



Delaware Department of
Human Resources

FY27 JOINT FINANCE COMMITTEE HEARING

YVONNE ANDERS GORDON, SECRETARY

FEBRUARY 3, 2026



MISSION IN ACTION

- **Mission:** To foster an inclusive and respectful workplace for the state's most valuable resource – our employees.
- **Vision:** Serving Delaware by serving the State's most valuable resource – our employees.
- **Values:**
 - Integrity
 - Efficiency
 - Collaboration

Putting the human back in Human Resources & Balancing “high tech with high touch.”

ABOUT DHR

- DHR employs a dedicated workforce of 278 supporting 17 Executive Branch agencies providing comprehensive HUMAN RESOURCES services.



DHR CORE RESPONSIBILITIES

- Foster a culture of respect and inclusion.
- Develop uniform, equitable policies for Executive Branch agencies and oversee compliance with Merit Rules.
- Attract, develop, manage, support, optimize, and retain a high-quality workforce.
- Administer health care benefits for 127,000+ employees, retirees, dependents, and 120 employee groups.
- Manage the insurance program for state vehicles, buildings, property, and Workers' Compensation. Inspect state facilities for safety and code.
- Manage statewide classification and compensation processes.
- Negotiate and interpret collective bargaining agreements.
- Provide education, training, and career development for state employees.
- Advocate for Delaware women through research and statewide initiatives.



ONBOARDING: STATEWIDE NEW EMPLOYEE ORIENTATION (SNEO)

- Governor Meyer's Initiative to ensure a strong entry into the State of Delaware workforce. (Started 7.14.25)
- SNEO offered in-person twice per month – alternating between New Castle/Kent
- Program Content Includes
 - Governor's Greeting
 - Executive Branch Agencies Overview
 - Respect in the Workplace, Sexual Harassment, Standards of Conduct Training
 - Statewide Benefits
 - Teamwork and Collaboration Group Exercise
 - Networking Opportunities Among Attendees
- **TOTAL ATTENDEES TO DATE = 1,094**



SNEO: POST-EVENT SURVEY RESULTS



UNDERSTAND
EMPLOYEE BENEFITS
AVAILABLE –
AGREE/STRONGLY
AGREE = 96.3%



WHAT IS EXPECTED OF
ME TO FOSTER A
RESPECTFUL
WORKPLACE =
AGREE/STRONGLY
AGREE = 98.8%



BETTER PREPARED TO
START MY NEW ROLE
AT THE STATE OF
DELAWARE =
AGREE/STRONGLY
AGREE = 93.9%



FOUND THE NEW
EMPLOYEE
ORIENTATION
ENGAGING =
AGREE/STRONGLY
AGREE = 90.2%

STANDARDIZATION AND MODERNIZATION

As technology evolves and future enhancements take on the more repetitive tasks, the more connected work such as innovation and development of others through mentoring, coaching, and collaboration, remains the most vital for workers.

