of people of color.
- In addition, requests are submitted to departments to identify additional outlets for advertising positions based on their subject matter expertise and the career field.
 - Examples include: Specialty organizations, magazines, and websites of professional associations.

A unique challenge of the NCC Government is that most employment decisions are regulated by the guidelines of seven different collective bargaining agreements, and Chapter 26 of the New Castle County Code (Merit System). The Office of Human Resources staff continues to develop and update a list of diversity outreach and recruiting resources that may be used based on the position being recruited. Funding for recruitment initiatives continued in 2020 which allowed NCC Government to post jobs and communicate openings with possible internal and external candidates. Positions are posted internally and externally using various sources and media outlets. Below listed are the partnerships and events that the NCC Government participated in during 2020.

National Organizations

- National Association of Black Accountants, Inc. - online diversity recruitment for accounting professionals.
- Professional Diversity Network (Connecting Diverse Professionals to Employers That Value Diversity) is utilized to advertise positions at the following websites:
 - iHispano.com (Latinos)
 - BlackCareerNetwork.com (African Americans)
 - WomensCareerChannel.com (Women)
 - Military2Career.com (Veterans)
 - ProAble.net (Professionals with Disabilities)

- ACareers.net (Asian-Americans)
- OutProNet.com (LGBT professionals)
- EBONY
- Greek Diversity
- HireVeterans.com
- Indeed
- Julu
- National Able Network
- National Association for the Advancement of Colored People (NAACP)
- National Association of Professional Women (NAPW)
- National Urban League (NUL)
- Simply Hired
- TheGrio
- Veterans Exchange
- VetJobs.Com
- Wall Street Warfighters Foundation
- ZipRecruiter

Job Fairs and Recruiting Events

Recruiters attended 17 events in 2020 to maximize our opportunities for diversity outreach in the recruitment of prospective new County employees compared to 14 events in 2019.

Spring Career & Internship – University of DE
 Navigate your Future – Delaware State U
 Spring Career Fair – Goldey Beacom
 Policy & Public Service Meet-up- U of D
 University of DE 2020 Fall Career & Internship Fair
 Department of Labor and Good Will Job Fair
 Fall 2020 Career Fair – Neumann University
 Virtual Career Fair week – Drexel University
 Goldey-Beacom
 Fall Career Fair - Goodwill
 Job Fair – Dept of Labor
 2 Drive-Thru Career Fairs
 It's a Virtual Affair – Delaware State
 Engineering and Computer Science Virtual Career Fair – Widener University
 NJIT Co-op & Internship Virtual Fair
 Virtual Fall Career Fair- Colleges of Business, Technology, Arts & Sciences – Wilm. U

New Castle County Government participated in the following 3 events back-to-back years in 2019 and 2020:

- Goldey-Beacom College Spring & Fall Career Fair
- University of Delaware Fall Career and Internship Fair
- Delaware Congressional Delegation Veteran's Career Fair Middletown

Frequent participation in events sponsored by the same organizations helps NCC Government to build their partnership networks and allows for direct interaction with

possible applicants.

Additionally, Employment Services hosted 2 drive-through career fairs during the COVID-19 Pandemic. This was a first-time experience for New Castle County Government, and it is something that the Employment Services team plans to continue, as well as explore other community engagement events for the future.

- Route 9 Library – NCC Government provided covid testing, library resources for parents of online learners, free books were given away, and Police and Public Works' divisions attended.
- Bear Library - The other drive-through was held in the Bear Library parking lot.

All the recruitment efforts are done to create awareness of job opportunities in the NCC Government, enhance the local area partnerships with NCC Government, and build the applicant pool for various positions within NCC Government.

TRANSFER OPPORTUNITIES

Transfer opportunities were available to employees.

- Seven (7) applicants were approved to be placed on transfer lists:
 - 4 White Female; 1 Black Female; 1 Black Male; 1 White Male
- Two accepted for a transfer (1 Black Male & 1 White Male).

