



2017 Philadelphia Workforce Diversity Profile Report

All data in this report is accurate as of June 30, 2017, and all data reflects only information that was voluntarily reported.



Office of the Mayor

Acknowledgements

The Mayor's Office of Diversity & Inclusion would like to thank the following offices for their valuable assistance in producing this report:

Chief Administrative Officer of the City of Philadelphia

Deputy Chief Administrative Officer, Human Resources and Talent

Office of Human Resources

Office of the Mayor

Office of Innovation & Technology

Photograph by M. Fischetti for VISIT PHILADELPHIA™ - Cover, page 30

Photograph by Joseph Gidjunis – pages 3, 28



Letter from the Mayor

Fellow Philadelphians,

Building a diverse workforce that looks like the City of Philadelphia and treating that workforce with respect are key priorities of my administration. When I came into office, I appointed the City's first-ever Chief Diversity and Inclusion Officer, Nolan Atkinson, to my cabinet to help drive this agenda. As we release the second annual Workforce Diversity Profile Report, we reflect on a second year of working to improve both the overall diversity of our workforce and the inclusive environment that our leaders build in their departments.

Over the past year, with the guidance of the Chief Diversity and Inclusion Officer, the administration has implemented various practices to ensure that diversity remains a priority throughout our leadership. We distribute monthly reports to cabinet members and department leadership providing constant information about the makeup of their workforce and how hiring and attrition trends affect the overall demographics of their staff. I review the outcomes with cabinet members to determine what we can do to improve and how others in the administration can help. All department leadership participates in diversity & inclusion trainings as well as individual sessions which provide individualized guidance and support to foster a more diverse and inclusive team. The Office of Diversity and Inclusion work closely with the Chief Administrative Officer as well as the Director of Human Resources & Talent to bring best practices into city process.

I'm thankful for the leadership, expertise and dedicated work of this team and am confident we are on the right course. Building a talented diverse workforce is not a quick, linear process; but rather, an intentional, ongoing effort that requires significant time and investment in addition to a focused commitment to change. I believe that over my term of office, you will see meaningful, positive change towards increased diversity in our workforce, and look forward to having a city workforce that better reflects the city it serves.

Thank you,

A handwritten signature in black ink that reads "James F. Kenney".

James F. Kenney

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Executive Summary

The 2017 Workforce Diversity Profile Report provides a summary of the City's workforce and an in-depth examination of the exempt workforce as of June 30, 2017.

There are two significant changes in the data used to create this report. This year we are using data recorded at the end of the City's fiscal year, not calendar year, in an effort to provide a more meaningful comparison for performance this year and thereafter. You will also see a decrease in the number of exempt workers in this report, as we have limited our analysis to full time, permanent employees (and have excluded seasonal and part-time workers from this count).

The report begins with a summary of the demographics of Philadelphia's population, which the Mayor wants our government workforce to reflect. After reviewing the general demographics of the City, the report examines all of the demographic data broken down into segments of the workforce, and ends with a focus on the City's strategies to diversify the workforce and create a more inclusive environment. This report finds that the majority of the City's workforce is Black or African American, with more White Philadelphians and African Americans represented in the City government workforce than the actual population of the City. The number of Hispanic and Asian employees in the workforce is lower than the Philadelphia population. There is also a significantly larger population of males in the overall City workforce than the general population. This section also breaks the entire workforce down into other information, such as tenure with the City, employee age, and diversity by department.

After analyzing the entire workforce, the report focuses briefly on the application trends of the Civil Service workforce (which makes up the majority of the City's workforce). Many participants did not disclose their race and gender, but of those that did, the majority of applicants are African American. In gender diversity, the vast majority of applicants are men. The Pew Charitable Trusts is engaged in a detailed study about the hiring processes in Philadelphia city government, the challenges connected to them, and comparisons with other cities. It is almost completed and we expect to see the report sometime this winter.

The report next focuses on the exempt workforce, which makes up just under 1,500 members of the City's workforce. Our analysis found that the City's exempt workforce does not adequately represent Black or African Americans, Hispanic or Latinos, or Asians. The exempt workforce over-represents the White population of the workforce, which makes up 49% of the City's exempt workforce. As far as gender diversity, the City workforce is close to the City's population, with slightly more females than males.

After a review of the entire exempt workforce, the report breaks the exempt workforce data into sub classifications, including the executive exempt workforce (those who make over \$90,000 per year), department heads, and the Mayor's Cabinet for further analysis of the racial and ethnic breakdowns of our workforce. The report finds that all of these aspects of the exempt workforce are overwhelmingly White, with underrepresentation of all minorities.