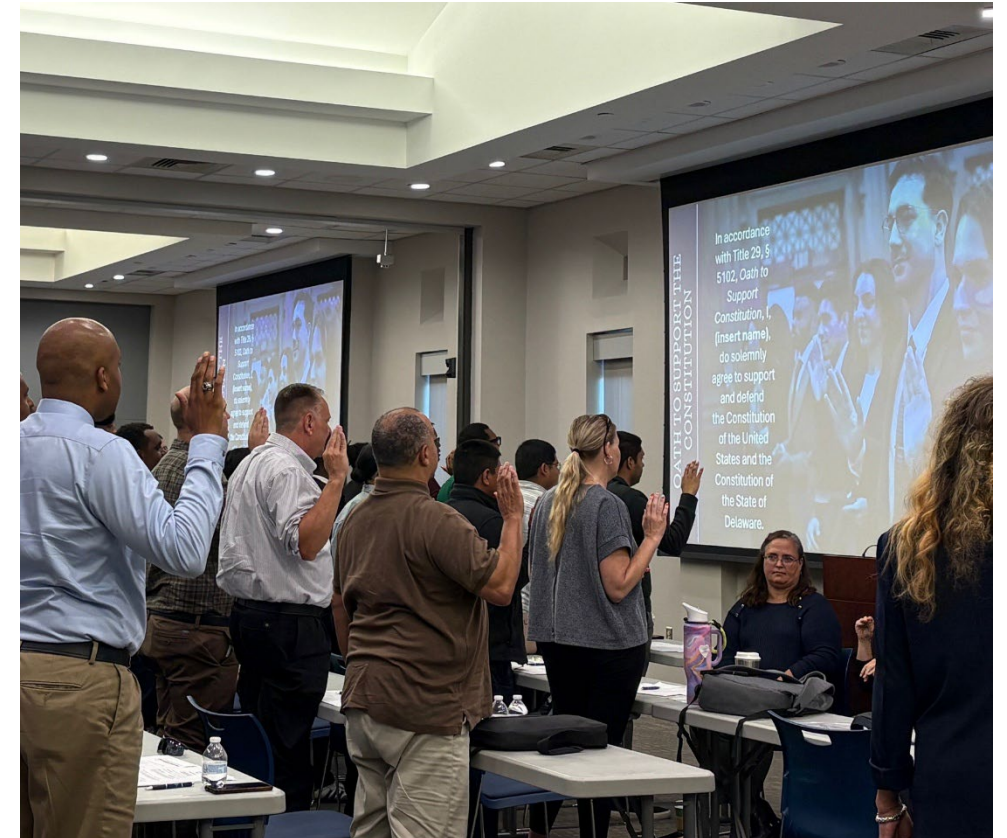
- Achieving the goal of comprehensive standardization & modernization will result in:
 - Enhanced operational efficiency, improve equity and employee engagement, and ensure that state agencies are supported.
 - Consistency and standardization in HR processes, policies, and practices across agencies.
 - Cross-agency functional support, allowing for improved coverage and continuity during staff absences or high-demand periods.
 - Enterprise Resource Planning (ERP) Modernization Project
 - This month, we will introduce “**Benny**” a chatbot that is SBO’s virtual website navigation assistant.



DHR PERFORMANCE OVERVIEW

TALENT MANAGEMENT - EMPLOYEE ENGAGEMENT:

- **Key Metric:**
 - Average % of Statewide New Employee Orientation (SNEO) attendees who feel better prepared to begin their new roles after attendance.
 - FY26 Over 90% of respondents Agree/Strongly Agree SNEO
 - FY27 Governor's Recommended: 95%
- **Why This Matters:**
 - Enhances workplace satisfaction and retention
 - Demonstrates commitment to addressing workforce needs
- **Future Plans:**
 - Redesign DHR's website to improve employee access and to be a strong workforce resource – **Employee Information Center**



WOMEN'S ADVANCEMENT & ADVOCACY

PEOPLE AND CULTURE



- **Key Metric:**
 - # of stakeholders for communication of agency initiatives
 - # of collaborations with other internal and external organizations focused on People and Culture
- **Why This Matters:**
 - Allows the Office of Women's Advancement and Advocacy to offer informed guidance and serves as strategic partner supporting women and girls in Delaware.
 - Allows the Division of People & Culture to provide resources, guidance, and opportunities in creating a workplace where everyone thrives professionally and contributes their best and feels a true sense of belonging.
- **Future Plans:**
 - Collaborate with Talent Acquisition to ensure merit-based hiring, recruiting and attracting a diverse candidate pool, standardize the interview process to eliminate bias and enforce fairness.
 - Create employment initiatives that cultivate and integrate our military community including Veterans and spouses, fast track casual seasonals, and those Americans with disabilities.