TRAINING AND DEVELOPMENT

The Training Division is responsible for developing and implementing training courses for employees at all levels. The Training opportunities are developed with a focus on diversity and inclusion with opportunities to educate participants on how to become more aware of unconscious biases and barriers to diversity. A total of 1,165 employees completed various training courses in 2020. Training opportunities also foster career development, motivate positive behavior, provide real-life scenarios for growing and leading diverse teams, as well as expanding interpersonal skills. Two of the most impactful courses offered in 2020 are Unconscious Bias and Respectful Behavior in the workplace. Additionally, the following training opportunities were offered in 2020:

- Sexual Harassment Prevention, Employee and Supervisory edition
- Ethics in the Workplace
- Supervision 101
- Performance Management
- EEO & ADA Employment Law
- The Customer Experience
- Interpersonal Communication Skills
- Interview Skills for Hiring Managers
- Leave Administration
- Workforce Planning
- Leadership Awareness
- Defensive Driving (Beginner and Advanced)
- Workplace Safety Training
- Federal COVID Leave (Multiple Q&A Sessions)

Self-paced training opportunities and webinars were made available to Supervisors

and employees through our third-party vendor Health Advocate. For example, *Leading Effectively in Times of Change*

COMMUNICATIONS

- Ensure employees are aware of the County's commitment to diversity within the workforce.
- Partner with the external Diversity Commission to ensure communications are effective and visible and that the County is reaching the resources that can assist us in attaining our diversity strategies. The Diversity Commission is composed of seven members and meets on the second Monday of the month at 4:00 p.m. in the New Castle County Government Center.
- The County reactivated the Employee Diversity Leadership Group (EDLG) to provide management with employee suggestions regarding ways to promote and improve diversity within the County. EDLG consists of volunteer members from all departments and meets monthly to discuss issues and concerns about diversity.

Diversity Commission Charter

Diversity Commission Charter
<p>The Diversity Commission is an advisory board which, in compliance with County Code, will monitor New Castle County's policies to 1.) promote and encourage small, minority and women-owned businesses as prime vendors and contractors and 2.) <u>to ensure that Human Resources activities are conducted so as to provide opportunities for all, without regard to gender, race, color, religion, age, national origin, ancestry, disability, sexual orientation, veteran or disabled status.</u></p>

Business Case	Project Scope														
<p>Promoting diversity in employment and procurement practices is both fair to County residents and good business. As our community becomes increasingly diverse, achieving diversity is more and more critical to County success. A Diverse workforce and vendor pool not only assures effective responses to community concerns, but also provides access to the full range of human talent that is available to advance the work of the County. To attract and retain a diverse workforce, we must create and sustain an environment in which the full potential and contribution of each employee can be achieved, resulting in increased productivity. Similarly, identifying and fostering business relationships with small, minority and women-owned businesses not only expands County purchasing options but also fosters economic growth in the County. A focus on achieving diversity results in a more productive and effective County Government.</p>	<ul style="list-style-type: none"> • Monitor NCC's policy to promote business opportunities for small, minority and women owned businesses; • Monitor NCC's policy to ensure that all human resources activities provide equal opportunity for all and ensure workforce is representative of the Community; • Monitor NCC's practice regarding Boards and Commissions to ensure representation. • Collaborate with/support the Employee Diversity Leadership Group. 														
Diversity Commission Goals	Diversity Commission Members														
<ul style="list-style-type: none"> • Assure workforce diversity; • Expand business opportunities for small minority women's businesses; • Promote representative membership on all NCC Boards and Commissions • Coordinate activities with the Employee Diversity Leadership Group 	<table> <tbody> <tr> <td>Sarah Brown</td> <td>Chair</td> </tr> <tr> <td>Delores McLamb</td> <td>Vice Chair</td> </tr> <tr> <td>Sam Harbison</td> <td>Member</td> </tr> <tr> <td>Clayton Stacey</td> <td>Member</td> </tr> <tr> <td>Erastus Mong'are</td> <td>Member</td> </tr> <tr> <td>William McDuffie</td> <td>Member</td> </tr> <tr> <td>Terrell Williams</td> <td>Member</td> </tr> </tbody> </table>	Sarah Brown	Chair	Delores McLamb	Vice Chair	Sam Harbison	Member	Clayton Stacey	Member	Erastus Mong'are	Member	William McDuffie	Member	Terrell Williams	Member
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Employee Diversity Leadership Group Charter

<p>Employee Diversity Leadership Group Charter</p>
<p>The purpose of the Employee Diversity Leadership Group (EDLG) is to assist in creating an environment of inclusion within New Castle County Government through leadership, strategic direction, and administrative oversight. An objective of this Group is to ensure the development of a process that will encourage formal and informal suggestions for workplace improvements that values the differences of all employees, customers and the general community that we serve.</p>

