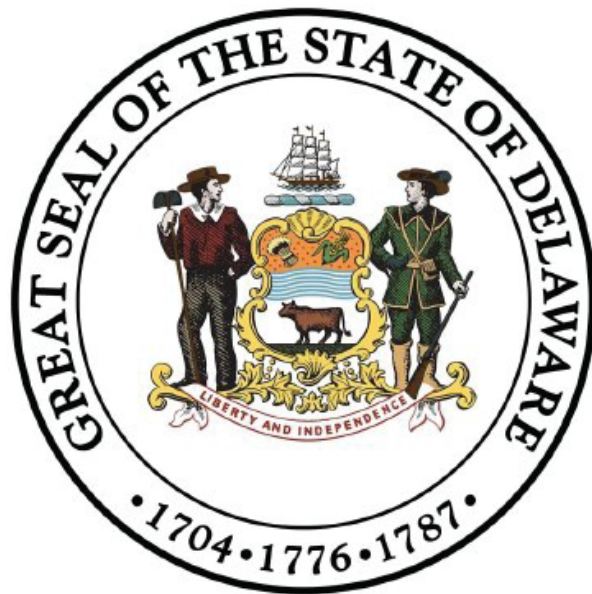


Executive Order 1

**Final Report on Increasing Youth Apprenticeships and
Earn-And-Learn Opportunities**



March 31, 2025

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Executive Summary

Executive Order 1 established a working group to [*Increase Youth Apprenticeships and Earn-and-Learn Opportunities*](#), and was signed by Governor Meyer on January 21, 2025, to “encourage and promote the expansion of youth apprenticeship opportunities in the State of Delaware, particularly as it applies to youth apprenticeship prospects within state government.”

Working group membership included key stakeholders across Delaware’s nationally recognized education to workforce ecosystem. The report provides concrete actions that will leverage and expand Delaware’s high-quality career pathway system that begins in our K-12 education system and spans postsecondary education, registered apprenticeship, and workforce programs. The working group recommendations are designed to help more young people access good jobs, including employment in state service, by building on existing infrastructure and addressing challenges associated with alignment of effort, systemization of activity, and sustainability.

Themes That Emerged from Discussion:

- State agencies offer different types of learning opportunities for youth including volunteer, internship, registered apprenticeship, and other forms of work-based learning. These opportunities must be better **systematized**, thereby reducing challenges associated with transitioning youth to full-time employment in state service;
- State agencies indicated difficulties recruiting, developing, and retaining staff. Currently, across agencies, registered apprenticeship is not the preferred approach for developing talent. **A shared vision, goals, and action plan for youth state employment writ large** is needed;
- Local education agencies (LEAs) and postsecondary institutions are actively working to strengthen career pathway programs offered in high school and expand placement of youth in earn-and-learn opportunities. Working group members identified the need for **more high school work-based learning coordinators** to grow student awareness of, and placement in, earn-and-learn opportunities in state service and private employment;
- A majority of the working group recognized the need to streamline pathways into state service for youth, including more strategic and robust partnerships between K-12 LEAs and postsecondary institutions, community-based organizations, and state agencies. This must coincide with **increased investments in the registered apprenticeship system**; and
- Opportunities for youth and adult volunteerism, internships, and other types of immersive work-based learning should more easily translate into full-time employment with state agencies.

Essential Recommendations:

- The Delaware Department of Labor, within 60 days of appointments by Governor Meyer, will convene the Apprenticeship Advisory Council ([*29 DE Code § 8512*](#)) to develop a plan that strengthens and expands registered apprenticeship in the state, including recommendations on membership and goals of the Advisory Council, expansion of youth participation in registered apprenticeship, and coordination with state agencies and private

employers;

- The Delaware Department of Human Resources will convene state agencies by January 1, 2026, and develop a plan that includes a vision for state employment, recommended changes to policies, staffing structures, and human and fiscal resources necessary to broaden earn-and-learn opportunities in state agencies for youth;
- The Delaware Department of Education will review existing state regulations that support work-based learning and career counseling to ensure that local education agencies have sufficient resources to expand student work-based learning services for Delaware Pathways students; and
- The Delaware Department of Labor, Division of Vocational Rehabilitation will work directly with public and private sector entities to ensure participation in registered apprenticeship programming is accessible to individuals with disabilities.

Regulatory and Legislative Recommendations:

- The Delaware Department of Labor will work with the 153rd Delaware General Assembly to introduce legislation that provides sufficient human and fiscal resources to support registered apprenticeship and trade extension programs, with consideration of the costs for student attendance in such programs, capital and utility costs to administer such programs, and costs to develop new programs in occupations that are strategic to the state and private employers; and
- The Delaware Department of Education will work with the 153rd Delaware General Assembly and Delaware Advisory Council on Career and Technical Education (DACCTE) to update [14 DE Code § 1706](#), giving additional authority to the Secretary of Education to ensure state education funds (509 funds) support Delaware Pathways programs.

The working group acknowledges the extensive work that must take place to effectively implement the intent of Executive Order 1. Their collective efforts are detailed later in the report with specific activities to be undertaken by the members.

Background

Delaware is a microcosm of the United States with just over one million residents and 138,000 public school students. Similarly, the state's education system reflects the nation's demographic and economic realities: 56% of its students are students of color, 27% come from low-income households, and 18% have disabilities¹. The state's geographic composition, a bustling commercial and metropolitan center in the north and semi-rural areas in the south with growing Latinx communities, mirrors the country's urban-rural divide. This parallel is also reflected in persistent disparities associated with educational access and outcomes that leave too many students unprepared for high school, postsecondary education, and the workforce.

The Georgetown University Center on Education and the Workforce projects that by 2031, 72% of jobs in our country will require postsecondary education and/or training². The U.S. Department of Labor's Bureau of Labor Statistics in their most recent publication project that by 2033 the percentage of US jobs that will require postsecondary education is 41.4%, closely mirroring the results for Delaware³. The expected growth industries exist in Delaware's public and private sectors and include healthcare, financial services, education, agriculture, and the life sciences, with most roles requiring post-high school credentials, including postsecondary education and training⁴.

Delaware has historically benefited from public and private sector leaders working together to support young people's economic mobility and keep good jobs in the State of Delaware. One such example is [Delaware Pathways](#). The Delaware Pathways program primarily consists of state-approved Career and Technical Education (CTE) programs of study that include high school and early postsecondary coursework, work-based learning (WBL) experiences, and industry-recognized credentials that prepare students for middle- or high-skill careers, whether they enter the workforce immediately after high school or later in life. Students have increasing access to postsecondary education and employment

¹ Source: 2024 Delaware Public Education at a Glance (2024). Rodel. https://rodelde.org/wp-content/uploads/2024/04/PO-8988_Rodel-At-a-Glance-2024_FINAL.pdf

² Source: Georgetown University Center on Education and the Workforce forecast using data from the US Census Bureau and Bureau of Labor (ACS); US Bureau of Labor Statistics; IHS Markit; Lightcast; and US Census Bureau and Bureau of Labor Statistics, Current Population Survey (CPS), 1983.

³ Sources: US Department of Labor, Bureau of Labor Statistics Employment Projections, Table 5.2, [Employment, wages, and projected change in employment by typical entry-level education : U.S. Bureau of Labor Statistics](#); Delaware Department of Labor, Office of Occupational and Labor Market Statistics, Delaware 2032, p.4 https://lmi.delaware.gov/Publications/Delaware_2032.pdf.

⁴ Source: Delaware Business Times (2024, September 17). <https://delawarebusinesstimes.com/supplements/choose-your-career/>.

services such as through the Student Excellence Equals Degree (SEED) scholarship, Inspire scholarship, the Elevate scholarship, and increased opportunities to pursue registered apprenticeship.

Nearly a decade into implementation, student participation in Delaware Pathways has increased rapidly, now serving more than 65% of public-school students in grades 9 to 12 and approximately 10,000 postsecondary students. Delaware Pathways are offered in every Delaware school district and most public high schools, as well as eight charter schools, and two schools for at-risk youth in the custody of the Delaware Department of Services for Children, Youth & Their Families. Approximately 3,000 high school CTE students participate in immersive work-based learning opportunities each year and the number is projected to exceed 5,000 by 2028. School resource constraints currently present a significant barrier to implementation.

The statutory agency for Registered Apprenticeship in Delaware is the Delaware Department of Labor. A youth apprentice is defined as anyone aged 16-24 at the time of registration in a registered apprenticeship program approved by the Delaware Department of Labor. The average age of a registered apprentice in Delaware is 26 at registration. Delaware has 1,878 registered apprentices across 522 programs. State agencies account for roughly 78 registered apprentices across 10 programs. Since 2020, efforts to expand registered apprenticeship have focused on the diversification of occupations in which registered apprenticeship programs are offered and alignment of CTE programs at the high school level with registered apprenticeships to expedite apprenticeship completion occurring through the Adult Education divisions of the state's three vocational-technical school districts. This **alignment of career and technical education programs at the high school level with registered apprenticeship** paved the way for over 900 new youth apprentices to enter the registered apprenticeship system since 2021.

This work is now at an inflection point with Governor Meyer's Executive Order 1 (EO1) recognizing registered apprenticeship, and other immersive work-based learning opportunities provide real-world skills, and pathways to success for young people. **Delaware has an opportunity to lead the nation in committing its own state agencies to hire youth, expand registered apprenticeship, and promote workforce development initiatives that strengthen our communities, our schools, and our economy.**

This report is commissioned under EO1 and captures practices, ideas, and recommendations from more than 22 committee members, each of whom have deep experience in education, workforce development, and state service.

Commitments and Recommendations

The working group respectfully submits the following commitments and recommendations with the belief they will benefit the public and private sector alike and complement Delaware Pathways, the Youth Apprenticeship Delaware Strategic Plan (see Appendix D), and the [Delaware Workforce Development Board Strategic Plan](#).

1. Immediately Address System Alignment, Coordination, Efficiency, and Sustainability

Opportunities exist to immediately align funding, partner activity, and communication routines. Members of the working group commit to initiating the following activities by June 30, 2025.

- The Delaware Workforce Development Board (DWDB) will identify opportunities and pilot new activities that streamline services and issue funds prioritizing internship placement and the creation of registered apprenticeship (RA) programs in state government, especially pertaining to out-of-school youth, dislocated workers, and individuals with disabilities.
 - The DWDB also will convene Rodel and the Delaware Department of Labor to research incentives for private sector employer participation in RA and present a proposal to Governor Meyer by October 31, 2025.
- The Delaware Department of Human Resources (DHR) will provide technical assistance across the education to workforce system by:
 - Encouraging state employees to utilize the [paid volunteer leave policy](#) to participate in career awareness and exploration opportunities offered through schools, postsecondary institutions, and community-based organizations; and
 - Partnering with the Delaware Department of Education (DDOE) Adult Education and Prison Education Programs to raise awareness among youthful adult learners and prison education staff of state job opportunities, the application process, and hiring processes and benefits.
- The Delaware Department of Labor (DDOL) will improve communication and streamline service delivery by:
 - Convening the Apprenticeship Advisory Council ([29 DE Code § 8512](#)) within 60 days upon confirmation of appointments by Governor Meyer to develop a plan that strengthens and expands registered apprenticeship in the state, including recommendations on membership and goals of the Advisory Council, expansion of youth participation in registered apprenticeship, and coordination with state agencies and private employers. Strategy should be informed by the existing Youth Apprenticeship Delaware Strategic Plan, recommendations in this report, the vision and goals for employment in state service developed by DHR under recommendation two (2), and be presented to Governor Meyer by June 30, 2026;
 - Working with members of the 153rd Delaware General Assembly to update [29 DE Code § 6960A](#) so all funds are managed by the DDOL;

- Providing the Delaware Higher Education Office with information, staff time, and training materials associated with registered apprenticeship and other DDOL services to be utilized during Launch into Your Future month beginning October 2025;
 - Providing the DDOE with marketing materials for dissemination to schools and professional development opportunities for school counselors and work-based learning coordinators to be utilized during the 2025-2026 school year;
 - Conducting a targeted awareness campaign that educates state agencies about the benefits of RA programs. The campaign will commence by January 31, 2026;
 - Updating DDOL materials to educate about and encourage the development and expansion of RA intermediaries to facilitate hiring, preparation, placement, and to act as the employer of record for state agencies, private sector, and non-profit employers by January 31, 2026; and
 - Updating DDOL materials to educate and encourage RA training providers and employers to evaluate and award advanced standing to apprentices in a manner informed by [Delaware's Credit for Prior Learning Policy Framework](#).
- The Delaware Department of Education (DDOE) will partner with the Delaware Advisory Council on Career and Technical Education (DACCTE) and members of the 153rd Delaware General Assembly to update [14 DE Code § 1706](#), giving additional authority to the Secretary of Education to ensure state education funds (509 funds) support Delaware Pathways programs.
 - Delaware's vocational-technical school districts will continue establishing articulation agreements with the DDOE for state -approved model Career and Technical Education (CTE) programs and comprehensive school districts and charter schools for state approved local model CTE programs. The agreements will award advanced standing toward completion of Related Technical Instruction (RTI) and On-the-Job Training (OJT) in RA programming.
 - Appropriation of temporary state funding for the DDOE to support operationalizing of policies and procedures for the award of credit for prior learning associated with registered apprenticeship programming in accordance with the Delaware Credit for Prior Learning Policy Framework is recommended in FY26 and FY27.

2. Establish a Vision and Goals for Increasing Pathways to Employment in State Service

Delaware will benefit from a strategic vision and metrics for increasing pathways to employment in state service. Development of this strategy should run concurrent to other recommendations in this report to ensure the broader education to workforce ecosystem is able to integrate and sustain new state agency participation at scale. This strategy will inform elements of new legislation proposed under recommendation four (4).

- The Delaware Department of Human Resources (DHR) will partner with the DDOL to convene state agency leaders beginning in July 2025, to develop a vision, goals,

accountability metrics, and data and reporting routines necessary for effectively implementing and evaluating pathways to employment in state service. Considerations include but will not be limited to:

- Evaluation of state agency hiring trends, occupations that provide career ladders, and existing RA programs in state agencies for expansion to additional agencies and the creation of new RA programs;
- Identification of policies, structures, and resources that impact pathways to employment in state service;
- A centralized job posting and application platform specifically for internship opportunities in state government appropriate for youth; and
- Development of a state internship program for youth informed by the [federal pathways program](#).

The Secretary of DHR will provide Governor Meyer an implementation plan with timelines, deliverables, responsible parties, and metrics by June 30, 2026.

3. Ensure Local Education Agencies are Appropriately Resourced

- The DDOE will coordinate with the State Board of Education to update [Title 14 Regulation 525](#), by October 31, 2025, ensuring sufficient state funds are generated to support provisioning of high school work-based learning coordinators for existing immersive work-based learning opportunities associated with Delaware Pathways programs; and
- The Public Education Funding Commission (PEFC) is recommended to partner with the DDOE to determine the most appropriate funding model and structure for ensuring Delaware public high schools have dedicated work-based learning coordinators supporting work-based learning experiences and direct-to-work placement support for high school students not directly matriculating to postsecondary education or training.

4. Ensure State Agencies are Appropriately Resourced

The Delaware Department of Labor (DDOL) and Delaware Department of Human Resources (DHR) will work with members of the 153rd Delaware General Assembly to introduce legislation ensuring sufficient human and fiscal resources exist to sustain current and future RA programming. The timing and dollar amount of fiscal notes should align with artifacts produced by activities associated with recommendation two (2).

- Introduce new legislation that expands state funding to support registered apprenticeship and trade extension programs offered by the adult education divisions of Delaware's three vocational-technical school districts, with consideration of the costs for student attendance in such programs, capital and utility costs to administer such programs, and costs to develop new programs in occupations that are strategic to the state and private employers.
 - Shift the existing Adult Training and Workforce appropriation from DDOE to the appropriate statutory agency (i.e., DDOL) for administration beginning in FY26;
 - Create a fund to be managed by the DDOL for apprenticeship training at the vocational-technical school districts modeled after [Student Excellence Equals Degree \(SEED\)](#). This will require a new fiscal note for implementation in FY27,

with a portion already provided by the Adult Training and Workforce appropriation; and

- Create an innovation fund to be managed by the DDOL for the enhancement of existing, and creation of new, RA programs. The funds will be issued by the DDOL. A new fiscal note will be required for implementation in FY27.
- Increase staffing at the DDOL from two (2) Labor Enforcement Officer II positions to up to as many as five (5) Labor Law Enforcement Officer III positions between FY26 and FY30 to provide adequate staffing for the monitoring of regulations for employer sponsors and oversight of state funding. All five (5) positions should be general funded.
- Increase full-time staffing positions at the Department of Human Resources (DHR) to support the implementation and on-going work required by Executive Order #1. The recommended four (4) Human Resource positions will be responsible for developing, managing, communicating, and coordinating the new internship/apprenticeship program, identifying job classifications most suitable for internships and apprenticeships, implementing recruitment and talent acquisition strategies, especially for hard-to-fill positions, identifying opportunities for program operating efficiencies, creating frameworks to track and report on program outcomes, and updating and creating, as needed, policies and job descriptions, minimum qualifications, and preferential or expedited hiring from apprenticeship and internship to Merit positions. New DHR staff will also analyze data and produce reports used to evaluate program effectiveness and inform expansion. All four (4) dedicated HR positions should be general funded.

Appendix A: Key Terms and Resources

Career and Technical Education-- an organized set of educational activities that provide students with rigorous academic content, relevant technical knowledge and skills, and leadership development or provide students with the opportunity to participate in work-based learning and to earn a recognized postsecondary credential as well as early postsecondary credit or standing. Programs must be approved by the Delaware Department of Education.

Delaware Pathways- Delaware Pathways link education and workforce development efforts for youth and provide opportunities for youth to gain work experiences aligned with their career goals through a series of high-quality education programs that link to postsecondary education and careers. Programs and supports are available across Delaware’s local education agencies. Delaware Pathways and Career and Technical Education are often used interchangeably in Delaware.

Registered Apprenticeship- an employer-driven education and training model that combines compensated employment, on-the-job training, and related technical instruction, which culminates in a nationally recognized industry credential or journeyperson certificate. Programs must be approved by the Delaware Department of Labor.

Work-based learning- a progressive approach to link education and employment through student, school, and employer partnerships which occur through career awareness, career exploration, and career immersion experiences.

Youth Apprenticeship- Youth Apprenticeship and Registered Apprenticeship are synonymous in Delaware, with the age of the apprentice determining “youth” status. Apprentices aged 16 to 24 are considered youth apprentices.

Additional Resources

[Apprenticeship Hours and Ratios](#)

[Apprenticeship Rules and Regulations](#)

Delaware Pathways Transition Memo (see Appendix D)

State of DE Government Agency Apprenticeships (see Appendix D)

[State of Delaware Merit Rules](#)

Youth Apprenticeship Delaware Strategic Plan (see Appendix D)

Appendix B: Working Group Membership

Co-Chairs

Yvonne Gordon, Secretary, Department of Human Resources
LaKresha Moultrie, Secretary, Department of Labor

Members

Aundrea Almond, Representative, Office of the Governor
Julie Devlin, Chief of Staff, Department of Health and Social Services
Rob Eppes, Representative, Junior Achievement
Shanté Hastings, Secretary, Department of Transportation
Paul Herdman, Representative, Rodel Foundation
Angela Herman, Representative, Wilmington University
Joseph Jones, Representative, New Castle County Vocational Technical School
Gregory Lane, Chief Information Officer, Department of Technology and Information
Margie Lopez Waite, Representative, Delaware Charter Schools
Cindy Marten, Secretary, Department of Education
Kate Marvel, Representative, Smyrna School District
Brian Maxwell, Director, Office of Management and Budget
Jeremy McEntire, Representative, Polytech
Gregory Patterson, Secretary, Department of Natural Resources and Environmental Control
Meredith Seitz, Chief of Staff, Department of Services for Children, Youth, and their Families
Joanna Staib, Executive Director, Delaware Workforce Development Board
Jonathan Starkey, Representative, Delaware State University
Justina Thomas, Representative, Delaware Technical Community College
Michael Vaughan, Representative, University of Delaware
Kelly Whaley, Representative, Sussex Technical School District

Working Group Staff via the Delaware Department of Education

Jonathan Wickert, Director, Career and Technical Education and STEM Initiatives
Rick Konysz, Associate Secretary, Workforce Support
Lindsay Chiavaroli, Administrative Assistant III-II
Miguel Ramirez, Administrative Assistant III-I
Pamela Harris, Administrative Assistant I

Appendix C: Working Group Strategy

Governor Meyer issued Executive Order 1 on January 21, 2025, stipulating the working group convene in February 2025 with the final report and recommendations to be submitted thirty days following. The initial briefing and planning meeting occurred on February 20, 2025, due to timing associated with confirmation of Cabinet Secretaries and designation of working group co-chairs.

Working Group Convening #1

- Review Executive Order 1;
- Establish common understanding of Delaware Pathways, work-based learning, and Registered Apprenticeship; and
- Presentation on existing internship and apprenticeship programs in Delaware State Parks.

Working Group Convening #2

- Discuss opportunities and barriers to offering earn-and-learn opportunities in state agencies; and
- Discuss opportunities and barriers faced by school systems and community partners and resources necessary to encourage pathways to state service.

Working Group Convening #3

- Review and discuss draft report recommendations for submission on March 31, 2025.

Need for Additional Convenings

- The working group identified the need for the Delaware Department of Human Resources to develop a plan that includes a vision for state employment, recommended changes to policies, staffing structures, and human and fiscal resources needed to expand earn-and-learn opportunities in state agencies for youth.

Appendix D: Convening Minutes and Materials

Convening #1

February 27, 2025

9:30 a.m. to 11:30 a.m.

In-Person/Anchor Location: Townsend Building, Cabinet Room, Dover, DE

Members Present

Representative Aundrea Almond, Office of the Governor
Chief of Staff Brian Boyle, Department of Natural Resources and Environmental Control (virtual)
Chief of Staff Julie Devlin, Department of Health and Human Services (virtual)
Representative Rob Eppes, Delaware Pathways (Junior Achievement) (virtual)
Secretary Yvonne Gordon, Department of Human Resources
Secretary Shanté Hastings, Department of Transportation
Representative Paul Herdman, Rodel Foundation
Representative Angela Herman, Wilmington University
Representative Joseph Jones, New Castle County Vocational Technical School District
Chief Information Officer Gregory Lane, Department of Technology and Information (virtual)
Representative Margie Lopez Waite, Delaware Charter Schools (virtual)
Secretary Cindy Marten, Department of Education
Representative Kate Marvel, Smyrna School District
Director Brian Maxwell, Office of Management and Budget (virtual)
Representative Jeremy McEntire, Polytech
Ashleigh McKinney, State Parks Chief of Volunteer and Community Services
Grant Melville, State Parks Operations Administrator
Secretary LaKresha Moultrie, Department of Labor
Chief of Staff Meredith Seitz, Department of Services for Children, Youth, and their Families
Executive Director Joanna Staib, Workforce Development Board (virtual)
Representative Jonathan Starkey, Delaware State University
Representative Justina Thomas, Delaware Technical Community College
Deputy Secretary Rachel Turney, Department of Labor (virtual)
Representative Michael Vaughan, University of Delaware
Representative Kelly Whaley, Sussex Tech

Members Absent

Secretary Gregory Patterson, Department of Natural Resources and Environmental Control

Support Staff

Jonathan Wickert, Director, Career and Technical Education and STEM Initiatives
Rick Konysz, Associate Secretary, Workforce Support
Lindsay Chiavaroli, Administrative Assistant III-II
Miguel Ramirez, Administrative Assistant III-I
Pamela Harris, Administrative Assistant I

The meeting was called to order by Secretary Gordon. Welcome, introductions, and remarks were made by Secretary Gordon.

Secretary Marten reviewed the working group responsibilities of Executive Order #1.

Governor Meyer addressed the group, thanking the members for their time and underscoring the significance of the executive order.

Jon Wickert, CTE state director of Career and Technical Education at the Department of Education, presented an “Overview of Delaware Pathways, work-based learning, and Registered Apprenticeship in Delaware.” The presentation reviewed key terms, programs, and data with the goal to set a baseline of knowledge on topics related to youth apprenticeships and apprenticeships, in general. Jon Starkey asked how many Delaware Pathways graduates go directly into a job vs college after graduation. Jon Wickert answered that we have some data to track post-high school actions, but statewide longitudinal data is weak. Joseph Jones added that there are many options after high school including jobs out of state. Paul Herdman seconded the need for a statewide longitudinal database to track investments in students and asked for a list of critical needs areas for apprenticeships. Several members from vocational and technical high schools answered. Joanna Staib indicated that the Department of Labor publishes a list of critical needs jobs but not all directly align to an apprenticeship option. Kate Marvel and Joseph Jones added that the hours that high school students attend classes does not always align with employer needs for workhours.

Rachel Turney, Deputy Secretary for the Department of Labor, presented a “Review of current state agency initiatives.” The presentation discussed the current recruitment and retention efforts of youth apprenticeships and apprenticeships in the state. This presentation was followed by a specific example of recruiting and retaining youth apprenticeships by the Delaware State Parks. Ashleigh McKinney and Grant Melville presented on the success of the summer internship program. Michael Vaughan asked what the members of the working group could learn from their experience with the internship program. Ashleigh McKinney and Grant Melville highlighted that additional supervisor training was needed and having a dedicated staff member to manage the process. Justina Thomas asked the source of the funding for the internship positions. Ashleigh McKinney and Grant Melville indicated that internal funds were used to fund the positions. Several members from vocational and technical high schools inquired about the structure involving high school students. Ashleigh McKinney and Grant Melville highlighted the experience of one youth apprentice that earned a full-time job through the internship program. The student used the building maintenance and repair apprenticeship position, which is a longstanding need in the State Parks.

Secretary Cindy Marten reminded the working group that the executive order charge is to recommend a statewide model for engaging youth apprenticeships in state agencies; the model being discussed fits some of these critical needs. Meredith Seitz and Joanna Staib both asked about the application of state agency merit rules in the internship program at the State Parks. Ashleigh McKinney and Grant Melville highlighted the challenges of having unfilled positions for many years and the opportunity to employ youth apprentices in these roles. While it might take several months or a year for the employee to complete the apprenticeships and become fully trained, the benefit is investing in an employee that wants to grow in the position overtime. Jeremy McEntire likened this model to the “grow your own” model commonly used in manufacturing firms.

Funding levels were addressed by several members, some funding levels were described as static and/or grant funded. Additional funding was recommended to scale the work to all state agencies. Secretary Gordon stated that the Department of Human Resources is a strong partner in this work and highlighted the employee paid leave volunteer program as a consideration.

There was no in-person public comment. There was no virtual public comment.