EMPLOYEE AND LABOR RELATIONS

- Key Metric:
 - # of Employees statewide educated in Americans with Disabilities Act (ADA)
 - FY27 Governor's Recommended: 2500 (New)
- Why This Metric Matters:
 - ELR is responsible for Statewide ADA serving as the subject matter experts and supports the department and statewide agencies with specialized knowledge and guidance.
- Future Plans
 - In partnership with People and Culture and Office of Women's Advancement and Advocacy, ELR will provide statewide educational opportunities, ensuring that disability awareness is embedded in our everyday practices and support the development of a more inclusive culture, where employees feel confident in requesting accommodations to succeed in the workplace.



STATEWIDE BENEFITS OFFICE:

- Key Metric:
 - % of covered non-Medicare members who had an annual physical exam.
 - FY25 Actual: 60.7% (an increase of 5.2% from FY2024)
 - FY26 Budgeted: 61.0%
 - FY27 Governor's Recommended: 61.5%
- Why This Metric Matters:
 - Promotes preventive care and early detection: Tracking this metric helps ensure that members receive routine checkups, allowing providers to identify and manage health risks before they become serious or costly conditions.
 - Improves overall population health and cost management: Higher participation in annual physicals is linked to better chronic disease management and lower long-term healthcare expenses, benefiting both members and the health plan.
- Future Plans
 - The SBO team will continue to promote the importance of primary care and provide members with free tools and resources to improve health and reduce the prevalence of chronic conditions.
 - The SBO team will work with the State Employee Benefits Committee (SEBC) to develop a strategic framework for FY2026 – FY2029 to address the growing trend of health care costs, decrease preventable chronic conditions, and ensure high-quality, low-cost care options for our employees and retirees.



INSURANCE COVERAGE OFFICE

- **Key Metric:**
 - # of lost workdays (average) due to workers' compensation claims
 - FY25 Actual: 34 days (down from 57 days in FY24)
 - FY26 Budgeted: 45 days
 - FY27 Governor's Recommended: 39 days
- **Why This Metric Matters:**
 - Measures the effectiveness of workplace safety and injury management programs.
 - Highlights efforts to minimize downtime and maintain workforce productivity.
 - Reflects commitment to employee health and well-being through efficient claims handling.
- **Future Plans:**
 - The ICO team will continue strengthening injury prevention programs, implementing early intervention and case management strategies, supporting employee return-to-work programs, and ensuring efficient management of claims.
 - The ICO team is working on launching a pilot program with multiple school districts to decrease the prevalence of slips, falls, and other injuries from school personnel, which have attributed to Workers Compensation claims and missed workdays.

Safety Focused

November 15, 2025



The National Highway Traffic Safety Administration provides these 10 safe driving tips for everyone traveling on our highways and roads.

1. Buckle Up. Every Trip. Every Time.
2. Put Children in the Correct Seat.
3. Driver Sober.
4. Obey Speed Limits.
5. Pay Attention to the Road. Avoid Distractions.
6. Never Drive Drowsy.
7. Share the Road Responsibly.
8. Pay Attention to Flashing Lights.
9. Talk to Teen Drivers. Be a Good Role Model.
10. Check for Recalls.

Go to [NHTSA.GOV](https://www.nhtsa.gov) for more safe driving information.

Carbon Monoxide (CO) The Invisible Killer

Carbon monoxide poisoning is a form of slow suffocation. The gas attaches itself to hemoglobin, the oxygen-carrying protein in blood. The blood carries less oxygen and the body suffocates. CO poisoning symptoms begin with sluggishness and headache. Later there is dizziness and loss of consciousness that can result in death.

A UL approved carbon monoxide detector can save lives, if you have one, test it monthly.

Thanksgiving is a time to share a meal with family and friends, make sure safety is on the menu when you do.

