



Dualization of State Road, New Castle County, circa 1934

manpower management. . .

The Personnel Section of the Department this year carried out extensive reorganization. This will provide the Department with a formal manpower relations program under the new State Merit Rule System. Employee appeals from the Department's 1364 employees, regarding reclassification of position descriptions, were processed and acted on by the State Personnel Commission this year. The Department manpower figure reflected no net gain or loss during the 12 months covered by this report.

Recruitment

The Personnel Section developed a policy, procedure and format for posting all vacant positions under the Merit Rule System for internal promotion. In accordance with Executive Directives, the Department has maintained a freeze on recruitment and has maintained a work force at sixty positions below the authorized budget. The recruitment objectives are: Development of a continuing college recruiting program to insure a selective input of graduate engineers, and a work cooperative program with technical schools and colleges in Delaware.

Summer Hiring Program

The summer program this year provided twenty-five college students, engineering majors, placed in survey and inspection crews. Fourteen additional college and high school youths were placed in the Mosquito Control Section. These young men benefit by experience in their given fields while the Department benefits in its Civil Engineer Recruitment Program.

Employee Relations

A new Maintenance Union Contract has been negotiated and became effective during June 1970. The new contract includes an "open shop" clause and runs for a two year period. The Construction Union Contract is under negotiation at this writing. This year, the first since initiation of the Highway Group Life Insurance Program, saw no increase in rates on the anniversary date.

Training

The Department's training activities include an information seminar for the Administrative Center personnel, monthly projects seminars, and a continuing program at division level covering equipment operation and safety programs. Aid in the form of tuition reimbursement was given forty-one employees for studies in engineering, technical and administrative fields. Employees also attended training seminars on special college sessions to receive instruction in job-related subjects. In addition to the University of Delaware and the Delaware Technical and Community College, Northwestern, Temple, the University of Virginia, University of Connecticut and University of West Virginia are used.

In-Department training continued throughout the 1970 fiscal year. A wide variety of training sessions were presented with preparation, instruction, and attendance involving 15,000 man-hours. A general breakdown shows 5,000 man-hours for engineering personnel, 4,000 man-hours for safety and maintenance, 3,000 man-hours for management and clerical, 1,000 man-hours for preparation and instruction, and 2,000 man-hours for the administration of the training program by the Department Training Officer. Notable among these programs were those conducted by experts in their various fields from outside agencies and industry.

In-Department training during the coming year will utilize advance training techniques, including closed circuit television and video tape recordings. The use of this modern technology will enable technical training material to be presented to small groups close to their work stations, specifically to engineering personnel in field offices on construction sites and to maintenance personnel in area locations. The Department training goal for fiscal year 1971 is to achieve 20,000 man-hours for in-service training.

The hiring freeze is reflected in the stabilized 1969, 1970 figures. The turnover rate during this report year was 15.5%. It should be noted that the extrapolation takes into consideration a potential increase in retirements during the 1970-1975 period reflecting the Merit System mandatory retirement age. This estimated 2% loss is offset by improved manpower management, and position reclassification to eliminate non-productive jobs.

**Reflects 2% increase in establishing the Division of Transportation and professional engineer recruitment*

***Reflects 1% annual increase in response to professional demands with advancing technology in urbanization and urban transportation systems*

Word Processing Center

The Highway Department's Word Processing Center was placed into operation during fiscal year 1970. It was the result of an extensive study conducted in cooperation with representatives of IBM. Every telephone in the Highway Department is now connected to dictating machines which are physically located in the new Word Processing Center. After a letter or report is dictated over the telephone, an operator transcribes the letter on an IBM Magnetic Tape Selectric Typewriter. Form letters are pre-recorded on magnetic tape and the only input required to the Center is the addressee and any changes. Most of the copying equipment has also been centralized in the Center.

Future Planning

The overall program for Manpower Management is the establishment of service reflecting mutual respect and meaningful employee relations. To achieve this program the following objectives will be pursued:

- To improve internal and external communications through all levels of management and supervision.
- To stimulate and promote a climate of free expression by all employees through recognition of appreciation for a job well done.
- To review continually and critically the operating personnel practices, procedures and organization structure to insure maximum effectiveness and economy of all personnel.

ACTUAL / PROJECTED MANPOWER STRENGTH
1967 - 1975



community relations. . .

Since the Department builds roads, it must consider not only the drivers but those who reside beside it and especially those who must relocate because of it.

The Community Relations Section not only handles the flow of information to the public, but perhaps of greater importance, that flow of feelings, desires and criticisms from the public. This section represents the public to the Department, and, in that layman's capacity, questions, suggestions and clarifies engineering plans and jargon to better communicate with the public.

*Seaford, Sussex County, Front Street looking south,
circa 1923*



In charge of project information, the Community Relations Office acquaints the public early in the planning stages with new endeavors, the reasons for said projects and their general locations, and maintains an ongoing flow of information and communication as projects take form and construction progresses.

Objectives for the coming year will include increasing communications with the Delaware citizen concerning the Department's highway development programs. Added emphasis will be placed on alerting a particular community to a future project as soon as dates and particulars are established within the Department.

Other allied items handled by the Community Relations Section now and in the future are research to prepare correspondence for the Governor's signature in response to queries from the public regarding highways; distribution of road maps and brochures to Delaware tourists; alerting fire companies and police to road closings; preparing speeches and presentations for civic groups, P.T.A.'s, men's clubs and service clubs; the responsibility of better communications between sections, especially in providing a monthly orientation meeting wherein each section presents and explains plans in development and their impact on Right of Way and future planning; and production of the Annual Report.

Presentations are perfected to be made at public hearings by constructively criticizing slides and other visuals, reading the written speeches before being delivered and offering suggestions on the methods of presentation and mechanics of speaking and communicating with an audience. Equally important is the work of evaluating reactions from the public after a presentation.

In communicating with the public regarding highway plans and projects this year, the Community Relations Section issued news releases on an average of one a day. Thousands of telephoned or written inquiries were answered covering a range of subjects from route selection to removal of beehives. Informational publications such as the "Hiwayman" were produced to provide internal communications within the Department. Brochures were produced to cover public hearings, right of way and construction projects. Format for news releases was modified and now insures better facts and information service for the news media. Increased usage of the HINT (Highway Information News Tips) line was achieved. This taped news release is available on a 24 hour basis to all media by simply dialing the proper telephone number.

St. Georges Bridge, New Castle County, January 10, 1939