Secretary Moultrie noted the day, time, and location of the next meeting. The meeting was adjourned at 11:35 a.m.



DEPARTMENT OF EDUCATION

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401 Federal Street Suite 2
Dover, Delaware 19901-3639
<http://education.delaware.gov>

Cindy Marten
Secretary of Education
(302) 735-4000
(302) 739-4654 - fax

AGENDA

COMMITTING TO INCREASING YOUTH APPRENTICESHIPS AND EARN-AND-LEARN OPPORTUNITIES

Thursday, February 27, 2025

9:30 a.m. to 11:30 a.m.

Delaware Department of Education
Townsend Building
2nd Floor Cabinet Room
401 Federal Street, Suite 2
Dover, DE 19901

Virtual Option: [Zoom](#)
Webinar Passcode: 801346

By the end of this meeting we will have identified actions and resources necessary to expand registered apprenticeship opportunities in state government.

Topic	Description	Presenter	Time (a.m.)
Welcome and Agenda Overview	Introductions	Secretary Moultrie & Secretary Gordon	9:30 – 9:45
Review Executive Order #1	Review Working Group responsibilities	Secretary Marten	9:45 – 10:00
Overview of Delaware Pathways, work-based learning, and Registered Apprenticeship in Delaware	Review key terms, programs, and data	Dr. Jon Wickert	10:00 – 10:15
Review current state agency activities <ul style="list-style-type: none">Presentation by Delaware State Parks	Discuss current recruitment and retention efforts	Deputy Secretary Rachel Turney	10:15 – 11:00
Meeting summary and next steps	Review commitments	Secretary Moultrie & Secretary Gordon	11:00 – 11:15
Public Comment	Public Comment	Public in Attendance	11:15 – 11:30
Adjournment	Adjournment	All Participants	11:30

Next meeting: Tuesday, March 25, 2025, 9:30 a.m. to 11:30 a.m. - Townsend Building Cabinet Room/Hybrid

*Please send comments and questions to
Jonathan.Wickert@doe.k12.de.us*

STATE OF DELAWARE



EXECUTIVE DEPARTMENT DOVER

EXECUTIVE ORDER NUMBER ONE

TO: HEADS OF ALL STATE DEPARTMENTS AND AGENCIES

RE: COMMITTING TO INCREASING YOUTH APPRENTICESHIPS AND EARN-AND-LEARN OPPORTUNITIES.

WHEREAS, youth apprenticeships, registered apprenticeships, and other work-based learning opportunities are a key way to provide educational opportunities, real-world skills, and pathways to success; and

WHEREAS, the State of Delaware recognizes that high-quality registered apprenticeships and earn-and-learn opportunities are critical to preparing young people for meaningful careers, fostering economic mobility, and addressing workforce needs in a competitive global economy; and

WHEREAS, youth apprenticeships and work-based learning models provide students with the opportunity to gain real-world work experience, develop in-demand skills, and earn wages while continuing their education; and

WHEREAS, the expansion of registered apprenticeships and other innovative training pathways aligns with the State's commitment to supporting its residents with equitable access to career pathway programs that reduce skills gaps and prepare a diverse workforce; and

WHEREAS, it has been shown that apprentices had significantly higher earnings than those who did not participate in a registered apprenticeship program; and

WHEREAS, it has been reported that nationally, millions of job openings could be filled by apprentices and that there are nearly fifty (50) additional fields where an apprenticeship could be used; and

WHEREAS, collaboration among state agencies, schools, postsecondary institutions, and employers is essential to scale and sustain successful earn-and-learn opportunities; and

WHEREAS, the State of Delaware has an opportunity to lead the nation in committing its own agencies to hire youth apprentices, expand registered apprenticeships, and promote workforce development initiatives that strengthen our communities, our schools, and our economy; and

WHEREAS, state agencies should be encouraged to hire youth apprentices and actively participate in registered apprenticeship programs as part of their workforce development efforts.

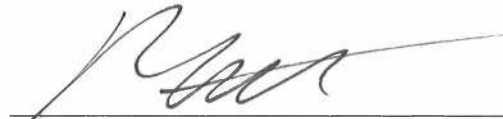
NOW, THEREFORE, I, MATTHEW S. MEYER, by virtue of the authority vested in me as Governor of the State of Delaware, do hereby **DECLARE and ORDER** the following:

1. A Working Group is hereby established to encourage and promote the expansion of youth apprenticeship opportunities in the State of Delaware, particularly as it applies to youth apprenticeship prospects within state government.
2. The Working Group shall consist of no fewer than 15 members to include:
 - a. A representative from the Office of the Governor;
 - b. The Secretary of the Department of Education;
 - c. The Secretary of the Department of Labor;
 - d. The Secretary of the Department of Human Resources;
 - e. The Executive Director of the Delaware Workforce Development Board;
 - f. The Secretary of the Department of Transportation;
 - g. The Secretary of the Department of Natural Resources and Environmental Control;
 - h. The Chief Information Officer of the Department of Technology and Information;
 - i. A representative from Delaware Pathways;
 - j. A representative from the Rodel Foundation;
 - k. A representative from Delaware State University;
 - l. A representative from University of Delaware;
 - m. A representative from Delaware Technical Community College;
 - n. A representative from a vocational-technical school district, to be appointed by the Governor; and
 - o. A representative from a comprehensive K-12 school district, to be appointed by the Governor.
3. Members serving by virtue of their position may appoint a designee to serve in their stead and at their pleasure.
4. Members shall serve at the pleasure of the Governor. The Governor may increase the size of the Working Group and appoint additional members at his pleasure.

5. The Governor may appoint a chair and vice-chair.
6. The Department of Education will be the lead agency in staffing the Working Group.
7. The Working Group shall convene in February and shall consider at least the following matters:
 - a. The expansion of summer youth employment programs and other summer internship programs that operate in state agencies;
 - b. The expansion of work-based learning programs that operate in partnership between state agencies and local education agencies and postsecondary institutions;
 - c. The creation and expansion of registered apprenticeship programs that operate in state agencies and in key industries that are vital to the state, such as but not limited to, healthcare, construction, advanced manufacturing, information technology, finance, and clean and renewable energy;
 - d. The development of recruitment strategies and supports that assist Delaware's youth to pursue employment in state service;
 - e. The identification of apprenticeship liaison officers and other supports within departments that are necessary to coordinate with state agencies, educational institutions, and employers; and
 - f. The identification of possible incentives to encourage private sector employers and state agencies to participate in youth apprenticeship and registered apprenticeship programs.
8. No later than thirty (30) days after the Working Group's first meeting, the Group shall submit a report to the Governor that includes at least the following:
 - a. Recommendations on how school systems can improve and facilitate youth employment within state government;
 - b. Recommendations on how state government can increase registered apprenticeships and pathways to state service;
 - c. Identify specific state agencies that should develop youth and registered apprenticeship opportunities, and identify what those occupations would be;
 - d. Identify rules, regulations, and laws that impact the development and expansion of youth and registered apprenticeships;
 - e. Develop a proposed process and clear timeline with milestones and metrics for implementing additional youth apprenticeships in state government and to track outcomes;

- f. Draft any suggested policies or regulations that support the expansion of youth apprenticeship or youth employment in state government; and
 - g. Draft any legislation, if needed.
9. The Working Group shall dissolve the day after the report is submitted, unless reconstituted by further Executive Order.
10. Nothing in this Executive Order shall be construed to contravene any law or regulation. Nothing in this Executive Order shall affect or alter the existing statutory powers of any state agency.
11. This Executive Order supersedes any contrary provision of any other prior Executive Order.
12. The Working Group will be subject to the Open Meeting Laws and all meetings will be open to the public.

APPROVED this 21st day of January, 2025.

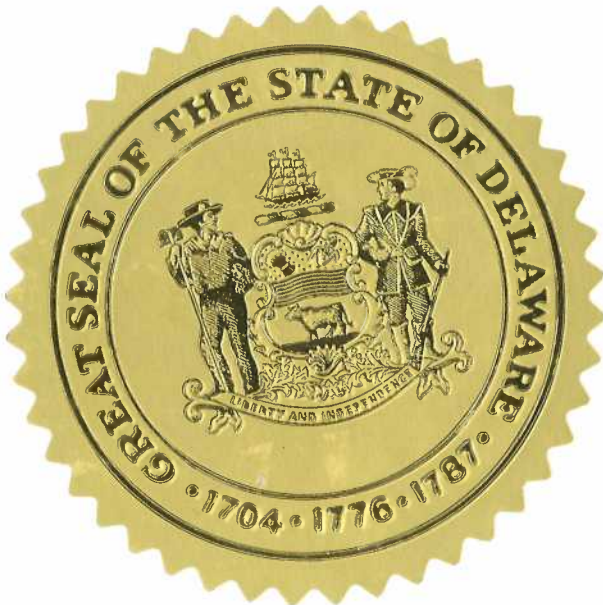


Matthew Meyer
Governor

ATTEST:



Secretary of State



February 27th Presentation by Delaware Department of Education




Executive Order #1: Expanding Registered Apprenticeship Opportunities in State Government

February 27, 2025





Delaware  **Pathways**


 **CTE** Learning that works for Delaware



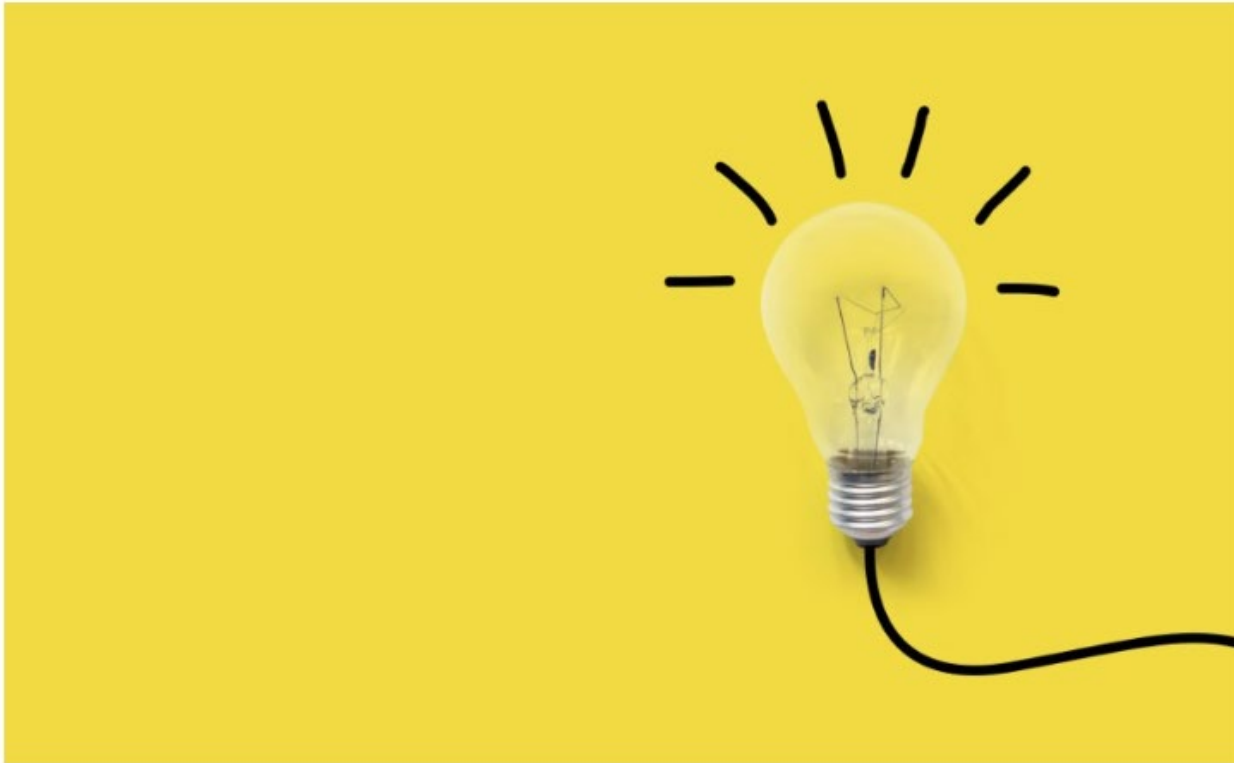
Welcome



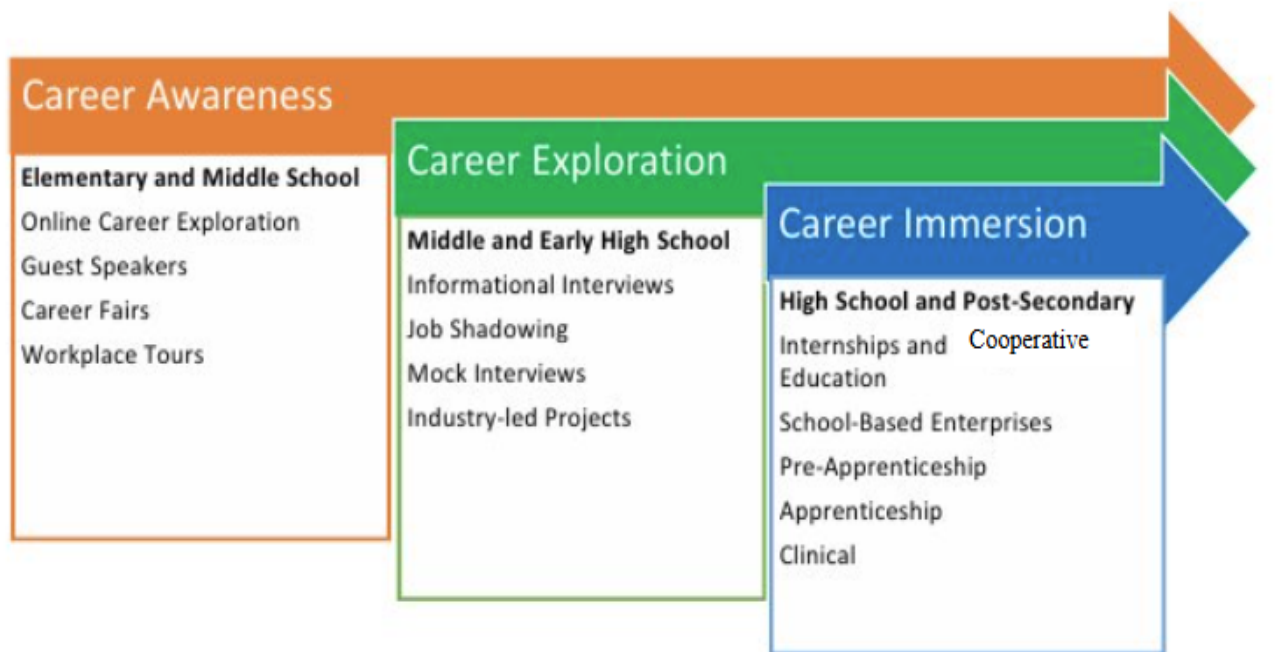
Delaware  **Pathways**

 **CTE** Learning that works for Delaware

Executive Order #1



Work-Based Learning Continuum



Approximately 70% (~31,000) of Delaware public high school students participate in a Career and Technical Education Program of Study (Delaware Pathways). Career awareness and exploration are required elements of these programs.

Roughly 3,000 of these students complete a career immersion experience.

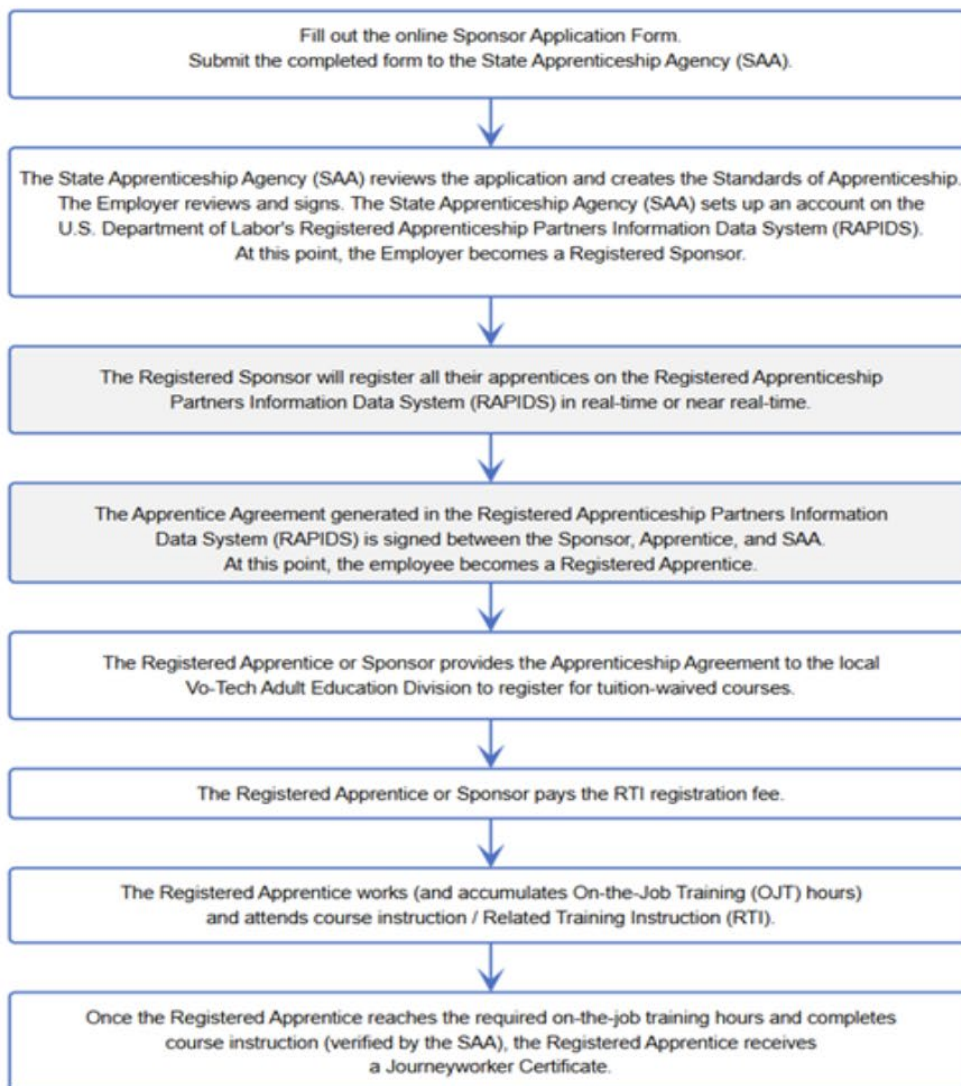


Registered Apprenticeship

- Registered Apprenticeship programs are flexible, paid training experiences that combine job-related technical instruction (RTI) with structured on-the-job learning (OJT) experiences. Apprenticeships are registered programs with the Delaware Department of Labor;
- **Youth Apprenticeship and Registered Apprenticeship are synonymous in Delaware**, with the age of the apprentice determining “youth” status. Apprentices aged 16 to 24 are considered youth apprentices;
- The Delaware Department of Labor has 1,656 apprentices across 417 employer sponsors and more than 20 occupation categories;
- Partners added 906 youth apprentices and 28 new registered apprenticeship programs between 2020-2024 through the Youth Apprenticeship Delaware initiative, funded by a USDOL Youth Apprenticeship Readiness Grant; and
- A list of current state agency apprenticeships and the number of apprentices is provided in the meeting handout materials.

Registered Apprenticeship

Apprenticeship Process





Current Practice



Summary and Next Steps



Next meeting: Thursday, March 25 from 9:30 a.m. to 11:30 a.m.



Public Comment



Thank You



January 13, 2025

Dear Governor-elect Meyer,

Congratulations on your election as Delaware's Governor. As you prepare to lead the state, we are sharing key recommendations from the Delaware Pathways coalition deemed necessary to strengthen our workforce and ensure all students can access meaningful education, career preparation, and economic opportunity.

Delaware Pathways began in 2016 with bipartisan support and collaboration among public, private, and nonprofit leaders. Since inception, the initiative has leveraged \$24 million in federal, local, and philanthropic funds, positioning Delaware as a national leader in career readiness. Anchored in the Delaware Workforce Development Board Strategic Plan and the Workforce Innovation and Opportunity Act (WIOA)/Strengthening Career and Technical Education for the 21st Century Act (Perkins V) combined state plan, Delaware Pathways has achieved impressive results. In school year 2022-2023, secondary students achieved high levels of success:

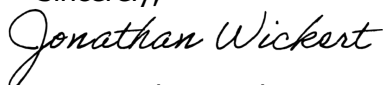
- 96% on-time graduation rate for students in Pathways programs;
- 68% of high school students enrolled in Pathways;
- 54% of Pathway graduates earned early postsecondary credits; and
- 62% of Pathways seniors achieved college or career readiness metrics.

In the enclosed document, we outline recommendations to sustain and build on this success. These include strengthening coordination across state agencies, supporting critical resource needs, and scaling work-based learning experiences like youth apprenticeships, career advising, and internships in high-demand sectors.

These recommendations were developed in collaboration with members of the Delaware Pathways Guiding Coalition, including leaders from state agencies, education institutions (K12 and postsecondary), employers, and nonprofit partners who have demonstrated commitment to advancing career readiness across the state. The recommendations reflect the collective priorities and expertise of those working in the Pathways space.

Delaware Pathways has proven that aligning education with workforce needs improves student outcomes and strengthens the economy. We welcome the opportunity to partner with your administration to ensure all students graduate ready for college, career, and life.

Sincerely,



Dr. Jonathan Wickert, Director
Career and Technical Education



Mrs. Joanna Staib, Executive Director
Delaware Workforce Development Board



Delaware Pathways Transition Memo

INTRODUCTION

The following recommendations are guided by the joint WIOA/Perkins combined state plan (see summary in the Appendix) and the Delaware Workforce Development Board Strategic plan. They are informed by many sources, including the work of the Delaware Growth Agenda report developed by the Delaware Business Roundtable, the Vision Coalition of Delaware planning process, and input from the Delaware Pathways Guiding Coalition.

The Delaware Pathways effort began in 2016 with a coalition of representatives from state government, private sector, non-profits, and school districts from around the state. This memo was developed to inform alignment, sustainability, and scaling up efforts from January 2025 through June.

We welcome the opportunity to shape this work with Governor-elect Matt Meyer's administration (the third Governor to champion Delaware Pathways). As noted in the Governor-elect's education plan, "Delaware Pathways has emerged as a beacon of hope...my goal is to ensure that every student can enroll in a career pathway of their choice."

CONTEXT

Delaware is a national leader in career readiness, recognized by JFF, Harvard, Bellwether, R. Street, OECD, NCEE, GFE, PIE, ASU/GSV, and SXSW. The initiative has seen significant outcomes from 2016 to 2022 as noted in the page one of this document. Hear from Luke Rhine, former Director of CTE in Delaware, in this [case study and video](#) presenting on the initiative in early 2024.

The Delaware Pathways effort was born out of an [Executive Order from Governor Markell](#) – anchored in achieving the "Delaware's Promise" of ensuring 65% of Delaware's workforce earns a college degree or professional certificate by 2025 (different metric from the 65% mentioned above), and that all students graduate high school. Delaware Pathways continued with support from former Governor John Carney. At [South by Southwest, Paul Herdman of Rodel](#) shared highlights of more recent innovations and work. The effort has leveraged \$24M in local, foundation, and federal recovery funds to innovate and scale since 2016.

Now is the moment to sustain what's working with Delaware Pathways and scale up the ecosystem to support students in accessing the next wave of workforce needs.

WHY DO CAREER PATHWAYS MATTER?

Career Pathways provide opportunities for students to increase awareness, exploration, planning and preparation, and experiences aligned with workforce needs.

In fact, a [recent study](#) in 2021 looking at data from 10 Organisation for Economic Co-operation and Development (OECD) member countries involving 67,000 students found a definitive relationships between career guidance-related attitudes/activities at ages 14-16 and better outcomes in employment 10-15 years later:

- Lower rates of youth not in education, employment, or training (NEET). In the US specifically, students who worked part-time were 22% less likely to be NEET ages 27-29
- Higher wages
- Greater job, career, or life satisfaction

Key activities such as speaking with a career advisor, talking with someone about a job of interest, exploring interests and abilities through a questionnaire/assessment, and researching on the internet had statistically significant positive relationships in almost every category improving career certainty, ambition, alignment, and motivation.

DELAWARE PATHWAYS MODEL

Delaware Pathways is focused on increasing the number of Delawareans who continue their education and enter the labor market in a demand-driven occupation with work experience and an industry-recognized certificate, license, or credential through the alignment of secondary and postsecondary educational programs and a network of engaged employers. **The Delaware Workforce Development Board's goal is that 60% of our workforce has a college degree or professional certificate of value by 2030 (building on progress, but not yet achieving Delaware's Promise from former Governor Markell).**

Delaware Pathways brings together education, workforce experience, and supports to provide opportunities for all students to access meaningful work.

In the upcoming CTE Annual Report, the following highlights are included that speak to the accelerations of the Pathways model in the state. In school year 2022-2023, 56.2% of middle school students, 67.6% of high school students and in school year 2023-2024, 12,828 postsecondary learners participated in CTE programs of study. These students in CTE Pathways achieved high levels of success:

- 96.4% of high school CTE Pathways students graduated on time;
- 53.8% earned early postsecondary credits;
- 16.5% earned an industry recognized credential;
- 11,560 students participated in a [Career and Technical Student Organization](#) with 116 placing in national competitions; and
- 906 apprentices and 244 employers participated in registered Youth Apprenticeship programs as part of the Delaware Youth Apprenticeship initiative.

FIRST 90 DAYS

These recommendations prioritize essential sustainability items and “shovel-ready” opportunities for Governor-elect Matt Meyer’s administration to consider in the first 90 days.

Education	<ul style="list-style-type: none">■ Affirmation through Executive Order that Delaware Pathways is charged with fulfilling this work across agencies and partners, as a key strategy to develop the workforce of now and the future in the state.■ Allocate recurring general funds and full-time staff positions to sustain existing CTE Pathways programming and current innovation work (e.g., IT pathways expansion, middle grades work-based learning/advising).
Experience	<ul style="list-style-type: none">■ Visit a middle grades pilot school, CTE program in comprehensive and Vo-Tech districts, Del Tech Mechanic/Construction Program, an employer apprenticeship site, and an American Job Center.
Support	<ul style="list-style-type: none">■ Governor directs and supports state agencies to align, coordinate, and collaborate on implementation so impact and results are amplified.■ Restructure the governance and resources of the Delaware Workforce Development Board (DWDB) to reinforce the hub role (alignment and partnerships across all agencies to streamline efforts, reduce duplication, and ensure funds are utilized efficiently).