Remember these facts when preparing meals:

- Color is not a reliable indicator of doneness. Use a food thermometer to make sure meat, poultry, and fish are cooked to a safe internal temperature. To check a turkey for safety, insert a food thermometer into the innermost part of the thigh and wing and the thickest part of the breast. The turkey is safe when the temperature reaches 165°F. If the turkey is stuffed, the temperature of the stuffing should be 165°F.
- Bring sauces, soups, and gravies to a rolling boil when reheating.
- Cook eggs until the yolk and white are firm. When making your own eggnog or other recipe calling for raw eggs, use pasteurized shell eggs, liquid or frozen pasteurized egg products, or powdered egg whites.
- Don't eat uncooked cookie dough, which may contain raw eggs and raw flour.

Get info from the [Food and Drug Administration](https://www.fda.gov)



Upcoming Webinar

The ICO conducts monthly webinars on various safety topics open to all employees.

Please Join Our Monthly Webinar on "Cold Stress Awareness," November 20th, at 9:00 am, search the title on the DLC or click this link:
[Webinar Registration - Zoom](#)

TRAINING & HR SOLUTIONS

- **Key Metric:**
 - % of Employees who completed and acknowledged required training, uniform policies, and procedures (online and classroom)
 - FY25 Actual: 85%
 - FY26 Budgeted: 70%
 - FY27 Governor's Recommended: 75%
- **Why This Metric Matters:**
 - Supports employees in staying informed about uniform policies and procedures.
 - Promotes compliance and consistency across the workforce.
 - Enhances organizational accountability and operational efficiency.
- **Future Plans:**
 - To expand outreach to employees through enhanced technology strategies that ensure greater training participation.



CLASSIFICATION, COMPENSATION, AND TALENT ACQUISITION

- **Key Metric:**
 - Average # of calendar days from receipt of request to fill to the posting
 - FY25 Actual: 6.6 days
 - FY26 Budgeted: 4 days
 - FY27 Governor's Recommended: 4 days
- **Why This Metric Matters:**
 - Measures efficiency in the hiring process.
 - Minimizes disruptions to operations caused by vacant positions.
 - Reflects the effectiveness of recruitment strategies and process improvements.
- **Future Plans**
 - Continue to streamline the posting process and conduct regular process reviews to improve and eliminate inefficiencies.
 - Continue to work with agencies to reduce time to fill positions across all phases of the hiring process.