Next, the report examines the members of boards and commissions appointed to the City since July, 2017. A majority of board appointments were White, and representation of African Americans and Hispanic or Latinos are under the City's population. The percentage of appointments who were Asian is almost double the population of the City. The majority of appointments to board and commissions are men.

The report also contains a section that further examines salary disparity issues that were reflected in last year's report. Of note, we found significant improvement for closing the salary disparity between Latino and White exempt employees, as the gap narrowed by approximately 10% in 2017. In 2018, the City will continue to focus on pay disparities as an issue. The City will analyze pay disparity in various departments by EEO categories and race/ethnicity and tenure to have a better understanding of where disparities exist and why.

The penultimate section of the report outlines the efforts the City is taking to recruit and retain a more diverse exempt workforce. Some of the work the City has done around this has been revamping our hiring process to require a diverse slate of candidates are interviewed for each position, and that the panel of interviewers vetting candidates is also diverse. We have rolled out these new policies and procedures to all departmental leadership and staff engaged in the hiring process, and will continue to offer ongoing trainings. In addition to revamping the hiring process, this section on the report also outlines other specific recruitment techniques the City is taking to reach diverse candidates, including a bimonthly newsletter of open positions to local leaders of color. In addition to changing the recruitment process, this section also mentions the quarterly meetings the Office of Diversity and Inclusion holds with department heads to review diversity data and assure that they are committed to following the hiring best practices mentioned above and building a more diverse workforce.

In addition to the hiring process overhaul, recruiting practices, and meetings with commissioners, the report finishes with a summary of the inclusion trainings that the Office has provided over the past 2 years. These trainings give employees an overview of how to build a more inclusive environment for all employees, and also review issues like implicit bias. Inclusion has been a key priority of the work of the Office of Diversity and Inclusion, and a more inclusive environment is key to building a more diverse workforce, and also in retaining employees.

The diversity of the exempt workforce has been stagnant over the past year. Many of the processes outlined above have been finalized and rolled out in the past year, and while we have made significant improvements in bettering our processes to include and recruit diverse candidates, diversifying the workforce is a slow change.

The Office of Diversity & Inclusion believes that presenting accurate data and providing consistent progress on our efforts is an essential step to expanding workforce diversity. Our work in the past year has provided us with a real-time picture of where we are in diversifying the exempt workforce and provided us with a roadmap to move forward.

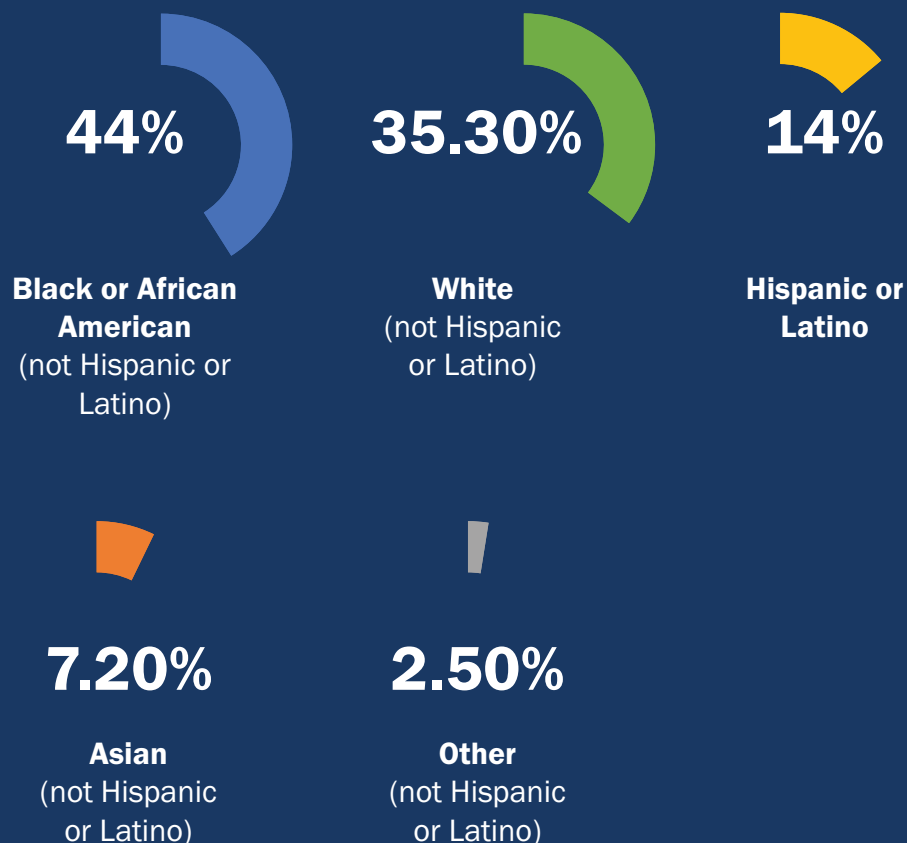
*All data is as of June 30, 2017"; (ii) the definition used for Hispanic, charts and graphs showing percentages of less than 3% are not shown.