TOP PRIORITIES

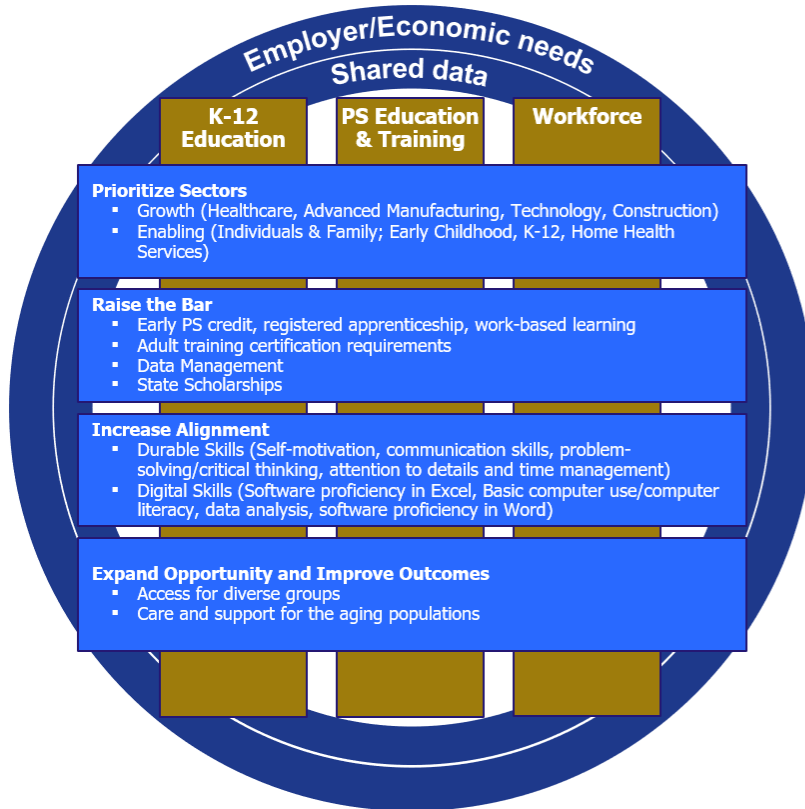
These recommendations further address the ecosystem supports needed to realize the goals of the WIOA/Perkins combined state plan.

Education	<ul style="list-style-type: none"> ■ Adopt the Modernized Career Clusters Framework to better align education and industry and incorporate career-ready practices. ■ Support Delaware postsecondary institutions to implement the Credit for Prior Learning Policy Framework (internal policies and procedures shifts).
Experience	<ul style="list-style-type: none"> ■ Support statewide intermediaries to facilitate student internships, youth apprenticeships, apprenticeships, with K12 districts and employers throughout the state. Focus experiences in growth sectors (Healthcare, Advanced Manufacturing, Technology, and Construction), and enabling sectors (Early Childhood Education, K-12, and Home Health Services care). ■ Scale youth apprenticeships and Registered Apprenticeships across the state, driven by the recently completed youth apprenticeship strategic plan at the Delaware Department of Labor. ■ Ensure every middle and high school has at least one dedicated career advisor to support student planning, consideration of career pathway, and participation in work-based learning activities. ■ Redesign One Stop systems and pilot new approaches to allow for seamless, better, and more effective services for individuals who engage with more than one agency.
Support	<ul style="list-style-type: none"> ■ Create a more coherent statewide longitudinal data system (SLDS) that connects education, workforce, and labor which would serve to support policymakers, employers, and students. ■ Invest in Career Pathways at the local level to address current fiscal gaps impeding sustainment of current Pathways programming and expand supports in the middle grades and for immersive work-based learning experiences.
Equity	<ul style="list-style-type: none"> ■ Improve access to, and enrollment in, advanced coursework, Pathways, and work-based learning across student demographics and geography of the state.

*Student Excellence Equals Degree (SEED) scholarships were born from Senator Harris McDowell and signed into law by former Governor Ruth Ann Minner, providing two years of free college access to students who graduate from Delaware high schools and meet a few basic criteria.

APPENDIX

DELAWARE WIOA/PERKINS JOINT PLAN



North Star goal:

60% of Delaware's workforce earns a college degree or professional certificate of value by 2030

Key drivers of this effort:

- American Job Centers (AJCs, 4)
- Delaware Pathways (CTE Programs of Study)

DELAWARE PATHWAYS SYSTEM MODEL FROM 2016 – CONTINUES TO ANCHOR THE WORK



Delaware Pathways Systems Model

Delaware's Career Pathways System

Education

Rigorous career pathways for all students, across key industry sectors, to ensure students earn early college credit and industry recognized credentials

Experience

Meaningful work experiences and opportunities for career coaching, provided by a network of engaged employers, to ensure students' skills have value in the marketplace

Support

Connected services across partnering state agencies and community organizations, to ensure all youth are able to realize their postsecondary identities

Opportunities for all Students

Acquiring both academic and technical skills in combination with meaningful work experience gives students the freedom to choose their life's path



Delaware Strategic Plan for Youth Registered Apprenticeship

June 2024

AT A GLANCE

This document details Delaware's Strategic Plan for Youth Registered Apprenticeship, the plan for implementing it and the process used for developing it. For additional information or questions, please contact the Delaware Department of Labor State Office of Apprenticeship.

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Introduction

The Delaware Strategic Plan for Youth Apprenticeship was developed through a year-long process involving state level policy makers and agency representatives, employer associations, and representatives from the adult education divisions of the state's three vocational-technical school districts. The five-part development process consisted of asynchronous input via surveys, monthly 1-hour virtual meetings with the planning leadership team, quarterly 2+-hour virtual meetings with a broader group of stakeholders, and two half-day in-person planning and working sessions.

Stakeholders

- Delaware Department of Labor
- Delaware Department of Education
- Delaware Department of Corrections
- New Castle County Vocational-Technical School District
- POLYTECH Vocational-Technical School District
- Sussex County Vocational-Technical School District
- Associated Builders and Contractors
- Delaware Contractors Association
- Tech-Impact
- Delaware Restaurant Association
- Jobs for the Future

Process Overview

Phase I - July 2023 - Virtual

Goal/Purpose

Establish a shared understanding of the objectives behind a strategic plan for Youth Registered Apprenticeship in Delaware.

Stakeholders

1. Delaware Department of Labor
2. Delaware Department of Education
3. Jobs for the Future

Outcomes

Stakeholders from the Delaware Department of Labor and Delaware Department of Education aligned on timeline and process for completing the strategic plan for Youth Registered Apprenticeship. This group also identified key personal for each step of the process and how they would be engaged using a RACI format.

Phase II - October 4, 2023 - Virtual

Goal/ Purpose

This phase's objective was to refine and enhance the Mission, Vision, Values, and Goals statements established in the strategic plan's initial version. The focus was on ensuring relevance and appropriateness, with an emphasis on aligning these statements with the goals of Youth Registered Apprenticeship.

Stakeholders

- Delaware Department of Labor
- Delaware Department of Education
- New Castle County Vocational-Technical School District
- POLYTECH Vocational-Technical School District
- Sussex County Vocational-Technical School District
- Associated Builders and Contractors
- Delaware Contractors Association
- Tech-Impact
- Delaware Restaurant Association
- Jobs for the Future

Outcomes

After involving 41 participants from eight (8) entities in a dynamic virtual quarterly meeting, comprehensive feedback on the project's Mission, Vision, Values, and Goals was gathered. Through this inclusive process and a subsequent survey to accommodate those unable to attend, Jobs for the Future successfully produced a revised set of these statements, reflecting a refined and strengthened strategic direction.

Phase III - November 8, 2023 - In-person

Goal/Purpose

Throughout this phase, the aim was to refine and finalize the Mission, Vision, Values, and Goals statements. These refined statements served as the cornerstone for drafting the strategic priorities and actionable steps for advancing Youth Registered Apprenticeship in Delaware.

Stakeholders

- Delaware Department of Labor
- Delaware Department of Education
- Delaware Department of Corrections
- New Castle County Vocational-Technical School District
- POLYTECH Vocational-Technical School District
- Sussex County Vocational-Technical School District
- Associated Builders and Contractors
- Delaware Contractors Association
- Tech-Impact
- Delaware Restaurant Association
- Jobs for the Future

Outcomes

Through a focused and collaborative effort, the outcomes of this phase include the finalization of Mission, Vision, Values, and Goals. Additionally, strategic priorities and actionable steps were drafted, and feedback was solicited from those unable to attend.

Phase IV - February 7, 2024 - Virtual

Goal/Purpose

The objective of this phase was to refine and finalize strategic priorities, and action steps created in phase III and establish robust accountability metrics to ensure the achievement of our goals.

Stakeholder

- Delaware Department of Labor
- Delaware Department of Education
- New Castle County Vocational-Technical School District
- POLYTECH Vocational-Technical School District
- Sussex County Vocational-Technical School District
- Associated Builders and Contractors
- Delaware Contractors Association
- Tech-Impact
- Delaware Restaurant Association
- Jobs for the Future

Outcomes

During the third quarterly meeting for YARG, participants finalized the strategic priorities and reviewed action steps created to operationalize them.

Phase V - March 13th, 2024 - In-Person

Goal/Purpose

The phase's objective was to finalize and refine the action steps that will support the implementation of strategic priorities, finalize the accountability metrics, and establish a timeline for reaching them.

Stakeholders

- Delaware Department of Labor
- Delaware Department of Education
- Delaware Department of Corrections
- New Castle County Vocational-Technical School District
- POLYTECH Vocational-Technical School District
- Sussex County Vocational-Technical School District
- Associated Builders and Contractors
- Delaware Contractors Association
- Tech-Impact
- Delaware Restaurant Association
- Jobs for the Future

Outcomes

During the last quarterly meeting for YARG, stakeholders gave final input on the strategic plan and its elements. The strategic plan and implementation strategy were finalized, and accountability metrics were agreed upon. Following this meeting, Jobs for the Future presented the Delaware Departments of Labor and Education with a final version of the Strategic Plan.

Strategic Plan

Mission

Youth Registered Apprenticeship Delaware provides accessible and high-quality industry-driven training that empowers young people from all backgrounds to build fulfilling careers and contribute to the success of Delaware's economy. Through an aligned, intentional, statewide approach, we aim to develop a diverse and proficient workforce that meets the needs of Delaware's citizens and communities, now into the future.

Vision

By 2031, Youth Registered Apprenticeship Delaware is the premier earn-and-learn job preparation program in the state. It addresses the evolving needs of Delaware's workforce and industries by providing accessible, top-tier apprenticeship opportunities, it will establish a resilient talent pipeline, enabling all Delaware youth, including women and diverse communities, to attain their career goals and enhance the prosperity of our local, regional, state, and national labor markets.

Values

- Diverse
- Equitable
- Accessible
- Innovative
- Affordable
- Strategic
- Collaborative

Goal 1: Decrease the average age of apprentices in Delaware

Strategic Priority: Develop youth apprenticeship policy

Action Steps

1. Department of Labor and legislators will work with partners to increase funding for apprenticeship or broaden access to existing funding to facilitate the scaling of apprenticeship and training by June 30, 2025.
2. Department of Labor will meet with local elected officials and business leaders to propose increasing the allowable apprentice-to-mentor ratio. Develop a policy proposal outlining the benefits of a higher ratio. Set a goal of getting the ratio increase adopted into law or regulations within 18 months.
3. Department of Labor will research existing state incentive programs for employer-sponsored apprenticeships. Develop a proposal with specific financial incentive options (such as tax credits, tuition reimbursement, wage subsidies) to increase youth apprenticeship program participation. Present the proposal to the state workforce development agency and legislature with the goal of getting at least one of the proposed incentives funded and implemented within the 2024-2025 fiscal year budget.
4. Department of Labor will conduct a thorough review of funding methods to identify opportunities for enhancement, ensuring increased utilization and effectiveness of resources
5. Department of Labor meet with local elected officials to develop and propose policy changes to allow Vocational-Technical Adult Education (Vo-Tech AED) to access to SEED+ funding for registered apprenticeship programs, or to develop a funding formula for registered apprenticeships that parallels SEED+.
6. Department of Labor work with Delaware Workforce Development Board to compare AED apprenticeships outcomes vs SEED+ outcomes for a value basis and to increase apprenticeship funding to AEDs and present to policymakers as soon as possible because the vo-tech AEDS have great student outcomes when compared to other institutions and need additional funding to continue to offer the same level of training.

Strategic Priority: Align Career and Technical Education in grades 9-12 with Adult Education Statewide

Action Steps

1. Department of Labor will develop or work with policymakers to develop ratio addendums according to 19 DE Admin. Code 1101 § 6.4 Standards of Apprenticeship for youth apprenticeships by June 30, 2025, to increase youth apprenticeships numbers and address employers' concerns.
2. Department of Labor will work with partners to develop an apprenticeship alignment map across all training providers and benefits for students to enter apprenticeship programs by June 30, 2025, for preparation into apprenticeship programs.
3. Department of Labor will create advanced standing (articulation) agreements between vocational high schools and registered apprenticeship training providers to facilitate the awarding of advanced standing across the state by the beginning of the 2025-26 school year.

Strategic Priority: Increase the use of Pre-apprenticeship programs

Action Steps

1. Department of Labor will work Department of Education and local education agencies to register high school CTE programs that align to registered apprenticeship programs with Department of Labor as pre-apprenticeship programs to connect pre-apprenticeship to YA programs by June 30, 2025.
2. Vo-techs and Department of Labor will create a streamlined process for Vo-techs to register pre-apprenticeship programs by the end of 2024 to increase the likelihood of pre-apprenticeship programs being created.
3. Department of Labor, Delaware Workforce Development Board, and local education agencies will meet with local elected officials and business leaders to propose policies that support and recognize pre-apprenticeship including Registering pre-apprenticeships officially to track On-the-Job Training hours earned by participants by the end of the 2025 legislative session.

Goal 2: Increase the utilization of youth apprenticeship in non-traditional sectors and occupations

Strategic Priority: Increase awareness of youth apprentices as a talent development solution

Action Steps

1. Department of Labor and Delaware Workforce Development Board will conduct targeted awareness campaigns to educate employers in non-traditional sectors about the benefits of youth apprenticeship programs quarterly starting Q3 2024.
2. Department of Labor will identify key non-traditional industry sectors for targeted outreach and development by January 1, 2025.
3. Department of Education will collaborate with guidance counselors and career advisors to include youth apprenticeship information in career planning including Registered Apprenticeship (RA) information sessions for middle and high school counselors to raise awareness of the benefits and opportunities starting in the 24-25 school year.
4. Department of Labor will launch Youth Ambassador Programs, recruiting and training successful apprentices to share their experiences to promote youth apprenticeship as a viable postsecondary pathway by January 1, 2026.
5. Department of Labor will develop marketing including data pertaining to the benefit to recruitment, retention, and skill development, along with the return-on-investment to build the business case for youth apprenticeship by January 1, 2026.

Strategic Priority: Build the business case for youth apprenticeship as a talent development solution

Action Steps

1. Department of Labor will perform a SWOT analysis using government data to identify emerging technologies and occupations by January 1, 2025.
2. Department of Labor will partner with local businesses to demonstrate the advantages of youth apprenticeships in new sectors by January 1, 2026.
3. Department of Education will analyze and compare SEED+ college outcomes with Adult Education Technical Outcomes to build the case for the utilization of funds for the related instruction portion of apprenticeship by January 1, 2026.

Strategic Priority: Increase the number of intermediary sponsors in the state

Action Steps

1. Department of Labor will engage at least 3 medium to large employers or employer associations in non-traditional sectors to become intermediary sponsors of apprenticeship to facilitate the scaling of apprenticeship and placement of at least 25 students in apprenticeships by January 1, 2026.
2. Department of Labor will engage Associated Builders and Contractors to become an intermediary apprenticeship sponsor to facilitate scaling of apprenticeship by January 1, 2026.
3. Department of Labor will engage the Delaware Contractors Association to become an intermediary apprenticeship sponsor to facilitate scaling of apprenticeship by January 1, 2026.

Strategic Priority: Enhance marketing and communication efforts

Action Steps

1. Department of Labor will conduct a listening tour of employers who do not utilize Registered Apprenticeship to better understand the concerns and ascertain whether concerns are Policy, policy, practice, or perceptions by January 1, 2025.
2. Department of Labor will work with youth, educators, parents, employer associations, and businesses to design a comprehensive marketing strategy for potential apprentices and employers in traditional and non-traditional occupations and to highlights success stories and the value of apprenticeship by January 1, 2027.

Goal 3: Increase diversity, equity, inclusivity, and accessibility (DEIA) in Youth Apprenticeships programs to better serve diverse populations

Strategic Priority: Raise awareness of Youth Apprenticeship as a postsecondary pathway

Action Steps

1. The Department of Labor and the Department of Education to increase awareness among high school counselors of registered apprenticeship opportunities by June 2025.
2. Department of Education will collaborate with middle and high school guidance counselors to develop early exposure to a diverse range of careers and postsecondary options and disseminate information about apprenticeable occupations by the beginning of the 25-26 school year.
3. Department of Labor and Department of Education will expand informational outreach to Adult Basic Education (ABE) students to broaden the understanding and appeal of apprenticeship and apprenticeable occupations the beginning of the 25-26 school year.

Strategic Priority: Enhance supports for underserved and underrepresented youth

Action Steps

1. Department of Labor and employers will work with apprentices and employers to create a mechanism for apprentices to receive a notification of their documented hours annually because currently apprentices are not notified of their hours after employers enter them into RAPIDS by January 1, 2027.
2. Department of Labor will implement educational programs to inform English Language Learners (ELLs) about apprenticeship benefits and opportunities by January 1, 2026.
3. Vocational Technical School Districts will establish workshops to facilitate disadvantaged youth's transition into apprenticeships, providing necessary skills and support by the end of the 25-26 school year.

Strategic Priority: Establish supports and engagement opportunities for disengaged youth

Action Steps

1. Department of Education Prison Education Division will implement an inclusion strategy targeting re-entering learners to ensure they have equal access to community education and training opportunities by January 1, 2027.
2. Department of Labor will create accessible engagement materials that clearly outline the steps and resources needed to become an apprentice, tailored for disengaged youth to broaden the awareness and interest in apprenticeship by January 1, 2026.
3. Department of Labor will develop engagement opportunities for the "family/friends" network of disengaged youth to foster a supportive community by January 1, 2026.
4. Department of Labor will collaborate with Community-Based Organizations (CBOs) and school counselors to identify and support disengaged youth effectively by January 1, 2026.
5. Department of Labor will develop parental engagement strategies to highlight the long-term value of apprenticeships for their children by the beginning of the 25-26 school year
Department of Labor will develop targeted outreach programs to reach underserved populations with information about apprenticeship opportunities by the beginning of the 25-26 school year.

Strategic Priority: Develop DEIA Training for Staff and Mentors in Apprenticeship Programs

Action Steps

1. Department of Labor will design and implement comprehensive DEIA training programs for all staff and mentors involved in youth apprenticeships to ensure they are equipped to support a diverse range of apprentices by January 1, 2025.
2. Department of Labor will evaluate existing training materials and programs for inclusivity and update them to reflect DEIA best practices by September 1, 2024.
3. Department of Labor will incorporate ongoing DEIA training as a standard part of professional development for apprenticeship program staff and mentors to ensure quality mentorship is accessible to all apprentices by January 1, 2025.
4. Department of Labor will create a mechanism by which apprentices are able to share their experiences and suggestions for improving DEIA within the program to ensure that training remains responsive and relevant by January 1, 2027.

Existing State Agency Apprenticeships

Registered State Agency Apprenticeship Programs and Number of Apprentices as of 21Feb25										
ProgName	RegisteredDt	UpdatedDt	County	NaicsCode	NaicsTitle	SlcCode	SponsorFirstName	SponsorLastName	ActiveApprCt	EmployerType
Delaware River & Bay Authority	2/7/2022 0:00	7/13/2023 15:38	New Castle Co	238220	Plumbing, Heating, and Air-Conditioning Contract	7699	Andrew	Ritchie	0	Single Employer
Delaware Rural Water Association	5/16/2019 0:00	9/5/2024 16:15	Kent County	221310	Water Supply and Irrigation Systems	4971	Lisa	Wilkerson	18	Multi-Employer
Delaware Technical Community College	8/9/2018 0:00	6/7/2023 15:20	Kent County	238210	Electrical Contractors and Other Wiring Installati	1731	William	Smallwood	2	Single Employer
Delaware Technical Community College - Owens Campus	6/6/2016 0:00	7/22/2020 14:23	Sussex County	238210	Electrical Contractors and Other Wiring Installati	1731	Richard	Kroon	0	Single Employer
Delaware Transit Corporation	5/27/2021 0:00	8/15/2022 14:33	New Castle Co	811111	General Automotive Repair	7538	Arthur	Merriweather	0	Single Employer
State Of Delaware - DNREC	8/30/2005 0:00	1/21/2025 9:10	Kent County	712190	Nature Parks and Other Similar Institutions	8422	Eric	Dawson	3	Single Employer
State of Delaware Department of Education	6/8/2023 0:00	6/9/2023 9:05	Kent County	611110	Elementary and Secondary Schools	8211	Ann	Hlabangana-Clay	10	Multi-Employer
State of Delaware Dept Of Corrections - Facilities	9/7/2000 0:00	2/4/2025 10:25	Kent County	561210	Facilities Support Services	8744	Joseph	Seely	18	Single Employer
State of Delaware Dept of Transportation	4/9/1999 0:00	5/22/2023 14:22	Kent County	488999	All Other Support Activities for Transportation	4789	Arthur	Merriweather	1	Single Employer
State of Delaware DHSS - Delaware Hospital for the Chronica	8/22/2001 0:00	5/22/2023 14:20	Kent County	621399	Offices of All Other Miscellaneous Health Practiti	8093	Issac	Henry	3	Single Employer
State of Delaware DHSS - Division of Management Services - I	8/22/2013 0:00	8/1/2023 13:21	New Castle Co	238220	Plumbing, Heating, and Air-Conditioning Contract	7699	Mike	Gliniak	2	Single Employer
State of Delaware DOS - Delaware Veterans Home	3/3/2014 0:00	5/22/2023 14:19	Kent County	238220	Plumbing, Heating, and Air-Conditioning Contract	7699	Dan	Pauley	0	Single Employer
State of Delaware DSHS - Division of Communications	8/27/2021 0:00	5/22/2023 14:28	Kent County	624230	Emergency and Other Relief Services	8322	Carolyn	Henry	10	Single Employer
State of Delaware OMB - DFM	4/9/1999 0:00	3/20/2023 14:22	Kent County	561210	Facilities Support Services	8744	Thomas	Cuccia	11	Single Employer



Workforce Development Programs at Delaware State Parks

Supporting Workforce Expansion under Executive Order #1 (2025)



**DELAWARE
STATE PARKS**

Overview

Aligning Workforce Development with Executive Order #1 (2025)



Bridging education and employment

Programs connect classroom learning with real-world experience in conservation, recreation, and public service.



Building transferable skills

Participants develop leadership, teamwork, and industry-specific skills essential for future careers.



Supporting underrepresented communities

Opportunities prioritize youth and diverse populations, promoting inclusive workforce pipelines. Programs take special care to remove barriers to participation such as providing transportation from schools to project sites.



Enhancing state workforce capacity

Programs supply skilled talent to support park operations and the broader state economy.

- Delaware State Parks' workforce development programs are designed to align with Executive Order #1 (2025), which emphasizes expanding career readiness and employment opportunities across the state. These programs bridge the gap between education and employment by providing hands-on experience in fields like conservation, park management, and recreation. They focus on supporting all communities, removing barriers to participation in outdoor activities, helping youth gain practical skills that prepare them for future careers. Participants cultivate leadership, teamwork, and industry-specific competencies, ensuring they can contribute effectively to the workforce. Additionally, these initiatives play a critical role in enhancing Delaware's workforce capacity, supplying skilled talent essential for maintaining public parks and supporting the state's economy.

Delaware Pathways

Aligning Workforce Programs with Environmental Literacy Goals



Integrating environmental literacy

Programs develop competencies to analyze and evaluate environmental impacts, supporting informed decision-making.



Building green career pathways

Hands-on training prepares individuals for careers in conservation, resource management, and sustainability.



- Delaware State Parks' workforce development programs align with Delaware Pathways' focus on environmental literacy, ensuring participants gain the knowledge, skills, and experiences needed to sustainably manage natural resources. These initiatives develop competencies that enable individuals to analyze environmental impacts and make informed decisions in their careers. Through hands-on projects, participants address critical challenges such as rising sea levels, habitat loss, and resource depletion, directly contributing to Delaware's environmental resilience. The programs also provide practical training for green careers in conservation, resource management, and sustainability, helping build a workforce that supports both environmental stewardship and economic growth.



Work-Based Learning Program (2020)

Bridging classroom engagement and hands-on experience



Program Summary

Targeted primarily at high school students, this initiative provides participants with meaningful exposure to careers in environmental conservation, recreation management, and park operations. This is an unpaid opportunity, generally resulting in course credit for completion.

Collaboration with local schools, colleges, and Department of Education to provide work experiences that align with educational curricula.

Participants gain transferrable skills such as teamwork, leadership, and communication, as well as industry-specific training.

Average Annual Cost: \$30,000.00



Impact

Increases pathways to employment for youth and underrepresented communities.

Enhances recruitment pipelines for Delaware State Parks and related sectors.

Youth Conservation Corps Program (2013)

Developing Skills Through Team-Based Conservation Projects



Program Summary

The Youth Conservation Corps engages young individuals, typically aged 14–21, in seasonal, team-based conservation projects and strategic park placements. Participants work alongside park staff to preserve and enhance Delaware's natural and recreational resources. This is a paid opportunity funded through grants and state partnerships. This experience can count toward work-based learning credit on a case-by-case basis.

Participants are mentored by professional park staff, gaining environmental stewardship skills and hands-on experience.

Program follows a model of 75% work and 25% education and career readiness trainings.

Average Annual Cost: \$200,000.00



Impact

Encourages early interest in environmental careers.

Provides foundational work experience for youth, many of whom continue to pursue roles in state parks or related fields.

- Supported through partnerships with Department of Labor, New Castle County Workforce Program, and Jobs for Delaware Graduates.



Internship Program (2010)

Providing Specialized, Project-Based Opportunities



Program Summary

The Internship Program at Delaware State Parks offers college and graduate-level students specialized, project-based opportunities. Interns gain professional experience in fields such as environmental science, communications, education, animal care, land management, and public administration. New in 2025, this is a paid position, with short-term housing available on a case-by-case basis.

Opportunities for leadership roles in visitor services, interpretation, marketing, or resource management.

Comprehensive training and professional development sessions

Average Annual Cost: \$300,000.00



Impact

- Provides a pipeline for skilled individuals transitioning to full-time careers.
- Offers career exploration for young professionals while delivering real-world solutions to park challenges.
- Expands the capacity of park operations through fresh perspectives and innovation.