DHR: LOOKING AHEAD

LOOKING AHEAD

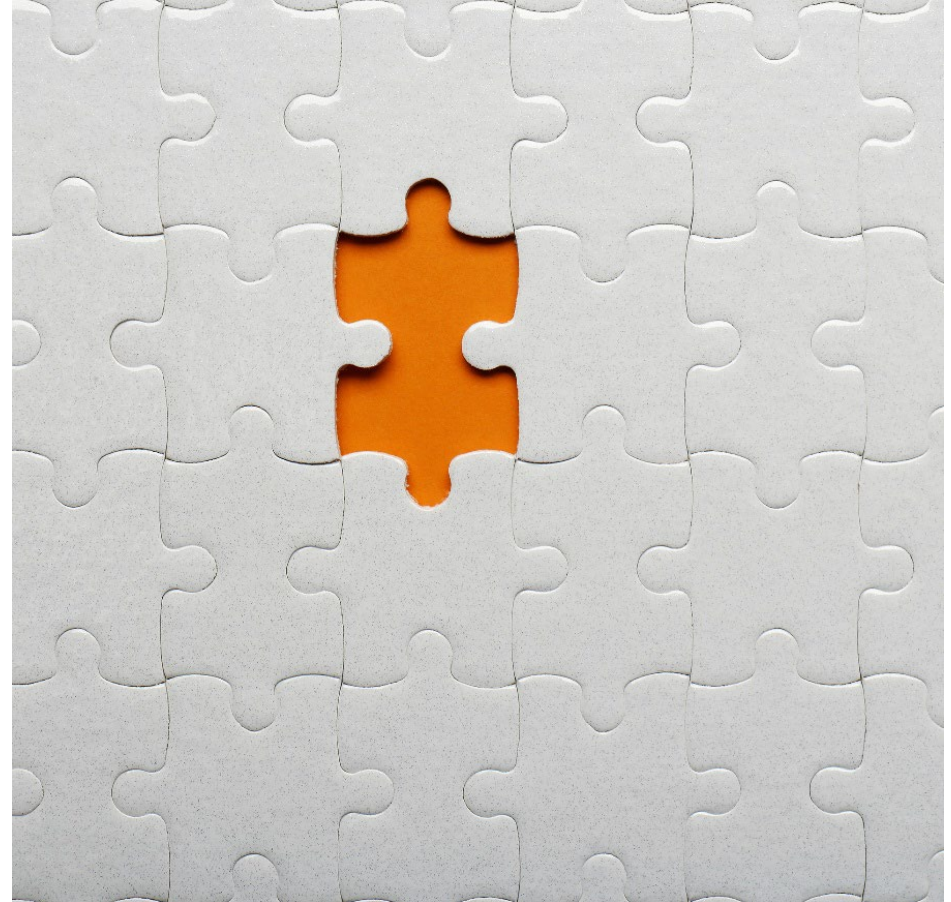
- Redesign DHR's website to improve employee access and to serve as a workforce resource.
- Enhance DHR operational efficiency including all unified HR services.
- Create a consistent performance review process for all Executive Branch agencies.
- Actively participate in the new enterprise system for HR, payroll, benefits and financials by serving as subject matter experts.
- Provide training to promote inclusion throughout the state workforce, including veterans, women, and Americans with Disabilities.
- Evaluate training programs – identifying skills gaps and enhancing certification programs.



SUMMARY OF VACANCIES

DHR VACANCIES

- DHR has 278 employees; 244 FTE; 26 casual seasonal employees; and 8 Agency Aides (includes FT and PT)
- As required by Epilogue Section 31 of Senate Bill 325:
 - There are 15 budgeted vacancies in DHR as of 1.28.2026.
 - Eleven (11) of the Fifteen (15) positions have been vacant for an average of less than 2 months. This vacancy period represents the average amount of time required to post and fill these positions.



2Digit	IPU	Depart ID	Dept Description	Jobcode	Sal Adm Plan	Grade	Description	Position Number	Fund Type	FTE	Location	Posn Exit	Years Vacant	Amount	Explanation
16	160101	160101055	DHR/Ofc of the Secty/DelDOT	MACJ01	M37	10	Human Resource Associate	00010341	A	1	DelDOT Administration Center	10/19/2025	0.27	\$ 67,563.89	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160101	160101055	DHR/Ofc of the Secty/DelDOT	MACK03	M37	16	Human Resource Advisor III	00009410	A	1	DelDOT Administration Center	1/25/2026	0.01	\$ 92,699.64	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160101	160101100	DHR / Office of the Secretary	MUPA11	M37	18	Deputy Principal Assistant	00001992	G	1	13 Reads Way Suite 202	11/16/2025	0.2	\$ 145,046.70	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160201	160201200	DHR/Division of Talent Mgmt	MACJ01	M37	10	Human Resource Associate	00003350	G	1	Rodney Building	12/6/2025	0.15	\$ 54,964.83	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160201	160201200	DHR/Division of Talent Mgmt	MUPA11	M37	18	Deputy Principal Assistant	00006256	G	1	13 Reads Way Suite 202	11/8/2025	0.22	\$ 110,175.42	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160401	160401400	DHR/Div of EE & Lbr Relations	MACK06	M37	19	Human Resource Manager I	00003893	G	1	Public Safety Admin Building	1/25/2026	0.01	\$ 96,145.72	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160501	160501500	DHR/Div of Statewide Benefits	MACL03	M37	16	State HR Analyst III	00069708	N	1	Rodney Building	11/30/2025	0.16	\$ 99,828.64	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160502	160502500	DHR/Div Stwide Ben/InsCvrgOffc	MACH01	M37	17	Insurance Coverage Officer	00105632	N	1	Rodney Building	1/25/2026	0.01	\$ 126,904.85	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160701	160701700	DHR/Div of Trning&HR Solutions	MACC04	M37	17	Training and Education Spec IV	00010239	A	1	Rodney Building	11/1/2025	0.24	\$ 121,110.61	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160801	160801800	DHR/Div of Class Comp & TIntAcq	MACJ01	M37	10	Human Resource Associate	00000963	A	1	Rodney Building	11/30/2025	0.16	\$ 67,777.37	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160801	160801800	DHR/Div of Class Comp & TIntAcq	MACL03	M37	16	State HR Analyst III	00080436	G	1	Rodney Building	1/25/2026	0.01	\$ 78,825.13	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A