Section I

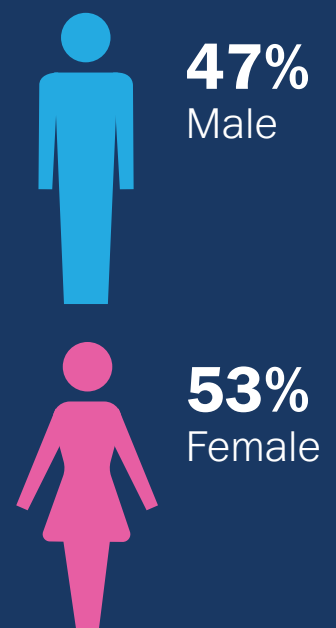
Philadelphia Population

This section describes the diversity of the population of the City of Philadelphia and serves as a basis by which City of Philadelphia Workforce data will be compared. The goal of the Administration is to develop a government workforce that reflects the population of the City. The information from this section was pulled from the 2015 Census.

1.1 Philadelphia Population by Race and Ethnicity



1.2 Philadelphia Population by Gender

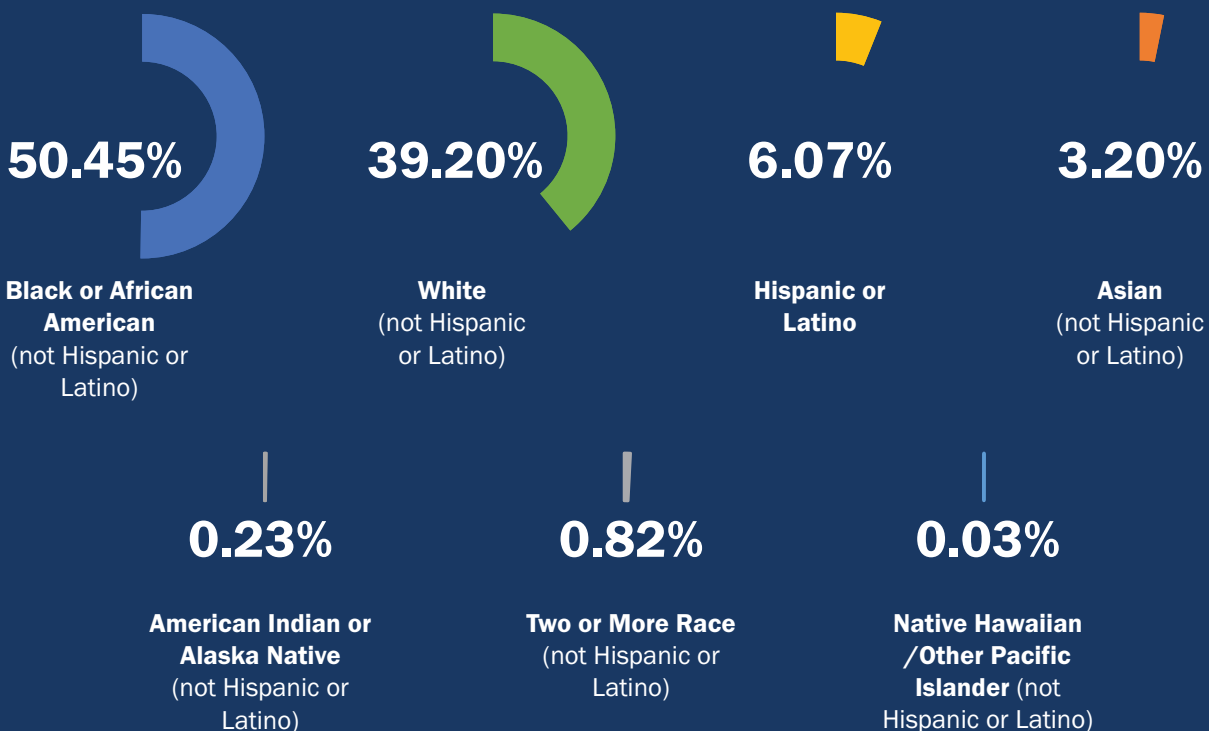


Section II

Philadelphia's Government Workforce

The data in this section describes the entire workforce of the City of Philadelphia which includes full and part time employees and both Civil Service Employees and employees exempted from Civil Service Exams. The total workforce is 27,582. This section shows the racial, ethnic and gender distribution of the workforce.