Apprenticeship Program (2024)

Developing Long-Term Skills for Park Operations



Program Summary

The Apprenticeship Program is a structured training initiative designed to develop long-term skills in fields critical to park operations, including facility maintenance, landscaping, and natural resource management.

Multi-year, hands-on training combining classroom instruction with paid, on-the-job experience.

Certification opportunities, tied to specific trades.

Mentorship from experienced professionals, ensuring participants receive individualized guidance.

A first of its kind program developed specifically for state maintenance positions, providing well-rounded and transferrable experience.

Average Annual Cost: To be determined



Impact

Builds a skilled workforce to meet critical operational needs in Delaware's parks.

Provides economic mobility through well-paying, career-ready pathways.

Reduces skills gaps in high-demand trades within the state.

Coming Soon – Environmental Careers Camp

Anticipated 2026 – Connecting students to careers in conservation and science.



Program Summary

The program will follow a hybrid model, combining trainings at the newly completed Biden Environmental Center with experiential learning in DNREC’s environmental spaces to offer participants a well-rounded, immersive experience.

A weeklong camp for students from each school district across the state, providing hands-on learning, career exploration, and mentorship opportunities

With the support from a proposed endowment, this is long term initiative to create a diverse pipeline of environmental professionals.

Initial estimated costs of roughly \$75,000.



Impact

Developing a diverse, skilled workforce for Delaware’s environmental future.

Creating career pathways in conservation, environmental resiliency, and sustainability.

Fostering lifelong environmental stewardship through education and mentorship.

Convening #2

March 10, 2025

10:00 a.m. to 11:30 a.m.

In-Person/Anchor Location: Townsend Building, Cabinet Room, Dover, DE

Members Present

Representative Aundrea Almond, Office of the Governor
Chief of Staff Brian Boyle, Department of Natural Resources and Environmental Control
Representative Rob Eppes, Delaware Pathways (Junior Achievement)
Secretary Yvonne Gordon, Department of Human Resources
Secretary Shanté Hastings, Department of Transportation (virtual)
Representative Paul Herdman, Rodel Foundation
Representative Angela Herman, Wilmington University (virtual)
Representative Joseph Jones, New Castle County Vocational Technical School District
Chief Information Officer Gregory Lane, Department of Technology and Information
Representative Margie Lopez Waite, Delaware Charter Schools
Director Mark Luszczyk, Department of Transportation
Secretary Cindy Marten, Department of Education (virtual)
Representative Kate Marvel, Smyrna School District
Director Brian Maxwell, Office of Management and Budget (virtual)
Secretary LaKresha Moultrie, Department of Labor
Chief of Staff Meredith Seitz, Department of Services for Children, Youth, and their Families
Executive Director Joanna Staib, Workforce Development Board
Representative Jonathan Starkey, Delaware State University
Megan Sweeney, Department of Natural Resources and Environmental Control
Representative Justina Thomas, Delaware Technical Community College
Deputy Secretary Rachel Turney, Department of Labor (virtual)
Representative Michael Vaughan, University of Delaware
Representative Kelly Whaley, Sussex Tech

Members Absent

Representative Jeremy McEntire, Polytech

Support Staff

Jonathan Wickert, Director, Career and Technical Education and STEM Initiatives
Rick Konysz, Associate Secretary, Workforce Support
Lindsay Chiavaroli, Administrative Assistant III-II
Miguel Ramirez, Administrative Assistant III-I
Pamela Harris, Administrative Assistant I

The meeting was called to order by Secretary Moultrie. Welcome remarks were made by Secretary Moultrie.

Secretary Marten reviewed the working group responsibilities of Executive Order #1.

Jon Wickert, CTE state director of Career and Technical Education at the Department of Education, outlined the agenda for the meeting, which included three breakout rooms to allow members to

discuss role-specific recommendations and topics. The breakout rooms were scheduled for 50 minutes.

The breakout rooms were: (1) state agency members, (2) school and community members, (3) virtual members via Zoom. The discussion questions for state agency members were:

1. Recommendations on how state government can increase registered apprenticeships and pathways to state service.
2. Identify supports such as apprenticeship liaison officers within departments that are necessary to coordinate within and across state agencies, and educational institutions.
3. Identify specific state agencies that should develop youth and registered apprenticeship opportunities and identify what those occupations should be.
4. Identify rules, regulations, and laws that impact the development and expansion of youth and registered apprenticeships.
5. A proposed process and clear timeline with milestones and metrics for implementing additional youth apprenticeships in state government and to track outcomes.

The discussion questions for all other working group members were:

1. Recommendations on how school systems can improve and facilitate youth employment within state government.
2. Identify supports such as apprenticeship liaison officers and work-based learning coordinators within schools that are necessary to coordinate within and across state agencies, employers, and educational institutions.
3. Identify rules, regulations, and laws that impact the development and expansion of youth and registered apprenticeships.
4. Identify possible incentives to encourage private sector employers and state agencies to participate in youth apprenticeship and registered apprenticeship programs.
5. A proposed process and clear timeline with milestones and metrics for implementing additional immersive work-based learning experiences and to track outcomes.

Only one virtual member attended the breakout sessions. That person was added to the in-person school and community members breakout discussion via a computer in the room.

State agency breakout comments were:

- DelDOT, DTI, and DNREC shared they have strong internship programs in place they would like to expand. Interns are typically placed in casual-seasonal positions (4 per position). They are working with the vocational technical high schools to recruit.
- Department of State offers the Flii (Future Leaders Internship Initiative) to support STEM jobs in state government.
- Department of Labor has high school work-based learning interns in finance positions. Interns who complete their internship still may not meet minimum qualifications for Merit jobs.

State agencies identified the following supports and resources:

- Dedicated person in each agency to recruit, coordinate, and support interns/apprentices;
- Dedicated positions within the agency staffing plan for interns/apprentices;
- A central structure/consistency across agencies (i.e., review job descriptions, minimum qualifications, age); and
- Additional convenings of DHR and state agencies required to work through logistical challenges.

State agencies identified the following additional considerations:

- Can WIOA (Workforce Innovation and Opportunity Act) and other DWDB funds be used to help establish new apprenticeship programs in state agencies?
- What liability needs to be considered (e.g., OSHA, transporting students)?
- Transportation is a significant issue in Kent and Sussex counties.
- Students with disabilities will be eligible for the opportunities.
- Should internship postings be centralized to support data capture and reporting?
- What agency should manage the internship program coordination?
- Could intermediaries such as Code Differently be used (contractual service) as the employer of record?
- How can we expand on what is already in place and working while we work through other details?

School and community members breakout recommendations for how state government can increase registered apprenticeship participation were:

- Assist state agencies with mapping potential apprenticeship opportunities, especially those state agencies without existing youth apprenticeship or apprenticeship models.
- Develop a state agency career ladder that fits the apprenticeship model (i.e., hired without credential, earn and learn opportunities, active supervisor overseeing growth, accrued wages as skill develops, continued employment after apprenticeship term).
- Use the nursing profession as a high quality “earn and learn” model. DHSS has established a strong pipeline for future employees through public education, college, and the healthcare industry. It was noted that employers contribute funding to cover the additional costs of apprenticeships. Apprenticeship supervisors should receive an incentive to participate/oversee the work of an apprentice.
- Develop a central hub for all state agency apprenticeships. A centralized service that advertises job openings, recruits prospective employees, connects to a related RTI program, and houses outcomes data. Students, employers, and education institutions need access to the central hub. Most colleges use the platform, Handshake, to advertise on and off campus jobs. The Department of Education provides the platform, Major Clarity, at no cost to public education LEAs. It was noted that Major Clarity is not widely used by LEAs across the state.
- Identify a lead agency to coordinate all youth apprenticeship and apprenticeship opportunities; assess that agency’s capacity to manage a new employment system. While multiple agencies are involved in various capacities, it was noted that one agency, perhaps Department of Human Resources, should be the lead agency to regularly convene and address performance.
- There is a demonstrated need for additional state investment for youth apprenticeship and apprenticeship programs within the state. While federal or foundation grants (i.e., YARG grant) are a short-term strategy, long-term state investments are needed. Current funding levels have not changed in multiple years, while costs and program demand have both increased.

School and community members identified the following supports for registered apprenticeship participation:

- Update Regulation 525 and state appropriated funds to Adult Education Apprenticeship programs (i.e., Craft Training funds, Adult Training and Workforce appropriation, Regulation 509) to bolster LEA efforts to increase work-based learning and apprenticeship participation.

It was noted that LEAs use local funds to augment state funds for both work-based learning coordinators in high schools as well as adult education/apprenticeship programs. When local funds are not available, LEAs hire fewer staff (if any) and pass along RTI costs to adult participants in the Adult Education programs. There is strong demand to increase capacity for adult education-oriented apprenticeship programs.

- Track future retirement needs (i.e., 2030 potential retiree list) for state agency positions. This metric would signal future demand areas to students and RTI providers.
- Provide funding to create a central apprenticeship hub for state agency positions.
- Track participation data and outcomes data to inform future state investments.
- Identify if state agency Merit rules or regulations limit participation (i.e., age requirements, transportation issues, casual-seasonal positions, competition for full-time jobs); remove barriers to participation.

Breakout groups briefly reported a summary of their activity. Attendees were asked to submit additional comments via email to Jonathan.Wickert@doe.k12.de.us by Friday, March 14, 2025, for consideration.

There was no in-person public comment. A virtual public comment asked about the availability of youth apprenticeship and apprenticeship opportunities for students with disabilities. Secretary Moultrie affirmed and indicated that the final report would address this question. The same commentor asked about representation of students with disabilities within the working group. Chief of Staff at DSCYF, Meredith Seitz, affirmed representation on the working group from multiple state agencies, LEA, and community-based organizations.

Secretary Moultrie noted the day, time, and location of the next meeting. The meeting was adjourned at 11:30 a.m.



DEPARTMENT OF EDUCATION

Townsend Building
401 Federal Street Suite 2
Dover, Delaware 19901-3639
<http://education.delaware.gov>

Cindy Marten
Secretary of Education
(302) 735-4000
(302) 739-4654 - fax

AGENDA

COMMITTING TO INCREASING YOUTH APPRENTICESHIPS AND EARN-AND-LEARN OPPORTUNITIES

Monday, March 10, 2025

10:00 a.m. to 11:30 a.m.

Delaware Department of Education
Townsend Building
2nd Floor Cabinet Room
401 Federal Street, Suite 2
Dover, DE 19901

Virtual Option: [Zoom](#)
Webinar Passcode: 170016

By the end of this meeting we will have identified actions and resources necessary to expand registered apprenticeship opportunities in state government.

Topic	Description	Presenter	Time (a.m.)
Welcome and agenda overview		Secretary Gordon	10:00 – 10:05
Review and approval of convening #1 minutes	Minutes review for accuracy	Co-Chairs	10:05 – 10:10
Review Executive Order #1	Review Working Group responsibilities	Secretary Marten	10:10 – 10:15
Discussion breakout groups <ul style="list-style-type: none">State agency membersSchool and community membersVirtual members via Zoom	Cabinet Room Conference room 3 Online	All Working Group members	10:20 – 11:10
Review of breakout room discussions	Cabinet Room	Breakout facilitators	11:15 – 11:25
Public Comment	Public Comment	Public in attendance	11:25 – 11:30
Adjournment	Adjournment	All Participants	11:30

Next meeting: Tuesday, March 25, 2025, 10:00 a.m. to 11:30 a.m. - Townsend Building Cabinet Room/Hybrid

*Please send comments and questions to
Jonathan.Wickert@doe.k12.de.us*

TITLE 19 LABOR
DELAWARE ADMINISTRATIVE CODE

1

1000 DEPARTMENT OF LABOR
1100 DIVISION OF INDUSTRIAL AFFAIRS

1101 Apprenticeship and Training Regulations

1.0 Purpose and Scope

- 1.1 Section 204, Chapter 2, Title 19, **Delaware Code** authorizes and directs the Department of Labor to formulate regulations to promote the furtherance of labor standards necessary to safeguard the welfare of Apprentices and to extend the applications of such standards by requiring their inclusion in apprenticeship contracts.
- 1.2 The purpose of this chapter is to set forth labor standards to safeguard the welfare of Apprentices and to extend the application of such standards by prescribing policies and procedures concerning the registration of acceptable Apprenticeship Programs with the Delaware Department of Labor.
- 1.3 These labor standards and procedures cover the Registration and Cancellation of Apprenticeship Agreements and of Apprenticeship Programs; and matters relating thereto. Any questions [and/or] to request a copy of Delaware's Prevailing Wage Regulations regarding the employment of apprentices on state-funded construction projects must be referred to:
Delaware Department of Labor
Office of Labor Law Enforcement
225 Corporate Blvd.
Newark, DE 19702
(302) 451-3423

19 DE Reg. 194 (09/01/15)

2.0 Declaration of Policy

- 2.1 It is declared to be the policy of this State to:
 - 2.1.1 encourage the development of an apprenticeship and training system through the voluntary cooperation of management and workers and interested State agencies and in cooperation with other states and the federal government;
 - 2.1.2 provide for the establishment and furtherance of Standards of Apprenticeship and Training to safeguard the welfare of Apprentices and trainees;
 - 2.1.3 aid in providing maximum opportunities for unemployed and employed persons to improve and modernize their work skills; and
 - 2.1.4 contribute to a healthy economy by aiding in the development and maintenance of a skilled labor force sufficient in numbers and quality to meet the expanding needs of industry and to attract new industry.

3 DE Reg. 641 (11/1/99)

3.0 Definitions

- 3.1 As used in this part:
 - "Administrator"** refers to the Administrator of the Office of Apprenticeship and Training for the State Department of Labor.
 - "Agreement"** refers to a written agreement between an Apprentice and either his/her employer or an Apprenticeship Committee acting as agent for the Employer which contains the terms and conditions of the employment and training of the Apprentice.
 - "Apprentice"** refers to a person at least sixteen years of age who is engaged in learning a recognized skilled trade through actual work experience under the supervision of a Journeyperson. This person must enter into a written Apprenticeship Indenture Agreement with a registered apprenticeship sponsor. The training must be supplemented with properly coordinated studies of related technical instruction. All hours worked by a registered apprentice, while in the employ of the apprentice's sponsor, shall be considered apprenticeship hours to be counted toward wage progression increments and completion of his/ her on-the-job training hours as set forth in the Apprenticeship Indenture Agreement.
 - "Apprenticeship Standards"** refers to the document which embodies the procedure for the selection and the training of apprentices, setting forth the terms of the training, including wages, hours, conditions of

TITLE 19 LABOR

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employment, training on the job, and related instruction. The duties and responsibilities of the Sponsor, including administrative procedures, are set forth in their company's policies.

"BAT" refers to the U.S. Department of Labor, Bureau of Apprenticeship and Training.

"Cancellation" refers to the deregistration of a Program or the Termination of an Agreement.

"Committee" refers to those persons designated by the Sponsor to act on its behalf in the administration of the Apprenticeship Program. A Committee may be "joint" i.e., it is composed of an equal number of representatives of the employer(s) and of the employee(s) represented by a bona fide collective bargaining agent(s) and has been established to conduct, operate or administer a Program and enter into Agreements with Apprentices. A Committee may be "unilateral" or "non-joint" and shall mean a Program Sponsor in which a bona fide collective bargaining agent is not a participant.

"Council" refers to the Governor's Advisory Council On Apprenticeship and Training.

"Delaware Resident Contractor" includes any general contractor, prime contractor, construction manager, subcontractor or other type of construction contractor who regularly maintains a place of business in Delaware. Regularly maintaining a place of business in Delaware does not include site trailers, temporary structures associated with one contract or set of related contracts, nor the holding, nor the maintaining of a post office box within this State. The specific intention of this definition is to maintain consistency with Title 30, Delaware Code, section 2501(3) "Resident Contractor".

"Director" refers to the Director of the Division of Industrial Affairs.

"Division" refers to the Division of Industrial Affairs, Department of Labor, state of Delaware.

"Employer" refers to any person or organization employing an Apprentice, whether or not such person or organization is a party to an Apprenticeship Agreement.

"Journey person" refers to a worker who is fully qualified as a skilled worker in a given craft or trade.

"On-site Visit" refers to a visit from a representative of the State of Delaware, Department of Labor, Division of Industrial Affairs to the office and/or the actual field job-site of the Sponsor, for the purposes of inspecting and/or monitoring the progress and training of the Registered Apprentice. This monitoring may include but is not limited to interviewing the Apprentice and the auditing of pertinent documents relative to the maintenance and enforcement of the terms of the Apprenticeship Agreement. On-site visits to the Sponsor's office may occur at the discretion of the Department of Labor. The Sponsor will reimburse any travel-related expenses over \$500 associated with on-site visits within sixty (60) days of their completion, or will face program deregistration following a hearing held in accordance with the procedures established in these regulations.

"Program" refers to an executed apprenticeship plan which contains all terms and conditions for the qualifications, recruitment, selection, employment and training of Apprentices, including such matters as the requirements for a written Apprenticeship Agreement.

"Registrant or Sponsor" refers to any person, association, committee or organization in whose name or title the Program is (or is to be) registered or approved regardless of whether or not such entity is an Employer. To be eligible, the Registrant or Sponsor must be a "Delaware Resident Contractor" or hold and maintain a "Delaware Resident Business License" or register their business with the Delaware Secretary of State. To be eligible to be a Registrant or Sponsor, Employer/Business, association, committee or organization must have the training program and an adequate number of Journey persons to meet the ratio requirements as stated for that particular apprenticeable occupation.

"Registration" refers to the acceptance and recording of an Apprenticeship Program by the Delaware Department of Labor, Office of Apprenticeship and Training, as meeting the basic standards and requirements of the Division for approval of such Program. Approval is evidenced by a Certificate or other written indicia documentation. Registration also refers to the acceptance and recording of Apprenticeship Agreements thereof, by the Delaware Department of Labor, Office of Apprenticeship and Training, as evidence of the participation of the Apprentice in a particular Registered apprenticeship Program. In no event shall the State of Delaware subsidize the instruction of any apprentice whose employment is not associated with the payment of income taxes to the State of Delaware, which finances such educational subsidies.

"Registration Agency" means the Office of Apprenticeship or a recognized State Apprenticeship Agency that has responsibility for registering apprenticeship programs and apprentices; providing technical assistance and quality assurance assessments.

"Related Instruction" refers to a formal and systematic form of instruction designed to provide the Apprentice with knowledge of the theoretical and technical subjects related to his/her trade.

"Secretary" refers to the Secretary of Labor.

TITLE 19 LABOR

DELAWARE ADMINISTRATIVE CODE

3

"**Sponsor**" means any person, association, committee, or organization operating an apprenticeship program and in whose name the program is (or is to be) registered or approved.

"**State**" refers to the State of Delaware

"**Supervisory Inspection**" shall mean the same as "ON SITE VISIT".

3 DE Reg. 641 (11/1/99)

10 DE Reg. 1021 (12/01/06)

19 DE Reg. 194 (09/01/15)

4.0 Eligibility and Procedure for State Registration

- 4.1 No Program or Agreement shall be eligible for State Registration unless it is in conformity with the requirements of this chapter, and the training is in an apprenticeable occupation having the characteristics set forth in section 5.0 herein.
- 4.2 Apprentices must be individually registered under a Registered Program with the State of Delaware, Department of Labor, Division of Industrial Affairs. Reciprocal approval for Federal purposes will be accorded to apprentices, apprenticeship programs and standards that are registered in other States by the Office of Apprenticeship or a Registration Agency if such reciprocity is requested by the apprenticeship program sponsor. Program sponsors seeking reciprocal approval must meet wage and hour provisions and apprentice ratio requirements of Delaware. Programs seeking reciprocal approval must also provide notice to the Department of Labor, Division of Industrial Affairs, Office of Apprenticeship & Training of their arrival prior to commencing work in the State of Delaware, so that the Office of Apprenticeship & Training may investigate their apprenticeship program to ensure that it conforms with the standards of the State in which it is registered. Such investigations may include on-site visits at the discretion of the Office of Apprenticeship & Training. The Sponsor will reimburse any expenses over \$500 associated with on-site visits within thirty (30) days of their completion, or will lose the ability to have its apprenticeship program recognized within the State of Delaware. This sanction will occur following a deregistration hearing held in accordance with the procedures established in these regulations.
- 4.3 The State must be properly notified through the Department of Labor, Division of Industrial Affairs, Office of Apprenticeship and Training of cancellation, suspension or termination of any Agreements, (with cause for same) and of apprenticeship completions. The State will attempt, where applicable, to verify the cause of apprenticeship termination.
- 4.4 Approved Programs shall be accorded Registration, evidenced by a Certificate of Registration. The Certificate of Registration for an approved Program will be made in the name of the Program Sponsor and must be renewed every four (4) years.
- 4.5 Any modification(s) or change(s) to registered standards shall be promptly submitted to the State through the appropriate office no later than thirty (30) days and, if approved, shall be recorded and acknowledged as an amendment to such standards.
- 4.6 Under a Program proposed for Registration by an Employer or Employer's Association, where the standards, collective bargaining agreement or other instrument provides for participation by a union in any way in the operation of the Program, and such participation is exercised, written acknowledgment of a union agreement or "no objection" to the Registration is required. Where no such participation is evidenced and practiced, the Employer or Employer's Association shall simultaneously furnish to the union a copy of its Program application. In addition, upon receipt of the application for the Program, the State shall promptly send by certified mail to such local union another copy of the Program application and together with a notice that union comments will be accepted for thirty (30) days after the date of the agency transmittal.
- 4.7 Where the employees to be trained have no collective bargaining agent, a program plan may be proposed for Registration by an Employer or groups of Employers.
- 4.8 A Sponsor may register Programs in one or more occupations simultaneously or individually with the provision that the Program Sponsor shall, within sixty (60) days of Registration, be actively training Apprentices on-the-job and related study must begin within twelve (12) months for each occupation for which Registration is granted. At no time shall an individual Apprentice be employed in more than one (1) occupation, nor signed to more than one (1) Apprenticeship Agreement at any given time.
- 4.9 Each occupation for which a Program Sponsor holds Registration shall be subject to Cancellation if no active training of Apprentices on the job has occurred within a consecutive one hundred eighty (180) day period or if

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no Related Instruction has begun within a twelve (12) month period from the date of Registration or in any twelve (12) month period during the duration of that Agreement.

- 4.10 Each Sponsor of a Program shall submit to an on-site inspection or supervisory visit and shall make all documents pertaining to the Registered Program available to appropriate representatives of the Apprenticeship and Training Office or designated service personnel upon request.
- 4.11 Each Sponsor shall be so routinely examined, by the Office of Apprenticeship and Training, at least annually, but not more than every six (6) months, unless a specific violation is suspected or a specific document is being investigated.
- 4.12 The Sponsor shall notify the State Registration Agency of termination or lay-off from employment of a Registered Apprentice or of the completion of the terms of the Apprenticeship Agreement within thirty (30) calendar days of such occurrence.
- 4.13 The Sponsor shall notify the State of failure to obtain and register the Apprentice in an approved course of Related Instruction as stated and detailed on the Apprenticeship Agreement within (30) calendar days of such occurrence.
- 4.14 It shall be the responsibility of the Sponsor to monitor the progress and attendance of the Apprentice in all phases of training such as, but not limited to, on-the-job and/or Related Training.

3 DE Reg. 641 (11/1/99)

9 DE Reg. 806 (11/1/05)

10 DE Reg. 1021 (12/01/06)

19 DE Reg. 194 (09/01/15)

5.0 Criteria for Apprenticeable Occupations

- 5.1 An Apprenticeable occupation is a skilled trade which possesses all of the following characteristics:
 - 5.1.1 It is customarily learned in a practical way through training and a structured, systematic program of on-the-job supervised learning.
 - 5.1.2 It is clearly identified and commonly recognized throughout the industry, or recognized with a positive view towards changing technology or approved by the Delaware Department of Labor, Office of Apprenticeship and Training.
 - 5.1.3 It involves manual, technical or mechanical skills and knowledge which require a minimum of two thousand (2,000) hours of on-the-job training, not including the time spent in Related Instruction.
 - 5.1.4 It customarily requires Related Instruction to supplement the on-the-job training.
 - 5.1.5 It involves the development of skills sufficiently broad enough to be applicable in similar occupations throughout the industry, rather than a restricted application to the products or services of any one company.

19 DE Reg. 194 (09/01/15)

6.0 Standards of Apprenticeship

- 6.1 The following standards are prescribed for a Program.
 - 6.1.1 The Program must include an organized, written plan delineating the terms and conditions of employment. The training and supervision of one or more Apprentices in an apprenticeable occupation must become the responsibility of the Sponsor who has undertaken to carry out the Apprentice's training program.
- 6.2 The standards must contain provisions concerning the following:
 - 6.2.1 The employment and training of the Apprentice in a skilled occupation.
 - 6.2.2 an equal opportunity pledge stating the recruitment, selection, employment and training of Apprentices during their apprenticeships shall be without discrimination based on: race, color, religion, national origin or sex. When applicable, an affirmative action plan in accordance with the State's requirements for federal purposes must be instituted.
 - 6.2.3 the existence of a term of apprenticeship, not less than one year or two thousand (2,000) hours consistent with training requirements as established by industry practice - the Delaware Department of Labor intends to continue to use the time based method of determining completion of an Apprenticeship Program.
 - 6.2.4 an outline of the work processes in which the Apprentice will receive supervised work experience and on-the-job training, and the allocation of the approximate time to be spent in each major process.