DHR VACANCIES CONTINUED

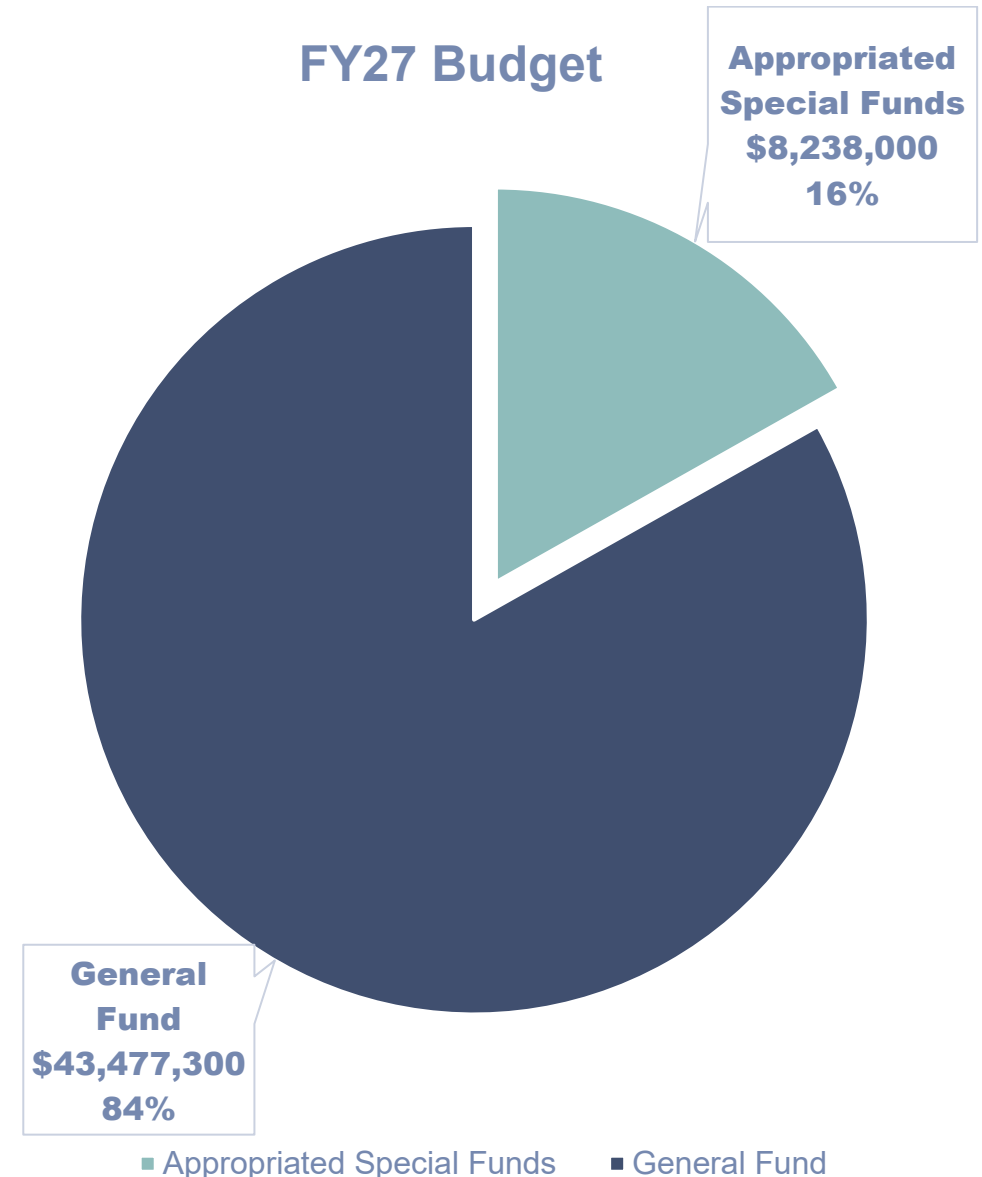
- Two Employee and Labor Relations positions are actively being filled
- Two positions will support Governor Meyer's Executive Order #1 for FY 27