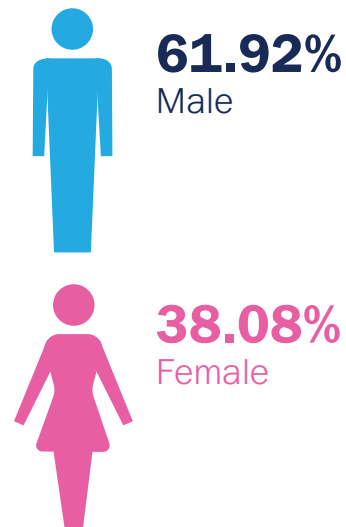
2.1 Philadelphia Workforce by Race



Numerically, the racial and ethnic breakdown of the workforce is as follows: Black or African American, 13,915 or 50.45%; White, 10,812 or 39.20%; Hispanic or Latino, 1,674 or 6.07%; Asian, 883 or 3.20%; and others, 298 or approximately 1.1%.

Note: The racial breakdown of the Philadelphia workforce as of July 1, 2016 was as follows: Black or African American, 13,986 or 51%; White, 10,878 or 39%, Hispanic or Latino 1600 or 6%, Asian 803, or 3% and Others 289 or approximately 1%.

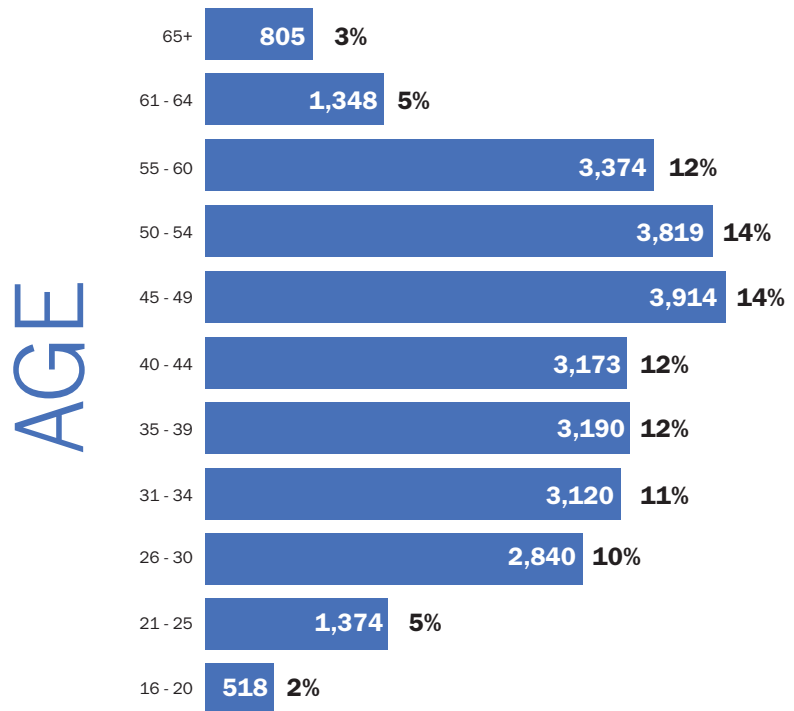
2.2 Workforce by Gender Diversity