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- 6.2.5 provision for organized related and supplemental instruction in technical subjects related to the trade. A minimum of one hundred forty-four (144) hours for each year of apprenticeship is recommended. Such instruction may be given in a classroom, through trade, industrial or approved correspondence courses of equivalent value or in other forms approved by the State Department of Labor, Office of Apprenticeship and Training. Every apprenticeship instructor must:
- 6.2.5.1 Meet the State Department of Education's requirements for a vocational-technical instructor in the State of registration, or be a subject matter expert, which is an individual, such as a journeyworker, who is recognized within an industry as having expertise in a specific occupation; and
 - 6.2.5.2 Have training in teaching techniques and adult learning styles, which may occur before or after the apprenticeship instructor has started to provide the related technical instruction.
- 6.2.6 a progressively increasing schedule of wage rates to be paid the Apprentice, consistent with the skill acquired which shall be expressed in percentages of the established Journeyworker's hourly wage.
- 6.2.7 Minimum Wage Progression for 1 through 7 year Apprentice Program as follows:
- 6.2.7.1 1 to 7 year programs
 - 6.2.7.2 starting pay must be at least minimum wage
 - 6.2.7.3 final period must be at least 85%

1 YEAR [OR] 2,000 HOUR APPRENTICESHIP PROGRAM:

1st	1000 hours:	40%
2nd	1000 hours:	85%

2 YEAR [OR] 4,000 HOUR APPRENTICESHIP PROGRAM:

1st	1000 hours:	40%
2nd	1000 hours:	51%
3rd	1000 hours:	63%
4th	1000 hours:	85%

3 YEAR [OR] 6,000 HOUR APPRENTICESHIP PROGRAM:

1st	1,000 hours:	40%
2nd	1,000 hours:	48%
3rd	1,000 hours:	57%
4th	1,000 hours:	65%
5th	1,000 hours:	74%
6th	1,000 hours:	85%

4 YEAR [OR] 8,000 HOUR APPRENTICESHIP PROGRAM:

1st	1,000 hours:	40%
2nd	1,000 hours:	46%
3rd	1,000 hours:	53%
4th	1,000 hours:	59%
5th	1,000 hours:	65%
6th	1,000 hours:	71%
7th	1,000 hours:	78%
8th	1,000 hours:	85%

5 YEAR [OR] 10,000 HOUR APPRENTICESHIP PROGRAM:

1st	1,000 hours:	40%
2nd	1,000 hours:	45%
3rd	1,000 hours:	50%
4th	1,000 hours:	55%
5th	1,000 hours:	60%
6th	1,000 hours:	65%
7th	1,000 hours:	70%

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8th	1,000 hours:	74%
9th	1,000 hours:	79%
10th	1,000 hours:	85%

6 YEAR [OR] 10,000 HOUR APPRENTICESHIP PROGRAM:

1st	1,000 hours:	40%
2nd	1,000 hours:	44%
3rd	1,000 hours:	48%
4th	1,000 hours:	52%
5th	1,000 hours:	56%
6th	1,000 hours:	60%
7th	1,000 hours:	64%
8th	1,000 hours:	68%
9th	1,000 hours:	72%
10th	1,000 hours:	76%
11th	1,000 hours:	81%
12th	1,000 hours:	85%

7 YEAR [OR] 10,000 HOUR APPRENTICESHIP PROGRAM:

1st	1,000 hours:	40%
2nd	1,000 hours:	43%
3rd	1,000 hours:	47%
4th	1,000 hours:	50%
5th	1,000 hours:	54%
6th	1,000 hours:	57%
7th	1,000 hours:	61%
8th	1,000 hours:	64%
9th	1,000 hours:	68%
10th	1,000 hours:	71%
11th	1,000 hours:	74%
12th	1,000 hours:	78%
13th	1,000 hours:	81%
14th	1,000 hours:	85%

- 6.2.8 that the entry Apprentice wage rate shall not be less than the minimum prescribed by State statute or by the Fair Labor Standards Act, where applicable.
- 6.2.9 That the established Journeyman's hourly rate applicable among all participating Employers be stated in dollars and cents. No Apprentice shall receive an hourly rate less than the percentage for the period in which he/she is serving applied to the established Journeyman's rate unless the Sponsor has documented the reason for same in the individual Apprentice's progress report and has explained the reason for said action to the Apprentice and Registration Agency.
- 6.2.9.1 In no case other than sickness or injury on the part of the Apprentice, shall a Sponsor hold back an Apprentice's progression more than one period or wage increment without the written consent of the Administrator.
- 6.2.10 That the established Journeyman's rate provided for by the Standards be reviewed and/or adjusted annually. Sponsors of Programs shall be required to give proof that all employees used in determining ratios of Apprentices to Journeymen shall be receiving wages at least in the amount set for Journeymen in their individual program standards, or are qualified to perform as Journey persons and must be paid at least the minimum journeyman rate;
- 6.2.11 That the minimum hourly Apprentice wage rate paid during the last period of apprenticeship not be less than eighty-five (85) percent of the established Journeyman wage rate. Wages covered by a collective

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bargaining agreement takes precedent over this section. However, wages may not be below the State's required minimum progression.

- 6.3 The Program must include a periodic review and evaluation of the Apprentice's progress in job performance and related instruction, and the maintenance of appropriate progress records.
- 6.4 The ratio of Apprentices to Journeypersons should be consistent with proper supervision, training and continuity of employment or applicable provisions in collective bargaining agreements.
 - 6.4.1 The ratio of Apprentices to Journeypersons shall be one Apprentice up to each five (5) Journeypersons employed by the prospective Sponsor unless a different ratio based on an industry standard is contained in the signed Standards of Apprenticeship Agreement or in these regulations. When Apprentices registered in a Delaware Apprenticeship program are employed in other states, the ratio of Apprentices to Journeypersons shall be determined by the ratios established in those other states.
 - 6.4.2 The following have been recognized to be the industry standard for the listed trades:
Ratio of Apprentice Journeypersons*

1 up to 4	Sheet Metal Worker
1 up to 3	Insulation Worker
1 up to 4	Structural Metal Worker
1 up to 3	Painters, Construction and Maintenance
1 up to 3	Asbestos Worker
1 up to 3	Industrial Maintenance Mechanic
1 up to 3	Plumbers/Pipefitters
1 up to 3	Electrician
1 up to 3	Precision Instrument Repairers
1 up to 3	Glaziers
1 up to 3	Construction Laborer
1 up to 3	Dry Wall Finisher
1 up to 3	Hard Tile Setter
1 up to 2	Roofers
1 up to 1	Sprinkler Fitters
1 up to 1	Child Care Worker
1 up to 1	Elevator Constructor

* The ratio has no effect until the second apprentice is registered. Only one Journeyperson is necessary in any trade for the first Apprentice.

- 6.4.3 Exceptions.
 - 6.4.3.1 If a collective bargaining agreement stipulates a ratio of Apprentices to Journeyperson, it shall prevail provided the Bargaining Ratio is not lower than the State standard.
 - 6.4.3.2 A deviation from the established standard may be granted by the Administrator upon written request after considering the needs of the plant and/or trade with consideration for growth, the availability of relevant training, and the opportunity for employment of skilled workers following the completion of their training. Such exception shall last no more than one year but may be renewed upon written request.
- 6.5 A probationary period shall be in relation to the full apprenticeship term with full credit toward completion of apprenticeship.
- 6.6 Adequate and safe equipment facilities for training and supervision and safety training for Apprentices on the job and in Related Instruction are required. On-site visits may verify compliance with this section prior to the registration of any sponsor for a Delaware apprenticeship program.
- 6.7 The required minimum qualifications for persons entering an Apprentice Program must be met.
- 6.8 Apprentices must sign an Agreement. The Agreement shall directly, or by reference, incorporate the standards of the Program as part of the Agreement.
- 6.9 Advance standing or credit up to 25% OJT hours of the particular trade term in question for previously acquired experience, training skills, or aptitude for all applicants equally, with commensurate wages for any accorded

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progression step may be granted. The granting of a greater amount of credit shall be set at the discretion of the Administrator based on supportive documentation submitted by the Sponsor. In no case shall more than one half of the particular trade term in question be granted unless the time in question has been spent in any state or federally registered program.

- 6.10 When a registered apprentice is no longer employed by a Sponsor, the Sponsor shall determine the time and training earned during his or her employment and send notice of such progress to the Apprenticeship and Training Section of the Delaware Department of Labor and to the apprentice in writing.
- 6.11 Transfer of Employer's training obligation through the sponsoring Committee if one exists and as warranted, to another Employer with consent of the Apprentice and the Committee or Program Sponsors, with full credit to the Apprentice for satisfactory time and training earned, may be afforded with written notice to, and approval of, the Registration Agency and is evidenced by a new apprenticeship agreement.
- 6.12 These Standards shall contain a statement of assurance of qualified training personnel.
- 6.13 There will be recognition for successful completion of apprenticeship evidenced by an appropriate certificate.
- 6.14 These Standards shall contain proper identification of the Registration Agency, being the Department of Labor, Division of Industrial Affairs, Office of Apprenticeship and Training.
- 6.15 There will be a provision for the Registration, Cancellation and Deregistration of the Program, and a requirement for the prompt submission of any modification or amendment thereto.
- 6.16 There will be provisions for Registration of Agreements, modifications and amendments, notice to the Division of persons who have successfully completed Programs, and notice of Cancellations, suspensions and terminations of Agreements and causes therefore.
- 6.17 There will be a provision giving authority for the termination of an Agreement during the probationary period by either party without stated cause.
- 6.18 There will be provisions for not less than five (5) days notice to Apprentices of any proposed adverse action and cause therefore with stated opportunity to Apprentices during such period for corrective action.
- 6.19 There will be provisions for a grievance procedure, and the name and address of the appropriate authority under the program to receive, process and make disposition of complaints.
- 6.20 There will be provisions for recording and maintaining all records concerning apprenticeships as may be required by the State or Federal law.
- 6.21 There will be provisions for a participating Employer's Agreement.
- 6.22 There will be funding formula providing for the equitable participation of each participating Employer in funding of a group Program where applicable.
- 6.23 All Apprenticeship Standards must contain articles necessary to comply with federal laws, regulations and rules pertaining to apprenticeship.

3 DE Reg. 641 (11/1/99)

5 DE Reg. 204 (7/1/2001)

8 DE Reg. 468 (9/1/04)

9 DE Reg. 806 (11/1/05)

10 DE Reg. 1021 (12/01/06)

14 DE Reg. 51 (07/01/10)

19 DE Reg. 194 (09/01/15)

7.0 Apprenticeship Agreement

- 7.1 The Apprenticeship Agreement shall contain:
 - 7.1.1 the names and signatures of the contracting parties (Apprentice and the program Sponsor or Employer), and the signature of a parent or guardian if the Apprentice is a minor;
 - 7.1.2 the date of birth of the Apprentice;
 - 7.1.3 the name and address of the program Sponsor and the Registrant;
 - 7.1.4 the Apprentice's social security number;
 - 7.1.5 a statement of the trade or craft which the Apprentice is to be taught, and the beginning date and term (duration) of apprenticeship;
 - 7.1.6 the number of hours to be spent by the Apprentice in work on the job;

- 7.1.7 the number of hours to be spent in Related and Supplemental Instruction is recommended to be not less than one hundred forty-four (144) hours per year;
- 7.1.8 provisions relating to a specific period of probation during which the Apprenticeship Agreement may be terminated by either party to the Agreement upon written notice to the Registrant;
- 7.1.9 provisions that, after the probationary period, the Agreement may be suspended, canceled or terminated for cause, with due notice to the Apprentice and a reasonable opportunity for corrective action, and with written notice to the Apprentice and the Registrant of the final action taken;
- 7.1.10 a reference incorporating, as part of the Agreement, the standards of the Apprenticeship Program as it exists on the date of the Agreement or as it may be amended during the period of the Agreement;
- 7.1.11 a statement that the Apprentice will be accorded equal opportunity in all phases of apprenticeship employment and training without discrimination based on race, color, religion, national origin, marital status, or sex, or disability;
- 7.1.12 a statement that, if an Employer is unable to fulfill his obligation under his Agreement, the Agreement may, with consent of the Apprentice and Committee, if one exists, be transferred to another Employer under a Registered Program with written notice of the transfer to the Registrant, and with full credit to the Apprentice for satisfactory time and training earned;
- 7.1.13 the name and address of the appropriate authority, if any, designated under the program to receive, process and make disposition of controversies or differences which cannot be adjusted locally or resolved in accordance with the established trade procedure or applicable collective bargaining provisions;
- 7.1.14 a statement setting forth a schedule of work processes in the trade or industry in which the Apprentice is to be trained and the approximate time to be spent at each process;
- 7.1.15 a statement of the graduated scale of wages to be paid the Apprentice and whether or not the required school time shall be compensated;
- 7.1.16 a statement that in the event the Registration of the Program has been Canceled or revoked, the Apprentice will be notified within fifteen (15) days of the event.

3 DE Reg. 641 (11/1/99)

8.0 Complaints

- 8.1 Any controversy or difference arising under an Agreement which cannot be resolved locally, or which is not covered by a collective bargaining agreement, may be submitted by an Apprentice or his/her authorized representative to the State Registration Agency for review. Matters covered by a collective bargaining agreement, however, shall be submitted and processed in accordance with the procedures therein provided.
- 8.2 The complaint shall be in writing, signed by the complainant, and submitted by the Apprentice or his/her authorized representative within sixty (60) days of receipt of local decision. The complaint shall set forth the specific problem, including all relevant facts and circumstances. Copies of all pertinent documents and correspondence shall accompany the complaint.

3 DE Reg. 641 (11/1/99)

9.0 Related Instruction Requirement

- 9.1 Regulations concerning Apprentices "attendance and tardiness" policy for related instruction.
 - 9.1.1 A registered Apprentice who misses six (6) classes while enrolled in a related studies program at any of the vocational schools in the three (3) counties of the State of Delaware will be dropped from school. This will result in their Apprenticeship Agreement being terminated by their Sponsor and/or State Registration Agency.
 - 9.1.2 An absence will result when an Apprentice either arrives late or leaves early three (3) times. However, School District Officials may bring to the Administrator's attention, individual cases that may have experienced extenuating circumstances. With the Administrator's approval, such individuals may be granted exemption from this attendance policy.
 - 9.1.3 Courses of fewer sessions will be prorated. Instructors will inform Apprentices of allowable absences.
 - 9.1.4 If you are a Registered Apprentice who is enrolled through a trade union, trade society or any other organization that stipulates attendance rules more stringent than the above, then you are required to follow those regulations.

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- 9.1.5 Related Instruction that is delivered through a state approved "in-house program", correspondence courses or other systems of equivalent value will require the Apprentice to produce a document detailing satisfactory participation and completion.

3 DE Reg. 641 (11/1/99)

10 DE Reg. 1021 (12/01/06)

10.0 Deregistration by State Registered Program

- 10.1 It is the policy of this State to discourage violations of the law or these rules and regulations by limiting or revoking the privilege to operate programs when Sponsors demonstrate an indifference to these requirements.
- 10.2 Where it appears to the Administrator that a program is not being operated in accordance with federal or state law or these rules and regulations, the Administrator shall so notify the Sponsor in writing stating the deficiency and providing a period for corrective action not to exceed 10 days. Such notice shall be sent by certified mail, return receipt requested. The Sponsor shall respond in writing to the letter within 10 days of receipt.
- 10.3 If the Sponsor fails to correct a deficiency after notice by the Administrator under 10.2, deregistration proceedings will be undertaken.
- 10.3.1 Voluntary deregistration is available to a Sponsor upon written request to the Administrator. Within fifteen (15) working days of the effective date of deregistration demonstrated by the acknowledgment of the Administrator, the Sponsor must notify all Apprentices of such deregistration, the effective date, and that the deregistration automatically deprives the apprentice of his/her individual registration.
- 10.3.2 Involuntary deregistration is initiated by the Administrator as follows:
- 10.3.2.1 If the Sponsor fails to respond to the notice of deficiency, the Administrator shall advise the Sponsor by certified mail, return receipt requested, that the program will be recommended for deregistration unless within 10 days the Sponsor requests a hearing.
- 10.3.2.2 If the response by the Sponsor to the notice is insufficient to correct the deficiency, the Administrator shall so advise the sponsor by certified mail, return receipt requested. Said letter shall advise the Sponsor that the program will be recommended for deregistration unless within 10 days the Sponsor requests a hearing.
- 10.3.2.3 If no hearing is timely requested, the Administrator will recommend deregistration to the Secretary. The decision of the Secretary is final and no further appeal is provided. The sponsor will be notified of the effective date of deregistration. In addition, a decision of deregistration and its effective date will be mailed to all Apprentices registered in the program.
- 10.3.2.4 All recommendations for involuntary deregistration as a result of violations of the Rules and Regulations will include a recommended period of deregistration of up to three (3) years.

3 DE Reg. 641 (11/1/99)

4 DE Reg. 1852 (5/1/01)

11.0 Hearings on Deregistration

- 11.1 A deregistration hearing will be scheduled before the Council on Apprenticeship and Training within 45 days of receipt of a timely request by the Sponsor.
- 11.2 Notice shall be in accord with the provisions of the Administrative Procedures Act.
- 11.3 Each party shall have the right to present evidence, to be represented by counsel, and to cross-examine witnesses.
- 11.4 A record from which a verbatim transcript can be prepared shall be made of the hearing. A party may request a transcript at his or her expense.
- 11.5 At the conclusion of the hearing, the Council will determine, by a majority of the quorum, its recommendation to the Secretary.
- 11.6 The Council shall submit its recommended findings of fact, conclusions of law, and decision to the Secretary. Said recommendations may be authenticated by the chairperson.
- 11.7 The decision of the Secretary is final and no further appeal is provided. The decision will be sent by certified mail to the Sponsor. In addition, a decision of deregistration and its effective date will be mailed to all Apprentices registered in the program.

3 DE Reg. 641 (11/1/99)

4 DE Reg. 1852 (5/1/01)

12.0 Reinstatement of Program Registration

Program deregistered pursuant to this chapter may be reinstated upon presentation of adequate evidence that the Program is operating in accordance with this chapter. Such evidence shall be presented to the Apprenticeship and Training Council, which shall make a recommendation based on said evidence, past records and any other data deemed appropriate. After such presentation, the Council shall make a recommendation to the Secretary as to whether the Program should be reinstated. The Secretary's decision shall be final and binding.

3 DE Reg. 641 (11/1/99)

19 DE Reg. 194 (09/01/15)

13.0 Program Registration Denial

13.1 Grounds for denial of program registration include, but are not limited to, violations of apprenticeship standards or of federal or state labor laws in any state by the applicant; failure to comply with on-site visit requests; and failure to reimburse for the costs of on-site visits.

13.2 Any proposed Sponsor may, within fifteen (15) working days, request a hearing before the Apprenticeship and Training Council. If the proposed Sponsor requests a hearing, the Administrator shall advise the chairman of the Council, who shall convene the Council, for a hearing for the purpose of making a determination on the basis of the record and proposed findings of the Office of Apprenticeship and Training. This determination shall be subject to review and approval by the Secretary, whose decision shall be final and binding.

13.3 An applicant who has been denied registration of a program may reapply by demonstrating to the Council at a hearing that the deficiencies that led to the denial of registration have been remedied and the program will operate in accordance with all applicable laws and rules in a manner that safeguards the welfare of the apprentices. The Council will make a recommendation to the Secretary, whose decision shall be final and binding.

9 DE Reg. 806 (11/1/05)

19 DE Reg. 194 (09/01/15)

14.0 Amendment to the Regulations in this Part

The Secretary may, at any time upon his/her own motion or upon written request of any interested person setting forth reasonable grounds therefore, and after opportunity has been given to interested persons to present their views, amend or revoke any of the terms of the regulations contained in this part.

3 DE Reg. 641 (11/1/99)

19 DE Reg. 194 (09/01/15)



DELAWARE APPRENTICESHIP OCCUPATIONS | PROGRAMS BY COUNTY

Occupation	New Castle County (NCCo Vo-Tech)	Kent County (PolyTech)	Sussex County (Sussex Tech)
Auto Mechanic	X	X	X
Carpentry	X		X
Construction Laborer	X	X	
Diesel Mechanic	X	X	X
Electrician	X	X	X
Electronic Systems Technician	X	X	
Heavy Equipment Operator	X		
HVAC	X	X	X
Iron Worker	X		
Machinist	X		
Maintenance Mechanic	X*	X	
Marine Mechanic			X
Masonry		X	
Millright	X*		
Pipe Fitting	X		
Pipe Welding	X		
Plumbing	X	X	X
Sheet Metal	X		
Sprinkler Fitter	X		
Welding	X	X	X
Wastewater Technician		X	
Water Systems Operator		X	
Computer Support Specialist		X	
Networking Technician		X	

The above programs are offered at the Adult Education Division of the States Vocational Technical Schools.

Please keep in mind, Registered Apprenticeships are flexible! There is always an option for a company to have an in-house program or work with the local vocational technical school to create something within reason.

*** In New Castle County, the Maintenance Mechanic Program is called Millwright.**

302-761-8328

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de.gov/apprenticeship



STATE OF DELAWARE MERIT RULES

Adopted by Merit Employee Relations Board
January 01, 2004—Last Update 02/01/2018

Statutory Authority: 29 Delaware Code,
Section 5914 (29 Del.C. 5914)

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1.0 Introduction

- 1.1 Pursuant to 29 Del.C. Chapter 59, these Rules apply to initial probationary, Merit and limited term employees, except as otherwise specified, and shall continue in effect until such time as they are amended or modified by the Merit Employee Relations Board ("Board") or are amended, modified or superseded by amendment to 29 Del.C. Chapter 59.
- 1.2 In the event of conflict with the Delaware Code, the Code governs. In the event of conflict with individual agency regulations, these rules take precedence. In the event of conflict with Intergovernmental Merit System Standards, the Standards govern federally funded positions subject to the provisions of the Intergovernmental Personnel Act. Federal laws supersede any conflicting state laws.
- 1.3 If a subject is covered in whole or in part by a collective bargaining agreement, 29 Del.C. §5938(d) provides that the Merit Rules shall not apply to such subject matters. These Rules govern in matters of: classification, uniform pay (except in the case of collective bargaining agreements reached pursuant to §1311A of Title 19), and benefits, examination, screening and ranking, rejection of candidates, appointment, paid leave, promotional requirements and standards, and veteran's preference. Collective bargaining agreements may govern matters of bargaining unit-specific pay and benefits, probation, emergency employment, transfer and promotional selection processes, reinstatement, performance records, layoff, fines, discipline up to and including dismissal, grievances, work schedules and working conditions.
- 1.4 The State has the exclusive right to manage its operations and direct employees except as specifically modified by these Rules.
- 1.5 The Secretary of the Department of Human Resources ("DHR Secretary ") may issue Rule interpretation and application guidelines consistent with these Rules. The DHR Secretary is authorized to establish committees to make recommendations about Human Resources issues.

2.0 Non-Discrimination

- 2.1 Discrimination in any human resource action covered by these rules or Merit system law because of race, color, national origin, sex, religion, age, disability, sexual orientation, or other non-merit factors is prohibited.

3.0 Classification of Positions

- 3.1 The DHR Secretary shall establish and maintain a method of classifying and reviewing all positions. Positions substantially alike in duties and responsibilities and requiring essentially the same knowledge, skills and abilities shall be grouped into the same class and pay grade.
 - 3.1.1 Class specifications shall contain the title and code identifying the class, give examples of the characteristics and indicate duties and responsibilities that may be assigned to positions of the class and set forth uniform job related job requirements and the knowledge, skills and abilities required to do the work.
 - 3.1.2 Class specifications shall be mainly descriptive and not restrictive. References to particular characteristics or examples of duties shall not exclude others of similar kind and quality.
- 3.2 Employees may be required to perform any of the duties described in the class specification, any other duties of a similar kind and difficulty, and any duties of similar or lower classes. Employees may be required to serve in a higher position; however, if such service continues beyond 30 calendar days, the Rules for promotion or temporary promotion shall apply, and they shall be compensated appropriately from the first day of service in the higher position.
- 3.3 If a significant change is made in the duties and responsibilities of a position, or if there is an alleged position classification or reclassification error, the position shall be reviewed and be reclassified if justified, in accordance with procedures established by the DHR Secretary consistent with the Budget Act.
 - 3.3.1 When positions occupied by a Merit employee are reclassified, employees shall not be required to serve a probationary period if they meet the job requirements for the new class, provided they successfully completed an initial probationary period. No examination shall be required unless that examination is part of the job requirements or is related to employees' physical ability to perform the essential functions of the job.
 - 3.3.2 Should the incumbent not qualify for the position as reclassified, he/she shall be transferred to a vacant position for which qualified within the classified service. In the event extenuating circumstances exist, the appointing authority may request approval of the DHR Secretary to retain the incumbent in the position for a reasonable period, in an underfill capacity, pending qualification at the higher level or pending a transfer.
 - 3.3.3 When a position is reclassified into a Career Ladder, placement of the position incumbent is based on promotional standards approved by the DHR Secretary. Movement from one level to another within Approved Career Ladders is a promotion, not a reclassification.

4.0 Pay Plan

- 4.1 Uniform pay schedules based on current legislation will be issued by the DHR Secretary. Each position classification shall have assigned to it a paygrade for pay purposes. The pay of employees occupying positions in the Classified Service shall follow the published rates set for the assigned paygrades.
- 4.2 Standard Work Week. The standard work week for full-time employees shall be 37.5 hours or 40 hours as provided in the Budget Act. Employees shall be paid on the appropriate legislated pay scale. Any future changes with Fair Labor Standards Act (FLSA) implications shall be approved by the DHR Secretary.
- 4.3 Dual Employment. Employees covered by FLSA shall be permitted to accept additional employment in another State agency with prior written consent of the affected agencies. Overtime eligibility shall be based on the FLSA.
 - 4.3.1 Compensation Received From Other Sources. Employees on approved annual leave may receive additional compensation from another State agency or other employer for work performed during normal duty hours. When not on such leave, any additional compensation shall be deducted from employees' normal compensation.
- 4.4 Starting Rate on Initial Appointment
 - 4.4.1 Upon initial appointment, employees shall be paid a salary equal to the minimum for their assigned paygrade, except as hereinafter provided.
 - 4.4.2 Agencies may approve a starting rate up to 85% of midpoint where applicants' qualifications are clearly over and above the job requirements as stated in the class specification. Upon agency request, the DHR Secretary may approve a starting rate higher than the 85th percentile if supported by documentation of the applicant's qualifications.
 - 4.4.3 Upon agency request, the DHR Secretary may approve a starting rate above the minimum for the paygrade where a critical shortage of applicants exists. The DHR Secretary and Controller General may provide that all lower paid, equally qualified employees in the same class within the same geographic area receiving a lower rate shall also have their pay rates set as stated above if their performance is satisfactory.
- 4.5 Employees who transfer or move to another class which is the same paygrade as the former class shall be paid at the same percentage of midpoint, unless their current salary is below the Selective Market Variation (SMV) range or approved alternative pay plan for the class, in which case their salary shall be increased to the minimum of the SMV range.
- 4.6 Promotion. Upon promotion, employees shall receive either the minimum salary of the higher paygrade or an increase of 5%, whichever is greater. Agencies may grant

a greater increase not to exceed the 85th percentile under the criteria in 4.4.2. The DHR Secretary may approve a greater increase that exceeds the 85th percentile under the criteria in 4.4.2.