Business Case	EDLG Group Scope																
<p>Education and awareness leads to understanding and valuing differences, encouraging behaviors that create effective and sustainable leadership, and removing barriers that prohibit employees from integrating differences into their daily work. Employees who think and conduct business from different perspectives will establish a competitive advantage for the County. All will be encouraged to acknowledge differences that make contributions unique and important.</p>	<ul style="list-style-type: none"> • Advise the Office of HR and Executive Office in strategic planning and communications. • EDLG boundaries include programs for County employees and excludes programs for contractual services. • Employment practices to include but not limited to recruiting, promotions, training and development. Provide input to employment practices and programs as it relates to diversity initiatives, strategy and training. • Constraints are those specified under federal, state, county, and union contract codes. • EDLG will serve as an internal communications link with employees and community groups on diversity matters. 																
EDLG Goals	EDLG Members																
<p>Ensure NCCo recognizes, encourages, supports and values differences within all its operations that emphasizes its diversity strategy and initiatives.</p> <p>Provide advice on policies and programs that facilitate a greater understanding of diversity issues, workplace culture and help promote a positive work environment.</p> <p>Lead NCCo's commitment to diversity as one of its core values by defining and implementing the guiding principles and tools necessary to institutionalize diversity.</p>	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Maria Scarpa</td> <td style="width: 50%;">Finance</td> </tr> <tr> <td>Pedro Torres</td> <td>Public Safety</td> </tr> <tr> <td>Autumn Tuxwood</td> <td>Emergency Medical Services</td> </tr> <tr> <td>Evelyn Abegglen</td> <td>Land Use</td> </tr> <tr> <td>Kathleen Flynn</td> <td>Land Use</td> </tr> <tr> <td>Charisse Rogers</td> <td>Community Services</td> </tr> <tr> <td>Will Jones</td> <td>Human Resources</td> </tr> <tr> <td>Reshma Khan</td> <td>Community Services</td> </tr> </table>	Maria Scarpa	Finance	Pedro Torres	Public Safety	Autumn Tuxwood	Emergency Medical Services	Evelyn Abegglen	Land Use	Kathleen Flynn	Land Use	Charisse Rogers	Community Services	Will Jones	Human Resources	Reshma Khan	Community Services
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NCC Employees by Diversity by EEO-4 Group as of 12/31/19

Category	TOTAL	MALES								FEMALES							
		TOTAL MALE	Hispanic or Latino	White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or More	TOTAL FEMALE	Hispanic or Latino	White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or More
Elected/Appointed Officials	46	27 58.7%	1 2.2%	22 47.8%	4 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	19 41.3%	0 0.0%	14 30.4%	4 8.7%	0 0.0%	1 2.2%	0 0.0%	0 0.0%
Officials/Administrators	84	60 71.4%	2 2.4%	51 60.7%	6 7.1%	1 1.2%	0 0.0%	0 0.0%	0 0.0%	24 28.6%	2 2.4%	18 21.4%	2 2.4%	0 0.0%	1 1.2%	0 0.0%	1 1.2%
Professionals	263	122 46.4%	3 1.1%	104 39.5%	12 4.6%	0 0.0%	2 0.8%	0 0.0%	1 0.4%	141 53.6%	2 0.8%	102 38.8%	32 12.2%	1 0.4%	2 0.8%	0 0.0%	2 0.8%
Technicians	251	170 67.7%	7 2.8%	147 58.6%	12 4.8%	0 0.0%	4 1.6%	0 0.0%	0 0.0%	81 32.3%	3 1.2%	65 25.9%	12 4.8%	1 0.4%	0 0.0%	0 0.0%	0 0.0%
Protective Service	331	284 85.8%	22 6.6%	220 66.5%	34 10.3%	3 0.9%	5 1.5%	0 0.0%	0 0.0%	47 14.2%	0 0.0%	40 12.1%	4 1.2%	0 0.0%	2 0.6%	0 0.0%	1 0.3%
Paraprofessional	62	7 11.3%	0 0.0%	5 8.1%	1 1.6%	0 0.0%	1 1.6%	0 0.0%	0 0.0%	55 88.7%	2 3.2%	41 66.1%	9 14.5%	0 0.0%	2 3.2%	0 0.0%	1 1.6%
Administrative Support	197	36 18.3%	2 1.0%	28 14.2%	5 2.5%	0 0.0%	1 0.5%	0 0.0%	0 0.0%	161 81.7%	6 3.0%	110 55.8%	43 21.8%	0 0.0%	0 0.0%	0 0.0%	2 1.0%
Skilled Craft Workers	136	136 100.0%	4 2.9%	117 86.0%	14 10.3%	0 0.0%	0 0.0%	0 0.0%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Service Maintenance	90	78 86.7%	6 6.7%	56 62.2%	16 17.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	12 13.3%	0 0.0%	9 10.0%	3 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
NCC Total	1,460	920 63.0%	47 3.2%	750 51.4%	104 7.1%	4 0.3%	13 0.9%	0 0.0%	2 0.1%	540 37.0%	15 1.0%	399 27.3%	109 7.5%	2 0.1%	8 0.5%	0 0.0%	7 0.5%