2Digit	IPU	Depart ID	Dept Description	Jobcode	Sal Adm Plan	Grade	Description	Position Number	Fund Type	FTE	Location	Posn Exit	Years Vacant	Amount	Explanation
16	160401	160401400	DHR/Div of EE & Lbr Relations	MACG01	M37	18	Labor Relations & Emp Pract Spec	00000958	G	1	Reads Way	2/22/2022	3.93	\$ 106,258.94	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160401	160401400	DHR/Div of EE & Lbr Relations	MACG02	M37	19	Sr Labor Relations & Emp Prac Spe	00102220	G	1	Reads Way	12/19/2021	4.11	\$ 111,709.56	Merit to Exempt (Per Mrt Rule). Position approved to be posted 10/1/25
16	160801	160801800	DHR/Div of Class Comp & TlntAcq	MUAA07	M37	3	Agency Aide	00006666	G	1	Herman Holloway Campus	1/1/2019	7.07	\$ 59,750.00	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A
16	160801	160801800	DHR/Div of Class Comp & TlntAcq	MUAA07	M37	3	Agency Aide	00056878	G	1	Carroll's Plaza	8/14/2007	18.46	\$ 59,750.00	Necessary for Agency Operations per Delaware Code Title 29 Section 5904A

DHR FY27 BUDGET RECOMMENDATIONS

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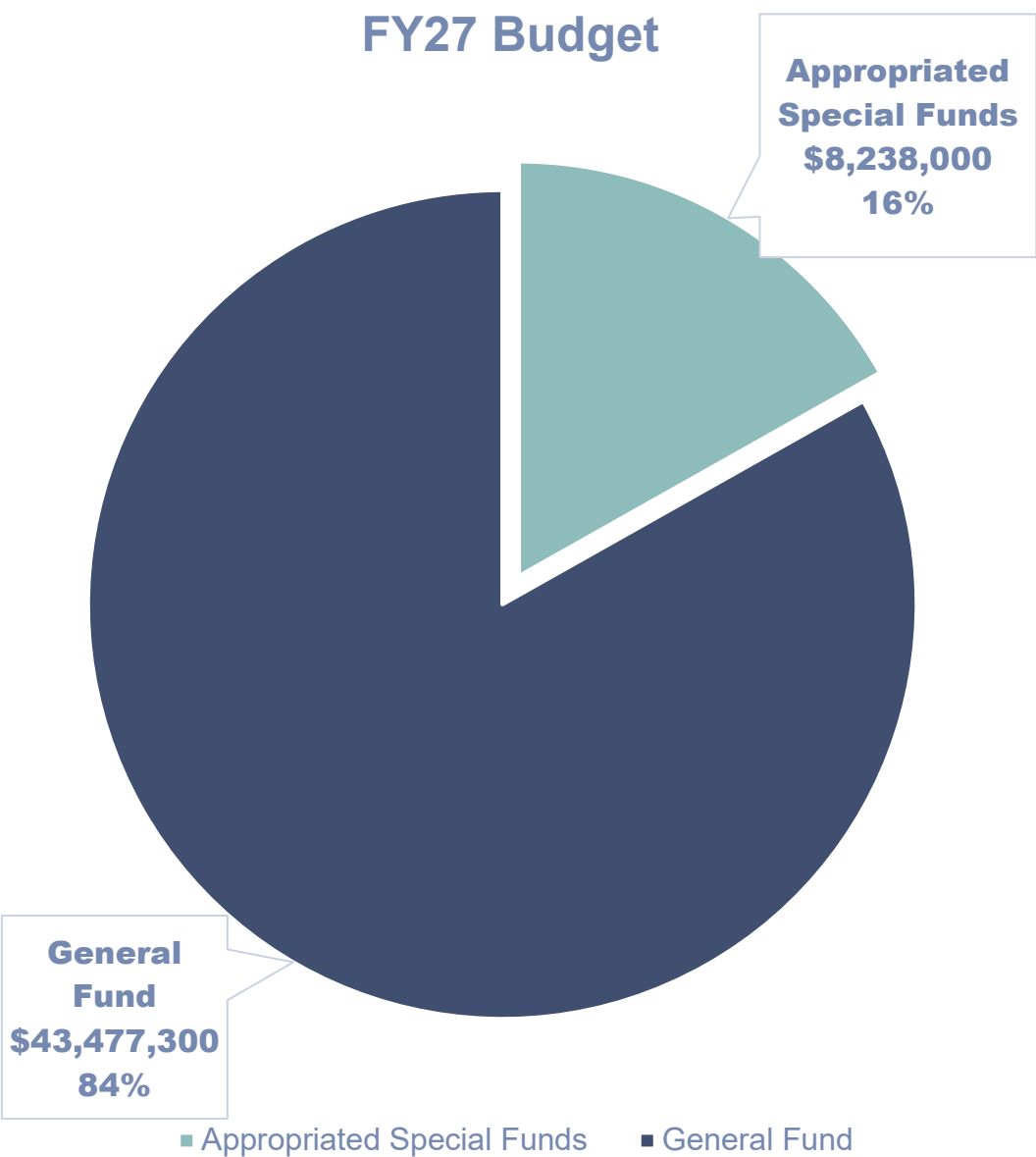
- **General Fund**
 - Primary Door Openers
