



STATE OF DELAWARE

OFFICE OF THE GOVERNOR

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February 29, 2016

Rev. Dr. Silvester Scott Beaman  
President of IMAC  
100 W. 10<sup>th</sup> Street, Suite 106  
Wilmington, DE 19801

Dear Pastor Beaman:

The Governor is committed to ensuring that we foster a healthy, supportive, and responsive work environment for all of our employees. His administration has taken the work of the Delaware Faith in Action Committee very seriously. Beginning with our first meeting with you in June, we have taken a number of steps in response to your efforts.

You asked that the Governor send out an email to all employees assuring them that they could attend meetings with your group without fear of reprisal. He sent that email in July of last year. In addition, in order to ensure that all employee complaints were heard, we set up a hotline protocol to receive complaints and assigned a point person at the Office of Management and Budget to follow up on every complaint received.

Each complaint received from you or through that hotline has been investigated. Amy Bonner, the assigned point person, was in frequent contact with your organization to be sure no complaint was missed. We provided you with weekly updates on the number of hotline calls and let you know the status of complaints you brought to our attention.

Throughout these discussions, we were clear that personnel matters are confidential and that we could not disclose the results of any individual action taken with regard to any employee. Although unable to discuss the results of specific cases, we worked collaboratively with your organization, shared with you the process we used, and made sure that all complainants were contacted.

In addition to responding to individual complaints, we responded to your concerns about the employee complaint process and workplace atmosphere in some departments. The administration conducted a thorough investigation that culminated in recommendations designed to help create the best possible work environment for state employees.

Also at your request, we are working to hire a consultant to assess our human resource practices. We have agreed to your request that IMAC provide advice and input in the selection of that consultant. As we have discussed, we look forward to working with IMAC and that consultant on a number of different areas. These include the development of strategic workforce initiatives to address discrimination. We have agreed to work with you on how to best protect employees making

discrimination claims from retaliatory conduct by managers. We have agreed to conduct a review of the protections available to whistleblowers. And we have discussed working on a uniform anti-discrimination policy, in lieu of policies at each department.

Together, we believe these efforts will enable us to adopt best practices in creating and maintaining an equitable workplace where each person has the opportunity to succeed.

This work is already underway at the Department of Labor (DOL), which has moved forward with implementing recommendations that we have discussed. DOL has hired a Training Specialist to develop a Personnel Development Program, revised the Code of Conduct, and implemented an internal complaint process for DOL employees. Employee communication has been improved through the use of a new intranet site.

Since taking office in January, Dr. Patrice Gilliam-Johnson has been actively engaged in addressing employee concerns at the DOL and improving communications throughout the agency. The Governor agrees with your assessment that her sound judgment and administrative skills will serve her well in her work in that very important department.

With respect to your complaints about individual employees whom you would like to see sanctioned, you assured us that you would provide us with complaints brought forward about them, including names, dates, and other details associated with specific events. Your report did not contain this information. You have alleged that some of the employees identified were mentioned at the statewide hearings conducted by IMAC, but that alone is not evidence of wrongdoing.

As you are aware and as we have discussed before, the termination or other sanctioning of state employees is governed by rules and standards, and individual personnel actions are confidential. For complaints about specific DOL employees, we have reviewed those complaints and, when appropriate, ensured that remedial action had been taken. But as a matter of state policy, in those cases where there were no specific allegations or evidence of misconduct, the State cannot accede to your request that those employees be terminated or disciplined.

Our efforts in this area will continue. We remain dedicated to ensuring that our work environments uphold our laws and reflect not only our values, but our goal to allow all employees and Delawareans to reach their full potential.

Very truly yours,

*/s/ Drewry Fennell*

Drewry Fennell  
Deputy Chief of Staff

CC: Hon. Patrice Gilliam-Johnson, Department of Labor  
Amy Bonner, Office of Management and Budget  
Hon. James Collins, Governor's Council on Equal Employment Opportunity