The table shows the 2019 figures broken down by ethnic group. Note that the County keeps demographic data on employees in the form required by the Equal Employment Opportunity Commission (EEOC) for filing biennial EEO-4 reports with the federal government.

NCC Employees by Diversity by EEO-4 Group as of 12/31/20

Category	TOTAL	MALES								FEMALES							
		TOTAL MALE	Hispanic or Latino	White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or More	TOTAL FEMALE	Hispanic or Latino	White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or More
Elected/Appointed Officials	49	30 61.227%	1 2.04%	25 51.028%	4 8.16%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	19 41.3%	0 0.0%	14 30.4%	4 8.7%	0 0.0%	1 2.04%	0 0.0%	0 0.0%
Officials/Administrators	86	60 69.77%	2 2.33%	51 58.14%	7 8.14%	1 1.16%	0 0.0%	0 0.0%	0 0.0%	26 30.23%	1 1.16	20 23.26%	3 3.49%	0 0.0%	1 1.16%	0 0.0%	1 1.6%
Professionals	258	115 44.57%	3 1.16%	97 37.60%	13 5.04%	0 0.0%	1 0.39%	0 0.0%	1 0.39%	143 55.43%	3 1.16%	105 40.70%	30 11.63%	0 0.0%	3 1.16%	0 0.0%	2 0.78%
Technicians	231	156 67.7%	4 1.73%	137 59.31%	11 4.76%	0 0.0%	4 1.73%	0 0.0%	0 0.0%	75 32.47%	3 1.30%	63 27.27%	8 3.46	1 0.43%	0 0.0%	0 0.0%	0 0.0%
Protective Service	327	278 85.28%	22 6.75%	210 64.42%	38 11.66%	3 0.2%	5 1.53%	0 0.0%	0 0.0%	49 14.98%	1 0.31%	41 12.53%	4 1.23%	0 0.0%	2 0.61%	0 0.0%	1 0.31%
Paraprofessional	62	7 11.29%	0 0.0%	5 8.06%	1 1.6%	0 0.0%	1 1.6%	0 0.0%	0 0.0%	55 88.7%	2 3.2%	40 64.52%	10 16.13%	0 0.0%	2 3.2%	0 0.0%	1 1.6%
Administrative Support	191	40 20.94%	4 2.09%	31 16.23%	4 2.9%	0 0.0%	1 0.52%	0 0.0%	0 0.0%	151 79.06%	6 3.14%	104 54.45%	39 20.42%	0 0.0%	0 0.0%	0 0.0%	2 1.0%
Skilled Craft Workers	137	137 100.0%	4 2.92%	117 85.40%	15 10.95%	0 0.0%	0 0.0%	0 0.0%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Service Maintenance	85	74 87.06%	6 7.06%	53 62.35%	15 17.65%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	11 12.94%	0 0.0%	8 9.41%	3 3.53%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
NCC Total	1,426	898 62.95%	46 3.23%	726 50.88%	108 7.58%	4 0.28%	12 0.84%	0 0.0%	2 0.1%	528 37.0%	16 1.0%	394 27.65%	101 7.5%	1 0.07%	9 0.63%	0 0.0%	7 0.4%