 - \$24.2K Annualization for SB28 Volunteer Fire Funeral Benefits of the 153rd GA
 - \$8.3K to cover the 1% lease escalator for two centralized offices:
 - Reads Way, New Castle
 - Silver Lake, Dover
 - Statewide Requests
 - \$65M General Liability Insurance (Requested every year and must be denied to maintain sovereign immunity.
 - TOTAL: \$65.0M



FY27 BUDGET RECOMMENDATIONS

- **Appropriated Special Funds**

- \$150,000 – One-time capital funding for laptop and monitor replacements to sustain operations
- \$30,000 – To Complete Centralization
- \$10,000 – Education Funding for ELR training
- \$9,100 – Databank Contract (OnBase) increase in contract costs for license, managed services, and system maintenance used to access DLC
- \$8,400 – Delaware Learning Center (DLC) 1.5% increase in contract costs for primary Statewide Employee Training Portal
- TOTAL: \$207,500



FY27 BUDGET REDUCTION

- (\$141.7K) – Reallocating out of General Fund the Statewide Employee Benefits Subcommittee Manager personnel costs.
- (\$14.0K) - Reduction in Travel expenses
- (\$155.7K) - TOTAL



WE'RE HIRING!

VISIT: [HTTPS://STATEJOBS.DELAWARE.GOV/](https://statejobs.delaware.gov/)