- 4.7 Demotion. The rate of pay for employees demoted for reasons other than just cause shall be recommended by the agency for the DHR Secretary's approval. The rate of pay for employees demoted for just cause shall be set by the agency within the pay range of the lower paygrade.
- 4.8 Starting Rate on Reinstatement. Reinstated employees shall receive the same salary as at the time of separation plus any general salary increases. Any request for a greater salary shall be made pursuant to 4.4.
- 4.9 After Military Leave. Employees returning from active military duty leave shall receive the rate of pay which they would have otherwise received but for their military duty leave.
- 4.10 Pay Rate on Return from Exempt Position. Employees who return from leaves of absence in non-classified positions described in 29 **Del.C.** §5903 (4), (5), (6) and (23) shall receive at least the rate of pay which they would have otherwise received but for such leave of absence. If they return via competition to a position in a higher paygrade than the former Merit position, the provisions of 4.6 shall apply based on their former rate of pay.
- 4.11 Pay Rates After Hiring Preference. Employees placed as a result of hiring preference shall be paid in accordance with 4.4.
- 4.12 Pay Rates After Reclassification Or Grade Change
 - 4.12.1 Any employee movement to a higher paygrade is a promotion. Any employee movement to a class of the same paygrade shall be treated in accordance with 4.5. Employees moving to a lower class and/or paygrade shall retain their former pay as long as they remain in that position.
 - 4.12.2 Employees in positions reclassified to a lower class not qualifying for Selective Market Variation (SMV) where their former class qualified for a SMV shall retain, for pay purposes, the SMV pay range assigned annually by the State budget process to the former class as long as they remain in that position and the former class continues to qualify for SMV.
 - 4.12.3 Employees whose positions were reclassified to classes in lower paygrades and who retain their former paygrade as provided for in 4.12.1 and 4.12.2 shall not retain the paygrade upon voluntary transfer or promotion.
 - 4.12.4 Employees shall receive the pay increase provided in the Budget Act, unless their latest Performance Review is unsatisfactory. If the unsatisfactory performance has already resulted in a reduction in paygrade, however, they shall receive the pay increase. Employees who are denied

such increase shall become eligible for it when, as evidenced by a Performance Review, their performance is no longer rated as unsatisfactory. Such an increase is not retroactive.

4.13 Pay for Overtime Service

- 4.13.1 FLSA-covered employees with a standard work week of 37.5 hours who are authorized to perform overtime service shall be paid at 1.5 times their regular rate for each hour worked after 37.5 hours per week. FLSA-covered employees with a standard work week of 40 hours who are authorized to perform overtime service shall be paid at 1.5 times their regular rate for each hour worked after 40 hours. The form of pay, time off or cash, is at agency discretion and shall be agreed to in advance. Only hours worked over 40 hours per week are covered by the overtime provisions of the FLSA. The regular rate of pay shall include all payments (e.g., shift differential, stand-by duty pay and hazardous duty pay). Agencies may assign reasonable periods of overtime to meet operational needs.
- 4.13.2 Any authorized service in excess of the standard work week or work schedule allowed by the FLSA shall be overtime service. Employees working flexible schedules shall be paid for overtime service in accordance with that schedule and not the standard schedule of 37.5 or 40 hours per week.
- 4.13.3 A workweek is a period of 168 hours during 7 consecutive 24-hour periods.
- 4.13.4 Hours worked includes paid leave plus hours actually worked by the employee.
- 4.13.5 Employees in FLSA exempted classes authorized to work beyond the standard work week may be paid with equal time off.
- 4.13.6 In unusual circumstances of overtime service by employees normally not eligible for overtime pay in cash, the agency may recommend, for approval by the DHR Secretary that such employees be paid at straight time rates.
- 4.13.7 Merit compensatory time shall be used within 180 calendar days of accrual or be forfeited. Under extenuating circumstances, the DHR Secretary may approve exceptions to this rule. FLSA compensatory time may be accrued up to 240 hours of compensatory time-off unless the employee is engaged in work in a public safety activity, an emergency response activity, or a seasonal activity in which case the employee may accrue not more than 480 hours of compensatory time-off. Hours in excess of the 240 hours FLSA maximum shall be paid overtime.
- 4.13.8 Agencies may request the DHR Secretary review the prevailing overtime rates for one or more FLSA exempted classes where external

market pressures including excessive turnover rates, recruitment problems and high vacancy rates necessitate that such employees be paid at the rate of 1.5 times the regular rate of pay for any authorized overtime service.

4.14 Compensation for Holidays

- 4.14.1 If the holiday falls on a day employees would not have been scheduled to work, they shall receive equivalent time off on a pro-rated basis.
- 4.14.2 Employees eligible for holiday pay and overtime compensation who are authorized to work on a holiday shall be compensated for the hours actually worked on the holiday at 1.5 times and for the holiday on a pro-rata basis. Employees eligible for holiday pay but not normally eligible for overtime compensation required to work on a day observed as a legal holiday shall be credited for the holiday on a pro-rata basis, and may be credited for the hours actually worked on the holiday at straight time, except as otherwise approved by the DHR Secretary. Employees' compensation for any additional hours, beyond those for which they are routinely compensated, which have accumulated as a result of working the holiday, may be either in cash or time off or a combination of the two at agency discretion.
- 4.14.3 To qualify for pay for a holiday not worked, employees shall be required to be in a paid status, for any portion of the day, on their last scheduled work day prior to the holiday and on their next scheduled work day after the holiday.
- 4.14.4 Employees working in 7-day per week functions shall receive holiday pay for hours worked on the actual holiday rather than hours worked on the day observed as the legal holiday.

4.15 Shift Differential Pay

- 4.15.1 Shift differential is pay for working inconvenient hours and schedules authorized at the agency's discretion. Shift differential is not authorized for flexible or compressed schedules established at the request of, and for the convenience of, employees even if the requirements of 4.15.2 are met.
- 4.15.2 Employees authorized by agencies to work night shifts which include four or more hours of work between the hours of 6:00 p.m. and 8:00 a.m. the following day shall receive supplemental pay for the entire shift equal to 5% of their paygrade midpoint.
- 4.15.3 Agencies may approve employees on a rotating shift schedule to receive shift differential pay during the whole time they are assigned to the rotating shift.
- 4.15.4 Shift differential is payable for single shift assignments as well as recurring shift assignments. Employees on fixed night or rotating shifts receive shift

differential for all periods of overtime service. For employees not on fixed or rotating shifts, shift differential is payable for entire periods of overtime service once the minimum four hour requirement of 4.15.2 are met. For purposes of shift differential eligibility, each period of work during employees' regular schedule and each period of overtime service will be considered separately.

- 4.15.5 Employees on a fixed night or rotating shift shall continue to receive such adjusted pay while on paid holidays or other authorized leave with pay; provided that the night shift or rotating shift assignment pertains both before and after such leave; and further provided that sick leave of more than five consecutive work days shall terminate the shift differential for the entire period of absence. Agencies may assign employees who are receiving shift differential pay to the day shift for a period of 30 days or less without loss of shift differential.
- 4.15.6 An agency may request that the DHR Secretary review the prevailing shift differential rates for one or more classes where external market pressures including excessive turnover rates, recruitment problems and high vacancy rates necessitate that such employees receive shift differential payments which exceed the amounts provided for in 4.15.2.
- 4.15.7 Employees authorized and required by agencies to work split shifts shall receive supplemental pay for their entire shift equal to 5% of their paygrade midpoint.

4.16 Call-Back Pay

- 4.16.1 FLSA-covered employees who have left the work site at the end of their scheduled shift and are called back for overtime service shall be paid for such service in accordance with the provisions for overtime pay, provided that minimum total payment is equivalent to four times their regular straight time hourly rate. Employees shall be paid according to this call-back provision or the overtime provision, whichever is greater, not both.
- 4.16.2 Social workers providing direct child or adult protective services and the State Emergency Response Team approved by the DHR Secretary shall be eligible for call-back pay.

4.17 Stand-by Pay

- 4.17.1 FLSA-covered employees assigned to critical public service approved by the DHR Secretary, and authorized by agencies to be on-call regularly for emergency services for an average of 64 off-duty hours or more per week, shall receive stand-by pay equal to 5% of their paygrade midpoint while so assigned. Such increased pay shall continue during absences only for paid holidays and sick leave of five successive work days or less occurring during the period of assignment. Any call-back work required

during on-call periods shall also be compensated in accordance with 4.16.

- 4.17.2 Social workers providing direct child or adult protective services and the State Emergency Response Team approved by the DHR Secretary shall be eligible for stand-by pay.

4.18 Hazardous Duty Pay

- 4.18.1 Determination as to the positions eligible for hazardous duty pay shall be requested by agencies for the DHR Secretary's approval. The agency shall notify the DHR Secretary when a substantive change occurs in the duties or work conditions of any position receiving hazardous duty pay. Compensation shall be set by the State Budget Act.

4.19 Supervisory Pay. Subject to the approval of the DHR Secretary, the Secretary of the Department of Health & Social Services (DHSS) may grant supplemental pay equal to 5% of the employee's paygrade midpoint to registered nurses employed in DHSS institutions or facilities who are designated as charge nurses or team leaders and are permanently assigned such responsibilities in addition to their regular staff nurse duties. Charge Nurse/Public Health Nurse team leader responsibilities include the daily supervision and coordination of nursing or other patient care activities in a unit, ward, floor, clinic or field setting during a specified shift to ensure quality patient care and continuity of care with other shifts. This supplemental pay is not authorized for employees required to perform charge nurse/team leader functions on a temporary basis consistent with Merit Rule 3.2.

- 4.20 Computing Overtime Pay. The hourly rate of pay for overtime, holiday and call-back payment purposes includes shift differential, stand-by and hazardous duty pay.

5.0 Employee Benefits

5.1 Holidays

- 5.1.1 The following days are legal holidays for employees: New Year's Day; Martin Luther King, Jr. Day; Good Friday; Memorial Day; Independence Day; Labor Day; Veterans' Day; General Election Day; Thanksgiving Day; Day after Thanksgiving; Christmas Day; and Return Day (the second day after the General Election), 3.75 hours for 37.5 hours work week schedule or 4 hours for 40 hour work week schedule for employees who live or work in Sussex County; and any other day or part of proclaimed by the Governor as a holiday.
- 5.1.2 When a legal holiday falls on a Saturday, the prior business day shall be the legal holiday. When a legal holiday falls on a Sunday, the next business day shall be the legal holiday. (See 4.14.3)

5.2 Annual Leave

- 5.2.1 Employees shall accrue annual leave for each month's completed service according to the following schedules:
 - 5.2.1.1 less than 10 years: 9.5 hours (37.5 hours schedule) 10 hours (40 hour schedule)
 - 5.2.1.2 10 to less than 15 years: 11.25 hours (37.5 hour schedule) 12 hours (40 hour schedule)
 - 5.2.2.3 15 or more years: 13.25 hours (37.5 hour schedule) 14 hours (40 hour schedule)
- 5.2.2 All leave requests are subject to agency approval, taking into consideration employee requests, operating requirements and seniority, and shall be answered as soon as practicable. Leave may not be taken in excess of hours earned. Absences for a fraction of an hour shall be rounded up to .25 hour increments except that within the quarter hour, absences of less than 7 minutes shall be rounded down.
- 5.2.3 Accrual continues during absence from work on a legal holiday; on paid leave (see exceptions 5.2.3.1 & 5.2.3.2); on unpaid leave of 30 days or less; and while receiving a salary supplement pursuant to 29 Del.C. §5933 (workers' compensation) and while receiving a short-term disability supplement from the State sponsored Disability Insurance program pursuant to 29 Del.C. §5253 (b) (short-term disability.) Accrual is credited to the employee leave account on the first day of the month following accrual. Accrual shall be on a pro-rata basis.
 - 5.2.3.1 Leave does not accrue when using sick leave to travel out of the United States for the purpose of adopting a child from a foreign country

pursuant to 29 Del.C. §5116 (b) (adoption leave) see 5.3.3;

5.2.3.2 Leave does not accrue when on paid Military Serious Illness/Injury leave pursuant to 29 Del.C. §5933 (e) see 5.3.3;

5.2.4 Annual leave credit carried into a new calendar year may not exceed 318 hours (37.5 hours schedule) or 336 hours (40 hour schedule). Agencies may request approval from the DHR Secretary to carry over annual leave in excess of the maximum amount. Upon separation only, employees shall be paid for their accumulated annual leave at their current amount, excluding all supplemental and premium pays.

5.2.5 Employees covered by practices in effect on or before June 30, 1968, shall continue to earn, accumulate, carry over or be paid at a rate established by those practices, provided they remain in the service of the same employment agency or transfer for reasons beyond their control.

5.2.6 Employees approved for workers' compensation may request to use accrued annual leave when they are less than fully paid under workers' compensation. Such leave shall be charged as the difference between workers' compensation pay and their regular pay.

5.2.7 Employees who move from non-classified to classified positions shall be credited with any annual leave for which they were not paid. Employees who move from classified to non-classified positions may transfer accrued annual leave to the extent the receiving agency agrees. Such employees shall be paid by the former agency for any annual leave the receiving agency refuses to accept.

5.2.8 If an employee resigns or is terminated for any reason including dismissal, or dies with unused annual leave credit, the employee or his/her estate as applicable, shall be paid in cash for any unused annual leave.

5.2.9 Employees may utilize earned annual leave to supplement short term disability benefits to equal 100% of pre-disability creditable compensation for the maximum period of 182-calendar-days pursuant to 29 Del.C. §5253 (b)(4) (short term disability).

5.3 Sick Leave

5.3.1 Employees shall accrue sick leave for each completed month's service at the following rate: 9.5 hours (37.5 hour schedule) 10 hours (40 hour schedule).

5.3.2 Sick leave shall be requested in advance. In instances of unanticipated need to use sick leave, employees must notify their supervisor within the first hour of absence or as soon as practicable or as specified by the agency. Failure to do so or otherwise obtain approval shall result in leave denial. Agencies may require documentation which justifies absences or verifies

ability to return to work. Absences for a fraction of an hour shall be rounded up to .25 increments except that within the quarter hour, absences of less than 7 minutes shall be rounded down.

- 5.3.3 Accrual continues during absence from work on a legal holiday; on paid leave; on unpaid leave of 30 days or less and while receiving a salary supplement pursuant to 29 **Del.C.** §5933 (workers' compensation) and while receiving a short-term disability supplement from the State sponsored Disability Insurance program pursuant to 29 **Del.C.** §5253 (b) (short-term disability.) Accrual is credited to employee leave accounts on the first day of the month following accrual. Accrual shall be prorated.
 - 5.3.3.1 Leave does not accrue when using sick leave to travel out of the United States for the purpose of adopting a child from a foreign country pursuant to 29 Del.C. §5116 (b) (adoption leave) see 5.2.3;
 - 5.3.3.2 Leave does not accrue when on paid Military Serious Illness/Injury leave pursuant to 29 **Del.C.** §5933(e) see 5.2.3;
- 5.3.4 Employees shall be paid for accumulated sick leave at their current salary, excluding all supplemental and premium pays, under the following conditions:
 - 5.3.4.1 At retirement under the State Pension Law, upon commencement of long-term disability [29 Del.C. §5253(c)(5)], or if laid off without prejudice for lack of work at the rate of 1 hour's pay for each 2 hours of sick leave. The maximum payment is 337.5 hours (37.5 hour weekly schedule) or 360 hours (40 hour weekly schedule).
 - 5.3.4.2 At death of the employee, at the rate of 1 hour's pay for each hour of sick leave to the employee's estate. The maximum payment is 675 hours (37.5 hour weekly schedule) or 720 hours (40 hour weekly schedule).
- 5.3.5 Employees covered by practices in effect on or before June 30, 1968, shall earn, accumulate, carry over or be paid at a rate established by those practices, provided they remain in the service of the same agency or transfer for reasons beyond their control.
- 5.3.6 Upon supervisory approval, which shall not be unreasonably denied, employees may use paid sick leave for the following reasons:
 - 5.3.6.1 Employee illness, injury, temporary disability or exposure to contagious disease.
 - 5.3.6.2 Employee appointments with doctors, dentists, or other similar practitioners or to accompany the following individuals when their personal attendance is required: employees' spouse or domestic

partner; and parent, stepparent or child of the employee, spouse or domestic partner. In exceptional circumstances, agencies may approve the use of sick leave for someone not specifically listed. Whenever possible, such appointments should be scheduled outside of employee's normal working hours.

- 5.3.6.3 Serious illness or injury of the following individuals when their personal attendance is required: spouse or domestic partner; and parent, step-parent, or child of the employee, spouse or domestic partner. In exceptional circumstances, agencies may approve the use of sick leave for someone not specifically listed.
- 5.3.6.4 Employees approved for workers' compensation may request sick leave when they are less than fully paid under workers' compensation. Such leave shall be charged at the difference between workers' compensation pay and their regular pay.
- 5.3.6.5 Employees may utilize earned sick leave to supplement short-term disability benefits to equal 100% of pre-disability creditable compensation for the maximum period of 182-calendar-days pursuant to 29 Del.C. §5253 (b)(4) (short term disability).
- 5.3.6.6 Employees who have been continuously employed on a full time basis for at least 1 year at the time of application for leave may utilize accumulated sick leave to travel out of the United States for the purpose of adopting a child from a foreign country. Before the leave will be granted, employees must provide documentation that they have applied for the adoption and that the travel is required for the adoption to be approved. Once the adoption has been approved the leave will be pursuant to The Family and Medical Leave Act (29 USC §2601 et seq.); see also 29 Del.C. §5116 (b).
- 5.3.6.7 In accordance with 29 Del.C. §5120 eligible employees may use up to twelve weeks accumulated sick leave upon the birth of a child of the employee or the employee's spouse, or adoption by the employee of a pre-kindergarten age child. Leave for these purposes shall be used during the year immediately following the birth or adoption and be scheduled in advance whenever possible. Employees shall use such leave in accordance with Merit Rule 5.7 Family and Medical Leave Act (FMLA).
- 5.3.7 Employees may not take sick leave with pay in excess of the hours actually accrued. In extreme cases, agencies may allow employees with more than 5 years service, who have not abused sick leave, to "borrow ahead" up to 112.5 hours (37.5 hour weekly schedule) or 120 hours (40 hour weekly schedule) of sick leave after their sick and annual leave is exhausted.
- 5.3.8 Employees who are injured on the job and approved for workers'

compensation will not be charged with sick leave for any portion of the day of injury.

- 5.3.9 Employees who move from non-classified to classified positions shall be credited with any sick leave for which they were not paid. Employees who move from classified to non-classified positions shall transfer accrued sick leave to the extent the receiving agency agrees.

5.4 Compassionate Leave

- 5.4.1 Upon the death of an immediate family member, employees shall be granted 22.5 hours (37.5 hour weekly schedule) or 24 hours (40 hour weekly schedule) leave with pay, on a pro-rata basis normally to be used on consecutive work days. Employees may request agency approval for a person not specified as immediate family.
- 5.4.2 Employees shall be granted 7.5 hours (37.5 hour weekly schedule) or 8 hours (40 hour weekly schedule) leave with pay, on a pro-rata basis to attend memorial services or related activity of the following: aunt, uncle, niece, or nephew; brother/sister-in-law; grandparent-in-law; or any other relative or friend living in the employee's household.

5.5 Other Leaves With Pay

- 5.5.1 Employees shall be excused from work with pay for the following reasons:
 - 5.5.1.1 To attend training camp or special duty on orders as a member of the military reserves of the United States or the National Guard, not to exceed 112.5 hours (37.5 hour weekly schedule) or 120 hours (40 hour weekly schedule), on a pro-rata basis, in any calendar year.
 - 5.5.1.2 To train and participate as a member of the United States team in any competition sanctioned by the United States Olympic Committee, in the capacity of coach, athlete, official, trainer or group leader, not to exceed 90 working days.
 - 5.5.1.3 To donate bone marrow, not to exceed 7 days of leave in any calendar year.
 - 5.5.1.4 To donate an organ, not to exceed 30 days of leave in any calendar year.
 - 5.5.1.5 To serve on one veteran funeral detail per calendar year if a veteran or a member of the National Guard Reserve.
 - 5.5.1.6 To undergo a medical procedure or operation for a serious illness/injury suffered in the line of duty that is caused or contributed to by war or act of war (declared or not), not sooner than 30 calendar

days of return to active State employment nor following one year of return from active military duty and not to exceed six months of absence. Employee must be a member of the United States Military or National Guard. This leave is to run concurrent with FMLA see 5.7.

- 5.5.2 Employees shall be excused from work with pay for the following reasons: however, they shall return to work within a reasonable time after the conclusion of the following activities. Agencies shall, if possible, make shift changes to accommodate non day shift employees for their involvement in the following:
 - 5.5.2.1 To appear under subpoena to testify, unless they are one of the parties in the proceeding or the subpoena arises from other employment or volunteer activities.
 - 5.5.2.2 To report to serve on a jury.
 - 5.5.2.3 To appear on their own behalf before a hearing officer or the Merit Employee Relations Board in a Merit system grievance. Excusal from work with pay is not authorized for preparation of a grievance or consultation with employees' representatives.
 - 5.5.2.4 For a scheduled examination or interview for a Classified position in the State.
- 5.5.3 Employees may be excused from work with pay, at agency discretion, for the following reasons:
 - 5.5.3.1 To serve as a delegate to conventions of unions or employee organizations or to engage in similar job related activities, not to exceed 37.5 hours (37.5 hour weekly schedule) or 40 hours (40 hour weekly schedule) on a pro-rata basis in any calendar year.
 - 5.5.3.2 To serve as a volunteer on an advisory body or commission or similar group sponsored by local or State government or statewide organization to programs benefitting diverse segments of Delaware citizens.
 - 5.5.3.3 To respond to volunteer emergency fire duty, if they are active firefighters or auxiliary members.
 - 5.5.3.4 To respond to disaster relief, not to exceed 15 work days, if they are Certified Disaster Service Volunteers of the American Red Cross.
 - 5.5.3.5 As part of a recognition program approved by the DHR Secretary, not to exceed 7.5 hours (37.5 hour weekly schedule) or 8 hours (40 hour weekly schedule) per award. Such leave must be used within 1 year of being awarded and is not subject to cash payments.

5.6 Leave Without Pay

- 5.6.1 Employees shall be granted leaves of absence without pay to serve a tour of active duty in the United States military, plus 90 calendar days beyond the end of active duty. When such employees notify the agency of intent to return to work, with evidence of honorable release from military service, they shall be returned to a position in the same or comparable class for which they qualify.
- 5.6.2 Employees may be granted leaves of absence without pay at agency discretion for personal reasons up to 1 year. In exceptional circumstances, additional 6 month periods may be granted, but in no case shall continuous leave exceed 2 years. Employees may return to duty before the expiration of the leave only with agency approval. Employees returning from a leave of absence of 6 months or less shall be returned to the duty assignment previously held. Employees returning from a leave of absence greater than 6 months shall be returned to a position in the same class or comparable class when leave was granted.
- 5.7 Family and Medical Leave Act (FMLA). FMLA eligible employees will be provided with FMLA leave in accordance with the Family and Medical Leave Act of 1993. Employees shall be required to use available accrued annual leave and sick leave while on FMLA with the exception of one work week of annual leave and one work week of sick leave, which they may elect to retain for use upon return to work. Usage of accrued sick leave shall only be in accordance with M.R. 5.3. Employees on approved Military Serious Illness/Injury leave shall be eligible for wages under Military Serious Illness/Injury leave only see M.R. 5.5.1.6.
- 5.7.1 FMLA leave shall not be charged to an employee for time missed from work as a result of illness or injury covered by workers' compensation, unless requested by the employee.
- 5.8 Educational Leave and Assistance. Agencies may approve educational leave without pay. Upon agency request, the DHR Secretary may approve leave with pay. The purpose of such leave is to permit employees to pursue education or training directly related to State employment which is not available through in-service training.
- 5.8.1 Educational reimbursement shall be offered by agencies consistent with their budgetary allowances. Reimbursement will be made only upon submission of evidence of satisfactory completion accompanied by paid receipts. In exceptional circumstances, agencies may pay in advance of course completion. In such case, employees shall reimburse agencies if they do not submit evidence of satisfactory completion. Employees shall reimburse agencies for tuition and paid education leave if they do not submit evidence of satisfactory course completion or if they leave State employment within 6 months of course completion.
- 5.9 The DHR Secretary may grant an agency request for an extended leave of absence to a Classified employee to serve in any nonclassified position described in 29 Del.C. §5903 (4), (5), (6) and (23). At the end of that appointment, employees shall be returned

within 60 days to a position for which they are qualified in the Classified Service, provided that the position is the same paygrade or lower as the position from which they left the Classified Service. They may also return to the Classified Service via the competitive process, in which case they would be considered an in-house candidate for the agency from which they originally received their leave of absence. Pay upon return to the Classified Service is set forth in 4.10.

5.10 Other Leave Related Benefits

5.10.1 Employees participating in the STD program shall not be eligible to utilize paid leave in lieu of application for short-term disability.

5.10.2 An employee on approved STD, who does not supplement the 75 percent STD payment with 25 percent leave for a period greater than 30 calendar-days, will accrue leave on a pro-rata basis.

6.0 Recruitment and Application Policies

- 6.1 Recruitment. It is the policy of the State of Delaware to search widely and vigorously for the most qualified persons to fill positions in the classified service while providing equal employment opportunity and meeting the objectives of the State of Delaware Affirmative Action Plan.
 - 6.1.1 Agencies shall recruit and advertise as defined by these regulations and directives promulgated by the Department of Human Resources.
 - 6.1.2 Appointing authorities may post a vacancy for agency employees (intra-agency and/or inter-agency) only or may announce a vacancy publicly as long as agency employees are considered in the filling of the vacancy.
- 6.2 Job Posting. When posting a vacant position, the appointing authority shall post at least seven (7) calendar days before the closing date for receipt of applications. Job postings shall contain all pertinent information about the positions being filled. Job postings shall be given as wide a distribution as the appointing authority determines necessary, in the classified service, in the press, on radio and television and through contact with professional associations, union organizations, civic groups, educational institutions and neighborhood groups.
 - 6.2.1 As necessary to assure sufficient numbers of qualified applicants, the appointing authority may continue to accept applications after the originally announced closing date provided the closing date is extended and appropriately publicized.
 - 6.2.2 The appointing authority may also decide to accept applications for certain job postings without any closing date pursuant to the procedures established by the DHR Secretary.
 - 6.2.3 The appointing authority may announce a vacancy with selective requirements, provided the justification for such requirement is job-related.
- 6.3 Applications for Employment. Applications shall be made on a standard form approved by the DHR Secretary. Such form shall require information concerning the applicant's past employment, education, training and other pertinent qualifications.
 - 6.3.1 No question on the application form or during interview shall be so framed as to require information concerning the race, color, religion, national origin, sex, age, or disability of the candidate, except where they are bona fide occupational requirements, or such information is required by law for statistical purposes. No question shall elicit or require information about the individual's political affiliations or beliefs.
 - 6.3.2 The applications must be signed by the candidate. Any misrepresentation or falsification may result in rejection of application, dismissal and disqualification of future applications.
 - 6.3.3 Each applicant shall receive an acknowledgment of his/her application and

general information concerning requirements for placement on lists.