The table shows the 2020 figures broken down by ethnic group. Note that the County keeps demographic data on employees in the form required by the Equal Employment Opportunity Commission (EEOC) for filing biennial EEO-4 reports with the federal government

KEY TAKE-AWAYS

Just as many organizations nationwide experienced difficulties while transitioning to the new norms because of COVID-19, New Castle County Government was in a similar situation in 2020. There were learning opportunities, challenges, and adaptations to new safety issues, new policies, new initiatives, as well as having to foster the world of technology through remote work and virtual platforms. Despite these tough times, NCC Government remained diligent and focused on top priorities which include hiring a diverse workforce, retaining, and training employees. The goal for NCC Government continues to be to mirror the New Castle County Geographical area and to ensure that inclusion and diversity exist within core functions, processes, and programs. Below are a few points of reference for 2020 that summarizes NCC Government's employee statistics:

- White employees made up about 78.5% of the full-time workforce, yet 56% of the geographic population.
- Minority employees made up 21.46% of the full-time workforce which is less than New Castle County's Geographical number of 44% minorities. However, in 2020 the full-time ethnic workforce population increased slightly to 21.46% in comparison to 2019 (21.36%), and in 2018 (21.10%).
- In 2020, 14% of the full-time African American employees, while in 2019 there were 14.5% African American employees.
- The 2020 EEO-4 Diversity Report highlights several positive outcomes compared to 2019 including increases in the number of ethnic minorities hired.
 - Specifically, there were increases in hires for:
 - African American males (increased by 4)
 - Asian females (increased by 1) and
 - Hispanic females (increased by 1).
- The combined total of New Castle County Government full-time and part-time ethnic minority employees increased from 27% to 38%.
- Due to funding being allocated, recruitment efforts continued in 2020.
- Recruiters attended 17 hiring events in 2020 which increased from 14 in 2019.
- 33% of the full-time new hires & rehires were from ethnic minority groups.

HIGH-LEVEL RECOMMENDATIONS

- Identify and integrate support systems that utilize and optimize diversity as key government strategy components.
- Continue to review and evaluate our current EEO/Diversity Policies and procedures
 - Distribute Diversity Policy to all employees and at time of hire
- Evaluate the need for an updated Veteran's Survey for the 2022 report. This will allow NCC Government to report demographics for Veterans in the workforce.
- Additional communication with Diversity Commission throughout the year on Office of Human Resources initiatives, achievements, and challenges
- Look for ways to improve diversity initiatives throughout the organization to include various processes such as recruitment, hiring, and training
- Continue to provide Annual EEO training for managers
- Evaluate platform for Annual Hiring training for managers
- Stress the importance of:

- Promoting an inclusive culture in the workplace by fostering an environment of professionalism and respect for personal differences
- Fostering open communication and early dispute resolution
- Establishing neutral and objective criteria to avoid subjective employment decisions based on personal stereotypes or hidden biases
- Future of Training:
 - Relaunch the Managers Certificate Training Program with an emphasis on equity and inclusion.
 - Educate each employee group on *their* responsibilities in ensuring NCC Government's culture fosters diversity initiatives.
 - Accountability by mandated Training for those who violate NCC policies
- Enhance Recruitment Strategies
 - Where do we go from here?
 - Recruit & Retain qualified candidates
 - Increase NCC Government's presence through public engagement and social media
 - Participate in new community events, such as August Quarterly
 - Use text messaging to communicate with applicants
 - Use technology to advertise and easily access open job opportunities (QR Code)
 - Invite partnering agencies
 - This is a team effort and needs everyone to be involved
 - Create an employee referral program
 - Follow up with applicants that do not respond to communication with a phone call or text message.
 - Data Tracking & Analysis
 - Learning where applicants get lost throughout the hiring process is a key component to determining better outcomes for our applicant pool. In 2021, Employment Services began tracking applicants from the time they apply for a position through the life cycle of the hiring process. With this data, it is hoped that strategies can be created that will ensure more applicants stay in the process to the end.
 - Tracking minority applicants who meet the minimum qualifications.
 - Survey applicants to gauge areas of improvement and opportunities.

References

Population Estimates, American Community Survey. *United States Census Bureau*
QuickFacts for New Castle County, Delaware.

<https://www.census.gov/quickfacts/fact/table/newcastlecountydelaware/PST0452>

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