

STATE OF DELAWARE



EXECUTIVE DEPARTMENT DOVER

EXECUTIVE ORDER
NUMBER FOURTEEN

TO: HEADS OF ALL STATE DEPARTMENTS AND AGENCIES
RE: ESTABLISHMENT OF GOVERNOR'S TASK FORCE ON WORKFORCE
QUALITY AND PERSONNEL REFORM

WHEREAS, the Commission on Government Reorganization and Effectiveness ("the Commission") established in February 1993, recognizes that feedback and cooperation from state employees are critical to the success of the Governor's mission to make Delaware's government more effective and customer-friendly; and

WHEREAS, State employees were forthcoming with concerns about incentives, training, advancement, the personnel classification system, communications up and down the chain of command, benefits and other issues directly affecting their job satisfaction; and

WHEREAS, State employees will probably hold many jobs, some of which do not even exist today, during the course of their State employment; and

WHEREAS, the State will be challenged to adapt its service delivery methods to address the changing needs of Delaware citizens, while being confronted by rising service demands, rapidly advancing technologies, and limited budget growth; and

WHEREAS, the Commission offered several recommendations aimed at improving the working environment of Delaware's public employees; and

WHEREAS, the Commission cannot complete a comprehensive study of personnel issues, propose meaningful reforms and implement them within its lifespan, which expires February 1, 1994.

NOW, THEREFORE, I, THOMAS R. CARPER, by virtue of the authority vested in me as Governor of the State of Delaware, do hereby declare and order that:

1. A Task Force be created that will focus exclusively on matters relating to the personnel system of State government and follow the directives of the Commission on Government Reorganization and Effectiveness.

2. The Task Force will be chaired by the Lieutenant Governor and will include the State Personnel Director, the Governor's Chief of Staff, a representative from the American Federation of State, County and Municipal Employees, a representative from the Delaware State Education Association, representatives from the business community, State employees, a legislator from each of the four legislative caucuses and such others as the Governor may designate.

3. The Task Force's work shall include evaluating the merits of pursuing the following initiatives raised during the work of the Commission:

- (a) a change to a customer-driven approach to serving the citizens of Delaware that focuses on quality and continuous improvement;
- (b) an expansion of State personnel training programs to adequately equip managers and staff to facilitate customer-driven services;
- (c) the inclusion of merit-based incentives that reward employees who are exceptionally productive, innovative and/or able to identify opportunities for cost savings;
- (d) the improvement of procedures in the personnel system that will expedite the testing, selection and hiring of employees and the process for classifying positions;
- (e) the development of a coordinated and comprehensive diversity initiative at all levels of State government;
- (f) a modification to the pay system to provide State employees with the opportunity to move towards salary midpoints, and the addition of greater choice and innovation in the types of benefits that are provided to State employees;

(g) the removal of extraneous layers of control and supervision with a goal of empowering employees and delivering services most effectively; and

(h) the incorporation of career ladders for professional, non-managerial advancement; and

(i) the implementation of policies to foster the development of a State workforce to adapt to future service delivery and citizen needs.

4. The Task Force shall conduct a thorough examination of innovative personnel practices in other states, including the structure of labor-management relations.

5. The Task Force shall report its final policy, legislative and budget recommendations to the Governor by July 15, 1994.



APPROVED this 22ND
day of December, 1993.

Thomas R. Carper
Governor

Attest:

William T. Julian
Secretary of State