- 6.4 Rejection of Application. Applications may be rejected if any of the following is established about the applicant:
- 6.4.1 The applicant has made false statements or misrepresentations appear on the application.
 - 6.4.2 Applicant has cheated on an examination or has violated the confidentiality of an examination.
 - 6.4.3 The applicant is physically, mentally or otherwise unable to perform the essential functions of the job to which he/she seeks appointment.
 - 6.4.4 The applicant has failed to comply with The Military Selective Service Act (50 USCA §§451-73 et seq.).
 - 6.4.5 Criminal court convictions which renders the applicant unsuitable for the position for which application is made.
 - 6.4.6 The applicant is or has been a member of an organization which advocates the overthrow of the government of the United States or the State of Delaware.
 - 6.4.7 The applicant does not meet the requirements of the merit system law or of these rules.
 - 6.4.8 The applicant is unavailable.
 - 6.4.9 The applicant has been separated from any branch of the armed forces under conditions other than honorable.
 - 6.4.10 The applicant has been dismissed from State service within the preceding three years.
 - 6.4.11 The applicant fails to meet the job requirements as stated in the class specification of position(s) for which applied.
- 6.5 Notification of Rejection. Whenever an application is rejected, notice of such rejection with statement of reason shall be promptly provided to the applicant. Rejected applicants may appeal to the DHR Secretary within ten (10) days of the rejection notice. The decision of the DHR Secretary shall be final.

7.0 Screening and Ranking Applicants

- 7.1 Objectives of Examinations. The test used in the examination process shall fairly measure the relative capacities of the persons examined to execute the duties and responsibilities of the positions concerned, or, where appropriate, to learn to perform the duties and responsibilities thereof. Achievement, aptitude, other written tests, performance tests, physical agility and medical tests, oral interviews, evaluations of training and experience, reference checks and other tests will be used, singly or in combination, as determined by the DHR Secretary, and after consultation with the appointing authorities where appropriate.
- 7.2 Eligibility for Screening and Ranking. Persons who apply in accordance with the job posting are eligible for screening and ranking.
- 7.3 Screening and Ranking Process. Failure in one part of the screening and ranking process may be grounds for declaring such applicants as failing in the entire process or as disqualified for subsequent parts of the screening and ranking process.
- 7.4 Notification of Eligibility. Applicants shall be notified in writing of their screening results.
- 7.5 Screening and Ranking Records. The DHR Secretary or the appointing authority, as applicable, shall be responsible for the maintenance of all records pertinent to the screening and ranking process and program. If an appeal is filed, screening and ranking records must be maintained for the length of the appeal process.
- 7.6 Screening and Ranking Results. Candidates shall have the right to inspect their screening and ranking results within ten (10) calendar days after the date on which the official notice of screening and ranking results was mailed. This time period may be extended by the DHR Secretary.
 - 7.6.1 Review of screening and ranking results shall be permitted only during regular business hours and in accordance with procedures established by the DHR Secretary. The DHR Secretary will determine what screening and ranking documents may be inspected, taking into account such factors as test security, privacy, retesting procedures, and any other pertinent information.
 - 7.6.2 Any error in computation or failure to apply uniform ranking procedures, if called to the attention of the DHR Secretary or appointing authority, as appropriate, within ten (10) calendar days after the date on which official notification results of such ranking was mailed, shall be corrected.
- 7.7 Appeal After Screening and Ranking. Applicants who have been screened and ranked by training and experience may appeal to the DHR Secretary for review of their ranking to assure that uniform and appropriate procedures have been applied fairly. Such appeal must be mailed to the DHR Secretary within ten (10) calendar days after the date on which notification of such ranking was mailed. The decision of the DHR Secretary shall be final.

8.0 Certification

- 8.1 Request for Referral List. Whenever an appointing authority desires to fill a position, a request for referral of eligibles shall be completed following the procedure prescribed by the DHR Secretary.
- 8.2 Referral of Eligibles. Upon receipt of a request for a referral to fill a position, the appointing authority shall certify all names from the layoff list that exists for the class, names of former employees approved for reinstatement, current employees eligible for transfer in the same classification and issue no more than thirty (30) eligible candidates. In case of ties, all equally qualified candidates will be placed on the list.
 - 8.2.1 Any candidate whose name appears on a referral list may be considered to fill the vacancy for which the list was requested. Should the list be unsatisfactory, it may be returned and subsequent lists may be requested, provided the reasons for rejection accompany the returned list.
 - 8.2.2 Referral lists must be rank ordered in accordance with procedures outlined by the DHR Secretary. In those circumstances where there are no ranking procedures in place and the number of qualified candidates is equal to or fewer than the maximum number to be referred, names may be referred in alphabetical order. In those instances, the appointing authority must be informed that the list is in alphabetical order.
- 8.3 Veteran's Preference. Veterans and disabled veterans, as defined or their unremarried widows, shall receive five (5) additional and ten (10) additional points respectively upon successful completion of the screening and ranking process for initial appointment to State employment only and they may be required to present proof of honorable discharge, and in the case of disabled veterans, of disability.

9.0 Probation

- 9.1 After successful completion of an initial, one-year probationary period, the incumbent shall be a Merit employee. Upon the DHR Secretary's approval, probationary periods may be extended.
- 9.2 Employees may be dismissed at any time during the initial probationary period. Except where a violation of Chapter 2 is alleged, probationary employees may not appeal the decision.
- 9.3 Employees in the initial probationary period who move into another classified position must satisfactorily complete the probationary period for the new class but shall become Merit employees at satisfactory completion of probation, for the new class or two years of Merit service, whichever occurs first.
- 9.4 Merit employees serving a probationary period after promotion who fail to satisfactorily complete the probationary period, may be placed by agencies internally without loss of benefits or agencies may notify the DHR Secretary who shall decide the matter. If available, the employee may be returned to his/her former position and salary without any loss of benefits.
- 9.5 Upon reinstatement, employees who left the Merit System shall be required to serve an initial probation period.

10.0 Other Appointments

10.1 Limited Term Appointment. Limited term appointments are permitted when a Merit vacancy exists that is not of a continuing nature, but is projected to exceed 90 days. Such vacancies may be filled for a period of up to 1 year. The DHR Secretary may approve a longer time period. Established selection procedures shall be followed for filling the vacancy.

10.1.1 Merit employees who accept limited term appointments shall be placed in a vacant position comparable to their former class in the present agency at the end of the limited term appointment. If agencies demonstrate that no comparable vacant position exists, employees shall be given hiring preference.

10.1.2 The period of temporary service in a Classified position immediately prior to a probationary appointment to the same class shall constitute a part of or all of the required probationary period if performance has been evaluated on the same basis as is required in 9.2 for the probationary period.

10.2 Emergency Appointment. When there is immediate need to prevent stoppage of public business or serious impairment to the public service, and it is not possible to secure such persons from appropriate competitive recruitment, agencies may make emergency appointments. Such appointments shall not exceed 30 days.

10.3 Exceptional Appointment. The DHR Secretary shall establish procedures for exceptional employment, which shall occur without competitive recruitment or a Referral List. Exceptional appointees shall successfully complete a trial work period, or pass a screening process, before being considered for Merit or probationary employment in the Classified Service.

10.4 Promotion. Candidates selected for promotion shall meet the position's job requirements. Vacancies shall be filled by promotion wherever practical and in the best interest of the classified service. Consideration shall be given to qualifications, performance record, seniority, conduct and, where applicable, the results of the screening and ranking process.

10.5 Demotion. Employees may be placed in a position in a lower paygrade upon voluntarily requesting such action, when subject to layoff, or for just cause, if they meet the job requirements for the lower paygrade position. When agencies agree to employee requests for voluntary demotions, the Department of Human Resources may waive job-posting requirements upon written request by the agencies, which justify such action.

10.6 Transfer. To promote the efficiency of the service, unrelated to employee performance, employees may be transferred to another position for which they meet job requirements in the same paygrade within the same agency with or without competition.

10.6.1 Upon mutual consent between agencies and employees, employees may be transferred from one position to another position in the same paygrade for

which they meet job requirements without competition.

10.7 Underfill

10.7.1 Temporary underfilling is permitted for operational necessity, demotion or other valid reasons with the approval of the DHR Secretary.

10.7.2 A position may be underfilled at any level in a Career Ladder in accordance with criteria approved by the DHR Secretary. The position incumbent may be promoted through the Career Ladder based on the promotional standards.

10.8 Dual Incumbency. With the approval of the DHR Secretary, employees may temporarily occupy the same position as a paid primary incumbent.

10.9 To resolve litigation issues, grievances, or disputes between agencies about the placement of employees, the DHR Secretary may move employees from one position to another position for which they qualify in the same or lower paygrade within the Merit System without competition.

10.10 Agencies shall make every effort, based on organizational needs, to place temporarily disabled employees in alternate duty assignments, subject to medical restrictions, for a period of 90 days. Extensions may be granted contingent upon expectations of employees' release to full duty within a time frame that meets agencies' operational needs. Such requests for extensions shall not be unreasonably denied.

11.0 Layoff Procedures

- 11.1 Agencies may choose to lay off Merit employees for legitimate substantiated reasons (e.g., loss of funding, abolishment of the position) unrelated to their conduct or performance.
- 11.2 The DHR Secretary shall determine the boundaries of the layoff field.
- 11.3 Employees who have been identified as layoff candidates shall be given at least 30 days written notification by the agency, unless an emergency condition exists.
- 11.4 Employees identified as layoff candidates shall be given hiring preference.
- 11.5 Employees who cannot be placed via hiring preference shall be placed in any vacancy for which they qualify in their class or occupational series, which is equal to or no more than 3 paygrades lower than their current paygrade within the layoff field. Employees may choose to be placed in a vacancy that is more than 3 paygrades lower.
- 11.6 Employees shall be presumed to exercise bumping rights in their county of employment only, unless they provide notice to the agency authority within 10 calendar days of receiving the layoff notice. Employees may waive their bumping rights.
- 11.7 If placement is not possible under 11.5, bumping shall begin. Employees may only bump employees having less seniority. Employees, in order of seniority, shall bump the least senior employee in their present class, and, as necessary, bump the least senior employee in each succeeding lower class until there are no positions within the same occupational series into which employees may bump.
 - 11.7.1 Career ladder employees shall bump employees within their career ladder who are at the same or lower paygrade and have the least seniority.

12.0 Employee Accountability

- 12.1 Employees shall be held accountable for their conduct. Disciplinary measures up to and including dismissal shall be taken only for just cause. "Just cause" means that management has sufficient reasons for imposing accountability. Just cause requires: showing that the employee has committed the charged offense; offering specified due process rights specified in this chapter; and imposing a penalty appropriate to the circumstances.
- 12.2 Employees shall receive a written reprimand where appropriate based on specified misconduct, or where a verbal reprimand has not produced the desired improvement.
- 12.3 Prior to finalizing a dismissal, suspension, fine or demotion action, the employee shall be notified in writing that such action is being proposed and provided the reasons for the proposed action.
- 12.4 Employees shall receive written notice of their entitlement to a pre-decision meeting in dismissal, demotion for just cause, fines and suspension cases. If employees desire such a meeting, they shall submit a written request for a meeting to their Agency's designated personnel representative within 15 calendar days from the date of notice. Employees may be suspended without pay during this period provided that a management representative has first reviewed with the employee the basis for the action and provides an opportunity for response. Where employees' continued presence in the workplace would jeopardize others' safety, security, or the public confidence, they may be removed immediately from the workplace without loss of pay.
- 12.5 The pre-decision meeting shall be held within a reasonable time not to exceed 15 calendar days after the employee has requested the meeting in compliance with 12.4.
- 12.6 Pre-decision meetings shall be informal meetings to provide employees an opportunity to respond to the proposed action, and offer any reasons why the proposed penalty may not be justified or is too severe.
- 12.7 Fines of not more than 10 days pay may be imposed, provided they do not cause employees to be paid less than the federal minimum wage as set forth in the Fair Labor Standards Act.
- 12.8 Adverse documentation shall not be cited by agencies in any action involving a similar subsequent offense after 2 years, except if employees raise their past work record as a defense or mitigating factor.
- 12.9 Employees who have been dismissed, demoted or suspended may file an appeal directly with the DHR Secretary or the MERB within 30 days of such action. Alternatively, such employees may simultaneously file directly with the DHR Secretary, who must hear the appeal within 30 days. If the employee is not satisfied with the outcome at the DHR Secretary's level, then the appeal shall continue at the MERB.

13.0 Performance Review

- 13.1 Purpose of Performance Review. The DHR Secretary shall provide for systematic performance review to communicate expectations and responsibilities, recognize achievement, and identify areas for skill development and work performance improvement.
- 13.2 Changes in Performance. Recognition of effort, accomplishment, improvement or the need for further skill development shall be addressed as needed by verbal discussions, written communication, and/or formal documentation.
- 13.3 Unsatisfactory Performance. When an employee's work performance is considered unsatisfactory, the performance must be documented in writing, and the specific weaknesses must be made known to the employee. The employee shall be given documented assistance to improve by the designated supervisor. An opportunity for re-evaluation will be provided within a period of 3 to 6 months.
- 13.4 Review Appeal. The employee shall have the right to discuss any performance review or documentation with the next level of authority and may submit written comments.

14.0 Employee Development and Communications

- 14.1 Employee Development. The DHR Secretary shall encourage and assist the appointing authorities to initiate and develop programs to improve the work effectiveness and morale of the State's employees, including training, safety, health, welfare, recreation, counseling and employee and labor relations.
- 14.2 Employee Communications. The DHR Secretary is authorized to publish an employee newspaper, an employee handbook, websites and other such publications as deemed appropriate.

15.0 Employee Responsibilities

15.1 Attendance. Appointing authorities shall be responsible for the attendance of all employees in their agency. No employee shall be paid unless he/she is at work in accordance with these rules and departmental or agency rules or he/she is on authorized paid leave.

15.1.1 Every employee is required to report to work on time each day. When because of emergency or sudden illness employees cannot report for work, they shall notify their supervisor within the first hour of absence, or as soon as practical thereafter, giving reason for their absence.

15.2 Outside Employment and Pecuniary Interests

15.2.1 An employee in the classified service shall not engage in any outside employment or other outside activity incompatible with the proper discharge of the responsibilities of his or her position. It shall be deemed incompatible with such discharge of responsibilities for an employee to accept any fee, compensation, gift, payment of expenses or any other thing of monetary value under circumstances in which acceptance may result in a conflict with his/her public duties.

15.2.2 An employee in the classified service shall not have a personal interest in any business transaction within his area of influence in State Government nor shall he/she have any private business relationship that may conflict with his/her public duties. This restriction shall not prohibit, however:

15.2.3 Ownership of corporate stocks and bonds bought and sold on the public market.

15.2.4 Receipt of bona fide reimbursement for actual travel expense and other necessary subsistence for which government payment or reimbursement is made.

15.2.5 Participation in the affairs of charitable, religious, non-profit education, public service or civic organizations, or the activities of national or state political parties not prohibited in 15.3.

15.2.6 Awards for meritorious public contributions given by public service or civic organizations.

15.3 Political Activity. In accordance with 29 Del.C. §5954, no employee in the classified service shall engage in the following activities:

15.3.1 "No person shall use or promise to use, directly or indirectly, any official authority or influence, whether possessed or anticipated, to secure or attempt to secure for any person an appointment or advantage in appointment to a position in the classified service, or an increase in pay or other advantage in employment in any such position, for the purpose of influencing the vote or

political action of any person, or for any consideration."

- 15.3.2 "No employee in the classified service shall engage in any political activity or solicit any political contribution, assessment or subscription during his hours of employment or while engaged in the business of the State."
- 15.3.3 "No person shall induce, directly or indirectly, any employee in the classified service to make any contribution, assessment or subscription to a political party under the representation, actual or implied, that such assessment, subscription or contribution will have any effect on the employee's employment with the State."
- 15.3.4 Any officer or employee in the classified service who violates any of the provisions of this section shall forfeit his office or position, and for one (1) year shall be ineligible for any office or position in the State service. The DHR Secretary shall investigate any signed written charge that this section on political activity has been violated and shall take whatever steps are necessary to insure compliance with the above.
- 15.3.5 Employees in Federally funded programs subject to I.M.S.S. are further restricted in political activity according to provisions of the Hatch Act.

16.0 Human Resource Records

- 16.1 Master Personnel Records. A master personnel record for each employee shall be established and maintained by each agency. The records shall include copies of: application for employment; each Human Resource transaction; attendance and leave records; employee Performance Review documents; grievance records; verification of education and employment and any other records or information considered appropriate. At the discretion of the DHR Secretary, these records may be either physical (hard) copies or computer-stored data. Personnel records are confidential and shall be maintained as necessary to ensure their confidentiality. These and other employee records shall be readily available for review by the DHR Secretary or the DHR Secretary's designee. Unauthorized disclosure of any portion of a State employee's records shall be grounds for dismissal.
- 16.2 Employee Access to Records. Employees shall have controlled access to their records. After obtaining permission of the appointing authority, employees shall be scheduled to examine their records under the supervision of those charged with maintaining such records.
- 16.3 Human Resource Transactions. All appointments, separations, and other HR transactions shall be made as specified by the DHR Secretary.

17.0 Payroll

- 17.1 Payroll Change. An agency head or other official may add an employee to the payroll, change his/her salary or status only upon prior execution of the properly completed human resource transactions as specified by the DHR Secretary.
- 17.2 Review of Payrolls. No person shall make or approve payment for personal services to any employee in the classified service unless the appropriate documents are certified by the appropriate State officer to the effect that the individual is an employee in accordance with Delaware Code and these rules.
- 17.3 Audit. The DHR Secretary shall conduct such audits of State payrolls and such other investigations as deemed necessary to assure compliance with Delaware Code.
 - 17.3.1 Any violations shall be called immediately to the attention of the appropriate agency head and to the Auditor of Accounts and State Treasurer.
 - 17.3.2 Thereafter, no payment shall be made to any employee whose salary rate has been questioned until the rate has been adjusted to the satisfaction of the DHR Secretary.
 - 17.3.3 If the DHR Secretary wrongfully withholds certification of the payroll account of any employee, such employee may take court action to compel the DHR Secretary to certify such payroll.
- 17.4 Recovery of Salaries Improperly Paid. In accordance with the provisions of Delaware Code, officials may be held liable for the return of any salaries they wrongfully authorize.

18.0 The Grievance Procedure

- 18.1 To promote positive working relationships and better communications, employees and their supervisors shall informally meet and discuss employee claims of Merit Rule or Merit law violations prior to filing a formal grievance. Merit employees have the right to use this grievance procedure free of threats, intimidation or retaliation, and may have union or other representation throughout the process.
- 18.2 A "grievance" means an employee complaint about the application of the Rules or the Merit System law (29 Del.C. Chapter 59), which remains unresolved after informal efforts at resolution have been attempted. A grievance shall not deal with the substantive policies embodied in the Merit System law.
- 18.3 An employee who is in a bargaining unit covered by a collective bargaining agreement shall process any grievance through the grievance procedure outlined in the collective bargaining agreement. However, if the subject of the grievance is nonnegotiable pursuant to 29 Del.C. §5938, it shall be processed according to this Chapter.
- 18.4 Failure of the employing agency to comply with time limits shall automatically move the grievance to the next step unless the parties have a written agreement to delay, or grievants have opposed in writing moving the grievance automatically to the next step. Failure of the grievant to comply with time limits shall void the grievance. The parties may agree to the extension of any time limits or to waive any grievance step. Grievances about demotions for just cause, suspensions or dismissals shall start at Step 2 within 14 calendar days in the manner set forth in 18.7.
- 18.5 Grievances about promotions are permitted only where it is asserted that (1) the person who has been promoted does not meet the job requirements; (2) there has been a violation of Merit Rule 2.1 or any of the procedural requirements in the Merit Rules; or (3) there has been a gross abuse of discretion in the promotion.
- 18.6 Step 1: Grievants shall file, within 14 calendar days of the date of the grievance matter or the date they could reasonably be expected to have knowledge of the grievance matter, a written grievance which details the complaint and relief sought with their immediate supervisor. The following shall occur within 14 calendar days of receipt of the grievance: the parties shall meet and discuss the grievance and the Step 1 supervisor shall issue a written reply.
- 18.7 Step 2: Any appeal shall be filed in writing to the top agency personnel official or representative within 7 calendar days of receipt of the reply. The following shall occur within 30 calendar days of the receipt of the appeal: the designated management official and the employee shall meet and discuss the grievance, and the designated management official shall issue a written response.
- 18.8 Step 3: Any appeal shall be filed in writing to the DHR Secretary within 14 calendar days of receipt of the Step 2 reply. This appeal shall include copies of the written grievance and responses from the previous steps. The parties and the DHR Secretary

(or designee) may agree to meet and attempt an informal resolution of the grievance, and/or the DHR Secretary (or designee) shall hear the grievance and issue a written decision with 45 calendar days of the appeal's receipt. The Step 3 decision is final and binding upon agency management.

- 18.9 If the grievance has not been settled, the grievant may present, within 20 calendar days of receipt of the Step 3 decision or of the date of the informal meeting, whichever is later, a written appeal to the Merit Employee Relations Board (MERB) for final disposition according to 29 Del.C. §5931 and MERB procedures.
- 18.10 Retroactive remedies shall apply to the grievant only and, for a continuing claim, be limited to 30 calendar days prior to the grievance filing date. Any financial settlement shall be reduced by the amount of the grievant's earnings during the period covered by the settlement regardless of source, excluding part-time income which was received prior to the separation.
- 18.11 Grievants may attend any meeting held pursuant to this Chapter without loss of pay; provided, however, grievance preparation and investigation time, and any discussion time with their grievance representative shall not be done during employee work time.

19.0 Definitions

"Adjusted Service Date": total length of employment in State of Delaware positions used to calculate vacation accrual rates. The DHR Secretary shall establish procedures for calculating this time.

"Agency": any board, department, elected office or commission which receives an appropriation in accordance with 29 Del.C. Chapter 59. This definition does not preclude the establishing of exempt positions in organizational units within departments.

"Aggregate Service": means total length of employment by the State of Delaware, minus breaks in service.

"Appeal": a request for ruling per specified sections of the Merit Rules to the DHR Secretary or the MERB as appropriate.

"Appointing Authority": the official, or designee, who has the authority to make appointments to, or dismiss employees from, the Merit service. (The appointing authority is the Cabinet Secretary of the department or the agency head of those units which are not a part of a larger agency. Only the Cabinet Secretary or agency head may dismiss employees.)

"Bumping": an employee identified for layoff may displace an employee in the same class grouping at the same or lower paygrade with less Merit service in the defined layoff field. The employee shall meet the job requirements. Neither (a): limited term appointment employees; nor (b): employees whose performance record contains more than one unsatisfactory appraisal within the past 3 years; shall be eligible to exercise bumping rights.

"Career Ladder": a hierarchy of classes within a class series, established and approved by the DHR Secretary, which permits employee movement along a career path without competition upon meeting all promotional standards.

"Casual/Seasonal Employees": employees serving in positions pursuant to 29 Del.C. §5903(17). Such employees are not covered by the Merit Rules. Such employees may be covered by collective bargaining agreements and by other State and Federal laws such as the Fair Labor Standards Act, Title VII of the Civil Rights Act, the Family Medical Leave Act, etc.

"Class": all Merit positions sufficiently similar in duties, responsibilities and job requirements to use the same salary range and title. (Example - Civil Engineer I, Office Manager, Forester)

"Class Series": a progression of classes in the same line of work reflecting different degrees of responsibility and difficulty of duties. (Example--Management Analyst I, Management Analyst II, Management Analyst III)

"Class Specification": a written description of the distinguishing characteristics of all positions in a class, including typical duties and responsibilities and job requirements.

"Classification": the analysis of the duties and responsibilities of a position and its assignment by the DHR Secretary to a class.

"Contractual Employees": employees providing service through a contractual relationship with the State either directly or via another employing organization. Contractual employees are not covered by the Merit Rules.

"Demotion": the movement of an employee from a position in a class of a higher paygrade to a position in a class of a lower paygrade through a process other than reclassification.

"DHR Secretary": the Secretary of the Department of Human Resources, appointed pursuant to 29 Del.C. Chapter 59, or designee.

"Disability": a physical or mental impairment that substantially limits one or more of the major life activities of an individual, a record of such impairment or being regarded as having such an impairment.

"Domestic partner": the person with whom the employee's life is interdependent, with whom the employee maintains a committed relationship and with whom the employee shares a mutual residence.

"Eligibility List": a list of qualified candidates from which a referral list is issued.

"Employee": any person holding a position in the Classified Service.

"Essential Functions": the fundamental job duties of an employment position.

"Examination": a written test.

"Exceptional Employment": employment of individuals with disabilities through a special program such as the Agency Aide or Selective Placement Program.

"FMLA Eligible Employee": an employee who has at least one year of state service and has been paid for at least 1,250 hours over the 12-month period prior to the first day of the FMLA leave.

"FMLA Leave": leave taken in accordance with the provisions of the Family and Medical Leave Act of 1993 and its amendments.

"Grievance": Merit employee's claim that these Rules or the Merit system statute has been violated. A grievance may not deal with the content of the Rules or the Merit system statute.

"Hazardous Duty Pay": uncontrollable circumstances that involve an unusual risk of serious physical injury, impairment to health or death resulting from accidental, negligent or intentional causes. Compensation for Exposure Levels A & B shall be set in the Budget Act. The following two degrees of exposure are recognized:

"Exposure Level A": Continuing exposure to hazards where the employee's responsibility is to deal with the hazard as a function of assigned duties.

"Exposure Level B": Proximate exposure to hazards where it is not the employee's stipulated job duty to deal with the hazard, or occasional exposure to hazards where the employee's responsibility is to deal with the hazard as a function of assigned duties. The following definitions shall be used to determine eligibility for hazardous duty pay:

"Continuing": frequency of exposure is normally more than 50% of employees' working time.

"Occasional": frequency of exposure is normally more than 5% but less than 50% of employees' working time.

"Uncontrollable": precautions, such as safety and life support equipment, are either impractical to be used continually or are insufficient to assure reasonable safety.

"Proximate": the location of employee's work site precludes evacuation as a means of avoiding exposure to serious physical injury, impairment to health or death resulting from accidental, negligent or intentional cause.

"Hiring Preference": special placement for 1 year on a Referral List for a position at the employees' current paygrade or lower for which the employee meets job requirements. Employees shall be required to pass any written tests if the position is outside their class series. Employees with more than 1 unsatisfactory performance appraisal in the last 3 years shall not be eligible for hiring preference. Hiring preference is granted for one year or until employees are placed in the same class, whichever occurs first.

