



State of Delaware  
Executive Department  
Office of Management and Budget

CONFIDENTIAL MEMORANDUM

To: The Honorable John McMahon, Secretary, Department of Labor

From: Amy Bonner, Deputy Director, Human Resource Management *AB*

Date: November 9, 2015

Re: Recommendations for Department of Labor

After the completion of interviews of employees [REDACTED], I offer the following recommendations for immediate consideration:

Internal Complaint Process

- Issue the new Code of Conduct, which contains a revised internal complaint process.

Communication

DOL should look for ways to regularly communicate to employees.

- Use the DOL intranet site to communicate announcements, new hires, changes in process and other agency information.
- Send agency-wide emails from Secretary and Division management, as needed.
- Implement a communications committee with representation from each division. This would provide employees the opportunity to give input and ideas for improving communication.
- Continue regular staff meetings throughout all levels of the agency.
- Recommended training: Workplace Communication/Active Listening and Communicating Non-Defensively.

Professionalism

- Continue efforts to mandate Respectful Workplace and Harassment Prevention training for all of DOL leadership, managers/supervisors and employees with a goal for completion by the end of 2015.
- Communicate the State's Beliefs and Principles Policy and the new Code of Conduct to all employees and ensure that all employees sign acknowledgement of receipt of these policies.

- DOL HR and management must be consistent and diligent in holding employees, including leadership and managers, accountable for their actions. Unprofessional conduct must not be tolerated.
- Reinstute the Diversity Committee in order to raise awareness and promote an atmosphere of respect and acceptance. (OMB/HRM is available to provide insight and ideas on how to successfully implement this type of committee.)
- Other required training: Discipline and the Grievance Process
- Recommended training: Unconscious Bias and Customer Service

#### Human Resources (HR)/Management Practices

- HR must be able to balance the best interests of the employee and the agency. This requires the ability to use good judgment, apply neutrality, and interpret and consistently apply Merit Rules, policies, laws and regulations.
- HR should strive to identify issues proactively, when possible, and work with all parties to resolve them.
- Each recruitment should include hiring packets which outline the rules for recruitment.
- HR should continue to review each hiring packet upon completion to ensure adherence to recruitment rules and regulations and notify management if there are concerns.
- DOL HR should work with OMB/HRM to review the promotional standards for their career ladder classifications to determine if changes are necessary.
- Required training: Appropriate HR staff should be trained on how to conduct investigations, and the grievance and discipline process.
- Recommended training: Merit System Hiring User's Guide, Recruitment Procedures and the Merit Rules

#### Other Recommendations

- Develop mandatory training curriculums for new employees<sup>1</sup> and new supervisors<sup>2</sup>.
- I recommend that Director of Administration, Vanessa Phillips, complete the DOL employee interviews. Conducting employee interviews directly will provide her with the opportunity to establish a rapport with DOL employees and hear the issues first-hand. This should also help her in determining the areas DOL needs to focus on.

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<sup>1</sup> See attached example.

<sup>2</sup> See attached example.

## **Training Curriculum for Employees**

**\*AA/EEO (Online) OR Focus on Ability (Online)**

Ethical Conduct in State Government

Family and Medical Leave Act (FMLA)

**\*Know Your State Government (Online)**

DiSC Personal Profile/Behavioral Styles

The Merit Rules

Run, Hide, Fight – Surviving an Active Shooter Event (Online)

**\*Workplace Communication/Active Listening**

**\*Sexual Harassment Prevention (Online) – Required Annually**

**\*Cyber Security (Online) – Required Annually**

**\*Must take one instructor led diversity training every 3 years**

**\*Denotes mandatory courses; other courses are recommended.**

## Training Curriculum for Managers/Supervisors

AA/EEO (Online)

**\*Focus on Ability (Online)**

Conflict Resolution

Ethical Conduct in State Government

Family and Medical Leave Act (FMLA)

Getting the Job Done as a Supervisor

**\*HR Basics (Online)**

Human Side of Management (3 days) (Fee \$50.00)

Know Your State Government (Online)

Moving into Supervision (for non-supervisors)

DiSC Personal Profile/Behavioral Styles

**\*Selection Interviewing Online Tutorial (Online)**

The Supervisor's Role (Online)

The Merit Rules

Run, Hide, Fight – Surviving an Active Shooter Event (Online)

Workplace Communication/Active Listening

**\*Sexual Harassment Prevention (Online) – Required Annually**

**\*Cyber Security (Online) – Required Annually**

**\*HIPAA (Online) – Required Annually**

Fundamentals of Employment and Labor Relations Practices

Correcting Performance Problems

Providing Constructive Feedback

Recognizing Positive Results

Basic Principles of Leadership: Building Trust under Pressure

**\*Must take one instructor led diversity training every 3 years**

**\*Denotes mandatory courses; other courses are recommended.**