"Human Resource (HR) Action": any employment action including, but not limited to the hiring process, discipline, promotion, compensation, classification, benefits, employee and labor relations.

"Immediate Family": the employee's spouse or domestic partner; parent, stepparent or child of the employee, spouse or domestic partner; employee's grandparent or grandchild; employee's sibling; spouse of employee's child; or any minor child for whom the employee has assumed and carried out parental responsibilities.

"Job Requirements": minimum entry requirements, including selective requirements, which must be met for an individual to be eligible for appointment to a Classified position or to take an examination. These requirements typically include minimum levels or types of education, training or experience or completion of specified examinations. The DHR Secretary may approve documented equivalencies.

"Layoff Field": specific boundaries, such as Department, Division, section, etc., used to determine parameters of bumping.

"Merit Compensatory Time": for employees in FLSA-covered positions authorized to work

a 37.5 hour week means those hours worked between 37.5 and 40 hours per week. For employees in FLSA-covered positions who are authorized to work FLSA approved specialty exemptions, means those hours worked in excess of the employee's regular schedule and less than the FLSA minimum for overtime. For employees in FLSA-exempt positions, means those hours worked beyond the employee's standard work week, either 37.5 or 40 hours.

"Merit Employee": an employee who has satisfactorily completed the initial probationary period for a Classified position.

"Merit Factors": include, but are not limited to, consideration of training, experience, knowledge, skill, education, conduct, and performance record of applicants or employees in the classified service.

"Merit Service": length of employment by the State of Delaware in Classified position(s) minus breaks in service.

"Merit System Law": refer to 29 **Del.C.** Chapter 59.

"Night Shift": a night shift for these purposes shall be a shift which includes four or more hours of work between the hours of 6:00 p.m. and 8:00 a.m. the following day.

"Occupational Series": a group of related classes requiring similar skills and training.

"Pay Range": means lowest to highest dollar value assigned to a paygrade.

"Paygrade": one of the horizontal pay ranges designated on the pay plan consisting of a series of percentage of midpoint columns identifying specific values.

"Preferential Qualification": any education, training and/or experience not specifically indicated in the job requirements that are desirable but not required.

"Pro-rata Basis": a proportional share based on the percent of full-time at which a position is filled, with a 100% share being the maximum allowable share. A 100% share of a day is 7.5 hours or 8 hours. The calculation of leave shall be rounded up to the nearest quarter hour.

"Probationary Period": the trial period of employment. Initial probationary period occurs when an employee first enters the Merit service. Promotional-probationary period occurs when a Merit employee is promoted.

"Ranking": when there are greater than 30 qualified candidates for a job posting, candidates are scored based on a rating of their education, training and experience, and written exams if applicable, against a set criterion and placed on a referral list in order of scoring results.

"Reassignment": Any movement within the same budgeted position within the same county.

"Referral List": the list of finalist candidates eligible to fill a vacant position.

"Reinstatement": the rehiring of an individual into the same class within a 2-year period from which the individual left the position in good standing.

"Rotating Shift": a change in a work schedule 1) for at least 2 days in a workweek which includes 4 or more hours of work daily, 2) or that involves different schedules with no more than 30 continuous days on a shift which does not qualify as night shift per 4.15.2.

"Screening": the process by which applicants are evaluated for a position in the Merit System. The screening may consist of, but is not limited to, oral, written, or performance tests, or a rating of the candidate's training and experience.

"Selective Market Variation (SMV)": Selective Market Variation (SMV) is a process used to increase the salary range for job classifications where severe market competition makes it difficult for the State to recruit and retain qualified employees.

"Selective Requirement": any education, training and/or experience not specifically indicated in the job requirements of a class specification that are required as they are considered job related and essential for effective performance in a specific position at time of hire.

"Seniority": total length of employment in Classified positions by the State of Delaware. This time shall be adjusted whenever an unpaid leave of absence exceeds 30 calendar days, except in the case of military leave granted in accordance with 5.5.1.

"Shift Differential Pay": compensation for working inconvenient hours and schedules as authorized at the agency's discretion and described below:

"Night Shift": a shift which includes four or more hours of work between the hours of 6:00 p.m. and 8:00 a.m. the following day.

"Rotating Shift": a change in a work schedule 1) for at least two days in a work week which includes 4 or more hours of work daily, or 2) that involves different schedules with no more than 30 days on a shift which does not qualify as night shift per 4.15.2.

"Split Shift": any shift which is broken into two parts with two or more hours between the parts. Employees authorized and required by agencies to work split shifts shall receive supplemental pay for the entire shift equal to 5% of their paygrade midpoint.

"Supervisor": a person in a position who, on a regular and continuing basis, plans, assigns, reviews, disciplines, recommends hire, termination and promotion and completes and approves performance plans of two or more Classified employees excluding casual, seasonal, and contractual employees.

"Transfer": Any movement between positions in the same paygrade as long as the employee

meets the job requirements.

"Underfill": Filling a position in a lower paygrade than the position is authorized.

"Veteran": those individuals who have been honorably separated from the Armed Forces after one of the following events: Service between April 6, 1917, to July 2, 1921; or December 7, 1941, to July 1, 1955; or Service of more than 180 consecutive days after January 31, 1955, (not counting service under an initial period of active duty for training under the "6 month" Reserve or National Guard programs); or Service in a campaign for which a campaign badge has been authorized. (Disabled veterans are those individuals (as above) who have established the present existence of a service-connected disability or who are receiving compensation, disability retirement benefits or pensions by reason of public laws administered by the Veterans' Administration or the Department of Defense, requiring the assignment of a claim number.)

O*Net	Occupation	OJT Hours	Ratio
85302B	Automotive Specialty Technicians	4000	1
49.3023	Automotive Tech Specialist "C" - Diesel	4000	1
49.3023.02	Automotive Tech Specialist "C" - Gas	4000	1
47-2011.00	Boilermaker	6000	5
47-2021.00	Brick Masons	6000	3
87105	Ceiling Tile Installers and Acoustical Carpenters	8000	5
39-9011.00	Child Care Worker	4000	1
87311	Concrete and Terrazzo Finishers	6000	5
47-2031.01	Construction Carpenters	8000	5
47-2061.00	Construction Laborers	4000	3
97944	Crane and Tower Operators	6000	5
47-2082.00	Dry Wall Finisher	8000	3
17-3023.03	Electrical Engineering Technician	8000	3
85723	Electrical Powerline Installers and Repairers	6000	5
47-2111.00	Electrician	8000	3
91917	Electrolytic Plating and Coating Machine Setters and Set-Up Operators, Metal and Plastic	8000	5
85908	Electromedical and Biomedical Equipment Repairers	4000	5
49-2098.00	Electronic Systems Technician	8000	1
47-4021.00	Elevator Constructor	8000	1
87811	Glaziers	6000	3
97938	Grader, Bulldozer, and Scraper Operators	6000	5
68005A	Hairdressers, Hairstylists, and Cosmetologists	3000	1
47-2044.00	Hard Tile Setters	6000	3
49-9021.01	Heating and Air Conditioning Mechanics	8000	3
47-4099.03	Home Performance Laborer	2000	3
47-2131.00	Insulation Workers	8000	3
67005	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4000	5
37-3011.00	Landscaping and Groundskeeping Workers	4000	5
85923	Locksmiths and Safe Repairers	8000	5
49-9041.00	Machine Repairer, Maintenance	8000	4
85119A	Machinery Maintenance Mechanics	8000	3
85118	Machinery Maintenance Mechanics, Water or Power Generation Plant	6000	5
85119B	Machinery Maintenance Repairers	4000	5
51-4041.00	Machinists	8000	5
85132	Maintenance Repairers, General Utility	4000	5
85116B	Marine Engine Mechanics	8000	5
85116C	Marine Services Technicians	6000	5
49-9044.00	Millwrights	8000	5
47-2073.02	Operating Engineers	6000	5
47-2141.00	Painters, Construction and Maintenance	6000	3
87708	Paving, Surfacing, and Tamping Equipment Operators	6000	5
47-2152.00	Pipe Fitter Sprinkler Fitter	8000	1
87502A	Pipe Fitters	8000	3

47-2152.02	Plumber	8000	3
63014A	Police Patrol Officers	4000	5
85905	Precision Instrument Repairers	8000	3
85902B	Refrigeration Mechanics	6000	5
87808	Roofers	4000	2
47-2211.00	Sheet Metal Workers	8000	4
87305B	Stone Masons	6000	5
87814	Structural Metal Workers	6000	4
89102	Tool and Die Makers	8000	5
53-3032.01	Truck Drivers, Heavy	2000	5
93914C	Welder-Fitters	8000	5
93914B	Welders and Cutters	8000	5
91702	Welding Machine Setters and Set-Up Operators	6000	5

State Agency Members Discussion
2nd Floor Cabinet Room

1. Recommendations on how state government can increase registered apprenticeships and pathways to state service.
2. Identify supports such as apprenticeship liaison officers within departments that are necessary to coordinate within and across state agencies, and educational institutions.
3. Identify specific state agencies that should develop youth and registered apprenticeship opportunities and identify what those occupations should be.
4. Identify rules, regulations, and laws that impact the development and expansion of youth and registered apprenticeships.
5. A proposed process and clear timeline with milestones and metrics for implementing additional youth apprenticeships in state government and to track outcomes.

All Other Working Group Members Discussion
3rd Floor Conference Room

1. Recommendations on how school systems can improve and facilitate youth employment within state government.
2. Identify supports such as apprenticeship liaison officers and work-based learning coordinators within schools that are necessary to coordinate within and across state agencies, employers, and educational institutions.
3. Identify rules, regulations, and laws that impact the development and expansion of youth and registered apprenticeships.
4. Identify possible incentives to encourage private sector employers and state agencies to participate in youth apprenticeship and registered apprenticeship programs.
5. A proposed process and clear timeline with milestones and metrics for implementing additional immersive work-based learning experiences and to track outcomes.

Convening #3

March 25, 2025

10:00 a.m. to 11:30 a.m.

In-Person/Anchor Location: Townsend Building, Cabinet Room, Dover, DE

Members Present

Representative Aundrea Almond, Office of the Governor
Representative Rob Eppes, Delaware Pathways (Junior Achievement) (virtual)
Secretary Yvonne Gordon, Department of Human Resources
Secretary Shanté Hastings, Department of Transportation (virtual)
Representative Paul Herdman, Rodel Foundation
Representative Joseph Jones, New Castle County Vocational Technical School District
Chief Information Officer Gregory Lane, Department of Technology and Information (virtual)
Representative Margie Lopez Waite, Delaware Charter Schools
Secretary Cindy Marten, Department of Education (virtual)
Representative Kate Marvel, Smyrna School District
Representative Jeremy McEntire, Polytech
Ashleigh McKinney, State Parks Chief of Volunteer and Community Services
Secretary LaKresha Moultrie, Department of Labor
Senior Director Lindsay Rice, Wilmington University (virtual)
Chief of Staff Meredith Seitz, Department of Services for Children, Youth, and their Families
Executive Director Joanna Staib, Workforce Development Board (virtual)
Representative Jonathan Starkey, Delaware State University
Megan Sweeney, Department of Natural Resources and Environmental Control
Representative Justina Thomas, Delaware Technical Community College
Representative Michael Vaughan, University of Delaware
Representative Kelly Whaley, Sussex Tech

Members Absent

Director Brian Maxwell, Office of Management and Budget

Support Staff

Jonathan Wickert, Director, Career and Technical Education and STEM Initiatives
Rick Konysz, Associate Secretary, Workforce Support
Lindsay Chiavaroli, Administrative Assistant III-II
Miguel Ramirez, Administrative Assistant III-I
Pamela Harris, Administrative Assistant I

The meeting was called to order by Secretary Moultrie. Welcome remarks were made by Secretary Moultrie. A vote was taken to approve the agenda. The March 10, 2025, meeting minutes were reviewed and approved without comments.

Secretary Marten reviewed the working group responsibilities of Executive Order #1. Secretary Moultrie clarified the final report components required in the executive order.

Jon Wickert, CTE state director of Career and Technical Education at the Department of Education, outlined the agenda for the meeting, which included an activity to review and discuss each recommendation. In person working group members were asked to place red, yellow, or green

stickers next to each recommendation. Green stickers symbolized an approval without further discussion. Yellow stickers symbolized a cautious approval and discussion might be needed. Red stickers symbolized disapproval and warranted discussion by the full group. Two additional note pads were provided for “What else is needed” and “Additional Recommendations.” For those attending the meeting virtually, the directions were the same with the addition to use the online chat feature to give comments and someone in the room will physically place the sticker and/or comment.

Working group members had a few clarifying questions about the directions. Michael Vaughan inquired about the source of information on the budget projections. Jon Wickert confirmed that several staff members had been consulted on the budget estimations, and they had been vetted. Greg Lane asked a clarifying question about the use of “merit-based system” in the final report. He noted that not all state agencies are merit-based. The co-chairs confirmed this recommendation and encouraged him to add comments to the online chat feature.

After all stickers and comments were applied, the working group entered a discussion of recommendations with both yellow and red stickers, as well as “What else is needed” and “Additional Recommendations.” Secretary Moultrie presented each recommendation for discussion and facilitated discussion.

Discussion Summary:

Recommendation 6.1 has one red sticker. Jon Starkey asked what would be the estimated cost for this recommendation? The responses varied between a unit-funded approach versus a student-funded approach. Margie Lopez Waite and Joe Jones gave examples of LEA salaries and who would likely fill this role (i.e., career teacher versus paraprofessional).

Paul Herdman reminded the group that the Public Education Funding Commission was discussing this same issue. Michael Vaughan suggested it could be a centralized guidance counselor hub across the state—a hub that could centralize services and train new staff, or orient local practices.

Margie Lopez Waite suggested that we should consider the number of interested students, our language could mirror the ratios established in HB200. There was also a reminder that the executive order focused on all students, not just CTE or vocational technical high school students.

Ashleigh McKinney supported the recommendation of a work-based learning coordinator at each LEA as her experience is that educators, while great, come and go from programs. The long-term solution is a dedicated role to institutionalize employer relationships. Justina Thomas seconded Ashleigh’s comment.

Paul Herdman shifted the focus from funding to the overall structure of the recommendations. He suggested that the final report first establish “where we are” through a current landscape analysis. The second part should identify the gap in “where we are” and where we want to go. The final part of the report should be recommendations on how we start filling the gap.

There was a discussion of revisiting the definitions provided in the first convening and including those in the final report for clarity.

Recommendation 6.2 received one red sticker. Jon Starkey said his red dot was for the same budget considerations that were addressed in 6.1. Michael Vaughan asked for the difference between Youth Apprenticeship and Apprenticeship. Jon Wickert clarified that DOL has the same definition for both, and the only difference is the age of the apprentice; 16-24 is a youth apprentice.

Justina Thomas asked what does the budget recommendation for credit for prior language work. Jon Wickert responded that it was estimated for compensating a facilitator and funding for colleges upgrade their systems to accomplish the work.

Recommendation 3 received several yellow stickers. Jon Starkey suggested that the final report have broader language, include higher education and employers and to move the language up further in the final report (maybe present it first). Paul Herdman seconded that comment.

LEA and college representatives stated it would be helpful for state agencies to establish a list of needs or available positions. LEAS and colleges could respond to this list, just as they do for other employer workforce demands. Justina Thomas stated that sometimes employers don't clarify what ideal future employee is best suited for the job and it causes confusion when there is a mismatch. Secretary Gordon said that state agencies generally use the term internships for youth jobs and that we'd need to formalize the language and clarify the roles to avoid mismatches.

Paul Herdman stated that given the crossover work and collaboration with colleges, adult education, and LEAS, will DHR have visibility into all the components? Or would it be best to recommend a 3rd party vendor to facilitate this work? Michael Vaughan seconded this comment. Secretary Gordon replied that it is a different mindset and, if this became a priority, state agencies would need to move staff into these roles to respond to the need.

Recommendation 4 received several yellow stickers. A general question about the source of language and funding was clarified. The language was vetted by DOL. There was a discussion about the various sources of funding (e.g., passthrough state-appropriations, SEED, Innovation Fund). Margie Lopez Waite asked why the language is specific to the adult education divisions of vocational technical high schools. Jon Wickert clarified that the majority of RTI occurs at the adult education division.

Recommendation 1 received a few yellow stickers. Secretary Moultrie asked if there was any discussion for this recommendation. Margie Lopez Waite asked about adding charter schools to comprehensive school districts in this recommendation, especially if charter schools are offering apprenticeship-eligible programming.

Recommendation 2 received a few yellow stickers. Secretary Moultrie asked if there was any discussion for this recommendation. Michael Vaughan asked how extensive it would be to update the current youth apprenticeship strategic plan. The response stated that the YARG grant recently ended and the update should focus on the final recommendations of this report.

Paul Herdman asked about the budget estimation associated with this recommendation. Jon Wickert responded about the needed capacity for apprenticeship work.

For the "Additional Recommendations" and "What Else is Needed" comments, Secretary Moultrie read all the handwritten and online chat feature comments and asked for discussion. Paul Herdman responded, does the Governor want this final report to say something very specific from EO#1? A short discussion occurred, including an appreciation and thank you to the working group for their work on this final report.

Secretary Moultrie asked for consideration of a vote on the final recommendations. Joe Jones motioned to approve the recommendations with permission for Secretaries Moultrie and Gordon to make final edits and submit them to the Governor's office. The motion was seconded and unanimously passed by the working group.

There was no in-person public comment. A member of the community submitted an email that was read to the working group.

Dear Secretary Moultrie and Secretary Gordon,

Thank you for the opportunity to offer public comment regarding Executive Order No. 1.

As you consider actions and resources necessary to expand registered apprenticeship opportunities in state government, I urge you to include Delaware's vibrant and essential arts and culture sector in these conversations.

The creative economy is a powerful driver of employment, economic development, education, and community engagement. In Delaware alone, it supports over 18,500 jobs and generates \$3.7 billion in economic output. Yet, despite its impact, meaningful pathways into the arts—particularly for young people and individuals from historically marginalized communities—remain limited and under-resourced.

Workforce development in the arts is not just about producing artists. It's about training future educators, designers, media professionals, nonprofit leaders, technicians, and cultural workers who will power our economy and enrich civic life.

At Elevate Vocal Arts, where I serve as CEO and Artistic Director, we run a Summer Institute that has provided 32 paid apprenticeships to young adult vocal artists over the past two years. We're proud to report that 100% of our apprentices have gone on to receive paid performance opportunities. Programs like ours are models for how creative apprenticeship programs can be both rigorous and impactful, but we are severely limited by resources. True apprenticeships must offer compensation and structure—and we would welcome state partnership to expand this work.

I also want to highlight that Delaware currently lacks career and technical education (CTE) pathways in the arts in our Vo-Tech schools, and has only begun to scratch the surface of postsecondary associate-level arts training. This is a gap that, if filled, could diversify our workforce, increase access, and expand our state's creative potential.

I am excited about the direction this administration is taking, and I strongly believe that Executive Order No. 1 provides a timely and vital opportunity to embed the arts more fully into our state's workforce strategy. I would be honored to support or provide leadership to this effort in any way the committee finds useful. Thank you for your commitment to expanding opportunity in Delaware. I look forward to the continued collaboration ahead.

Sincerely,
Arreon
CEO & Artistic Director, Elevate Vocal Arts
President & CEO, Equity Sings

There was no virtual public comment. Secretary Moultrie asked for a vote to adjourn the meeting. The meeting was adjourned at 11:40 a.m.



DEPARTMENT OF EDUCATION

Townsend Building
401 Federal Street Suite 2
Dover, Delaware 19901-3639
<http://education.delaware.gov>

Cindy Marten
Secretary of Education
(302) 735-4000
(302) 739-4654 - fax

AGENDA

COMMITTING TO INCREASING YOUTH APPRENTICESHIPS AND EARN-AND-LEARN OPPORTUNITIES

Tuesday, March 25, 2025

10:00 a.m. to 11:30 a.m.

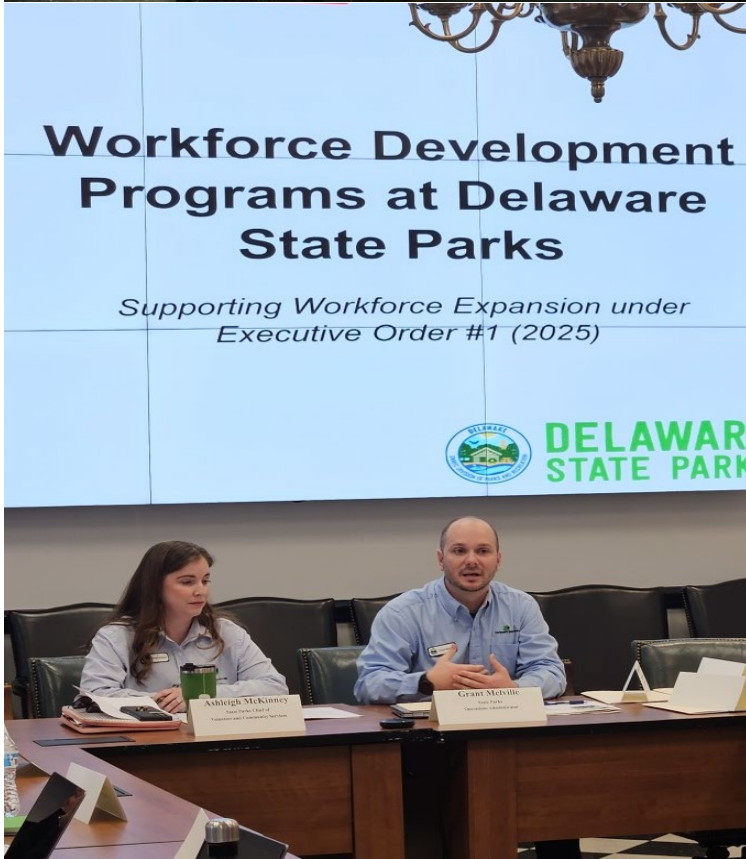
Delaware Department of Education
Townsend Building
2nd Floor Cabinet Room
401 Federal Street, Suite 2
Dover, DE 19901

Virtual Option: [Zoom](#)
Webinar Passcode: 402830

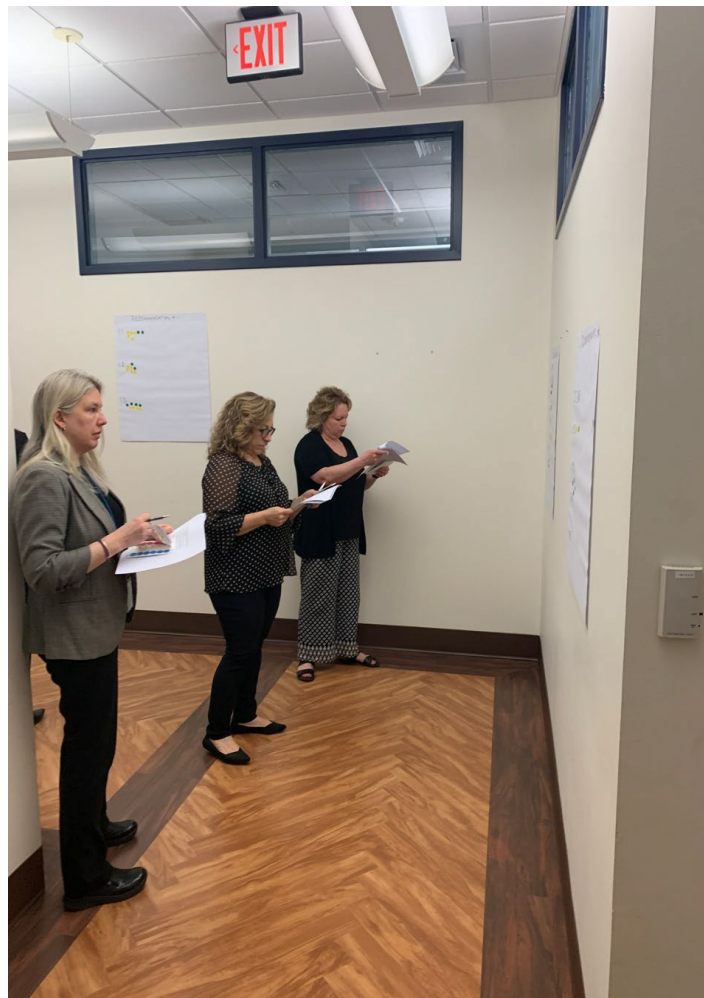
By the end of this meeting, we will have identified actions and resources necessary to expand registered apprenticeship opportunities in state government.

Topic	Description	Presenter	Time (a.m.)
Welcome and agenda overview		Secretary Moultrie & Secretary Gordon	10:00 – 10:05
Meeting #2 minutes approval	Review and approve minutes from convening #2	Secretary Moultrie & Secretary Gordon	10:05 – 10:10
Review Executive Order #1	Review Working Group responsibilities	Secretary Marten	10:10 – 10:15
Review of Recommendations	Group activity	Jon Wickert	10:15 – 10:30
Break	Break	Break	10:30 – 10:35
Group Discussion		Secretary Moultrie & Secretary Gordon	10:35 – 11:20
Approval of Recommendations	Preliminary approval	Secretary Moultrie & Secretary Gordon	11:20 – 11:25
Public Comment	Public Comment	Public in Attendance	11:25 – 11:30
Adjournment	Adjournment	All Participants	11:30

Please send comments and questions to:
Jonathan.Wickert@doe.k12.de.us









RECOMMENDATION # 1

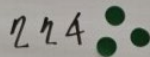
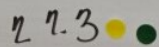
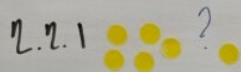


RECOMMENDATION # 2

2.1- DWDB

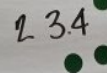
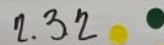
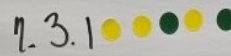


2.2- DDOL




RECOMMENDATION # 2 cont


2.3- DDHR



RECOMMENDATION # 3

3.1.  (Might identify need first)


3.2. 


3.3. 
- include the AED.


RECOMMENDATION # 4


4.1. DDOL

4.1.1 

4.1.2 


4.1.3  (Big one, worth discussing)


4.1.4 

4.1.5 

RECOMMENDATION # 4 - cont'd

4.2. DOE

4.2.1 

4.2.2 

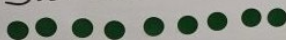
RECOMMENDATION # 5

5.1. DDOL

5.1.1



5.2. DDHR



RECOMMENDATION # 6

6.1.



6.2



WHAT ELSE ?

- 1) Develop or enhance annual review, assessment and evaluation process for overall administrative effort
- Suggest starting w/ evaluation of need + setting a vision for what "success" looks like
 - From there, can dig in on technical/legislative/budgetary actions.