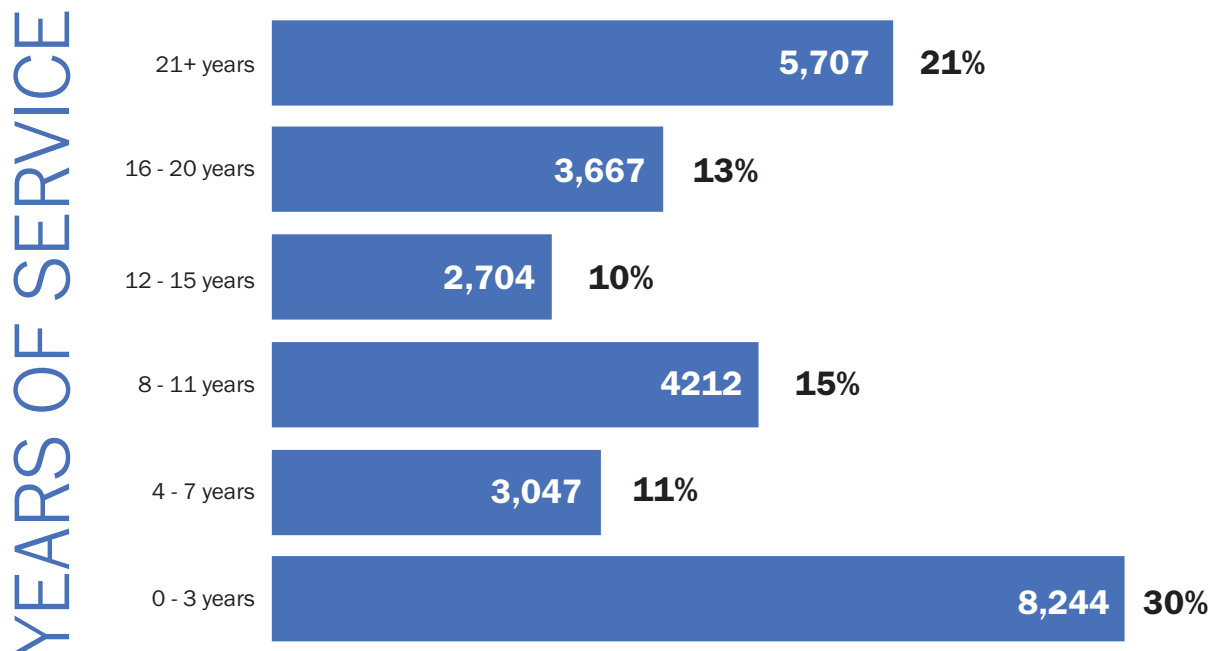
Note: The breakdown of the Philadelphia workforce as of July 1, 2016 was as follows: Male, 17,076 or 61.92%; Female, 10,500 or 38.08%.

2.3 Distribution of Employees by Age

The median age for City employees is 45 years.



2.4 Distribution of Employees by Years of Service



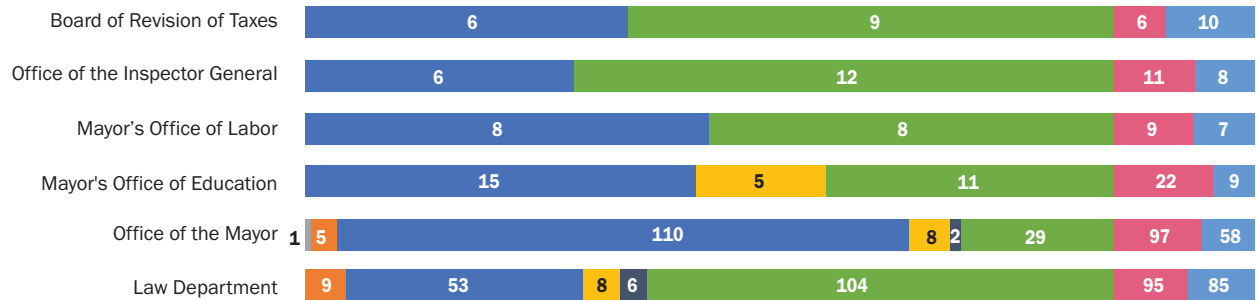
2.5 Race, Ethnicity and Gender by Department or Office

This chart provides a breakdown by department or office of the race, ethnicity and gender of the City's workforce.

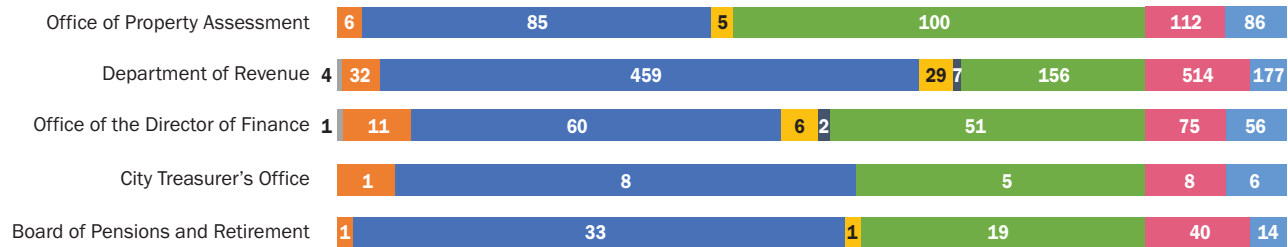
Office of the Managing Director



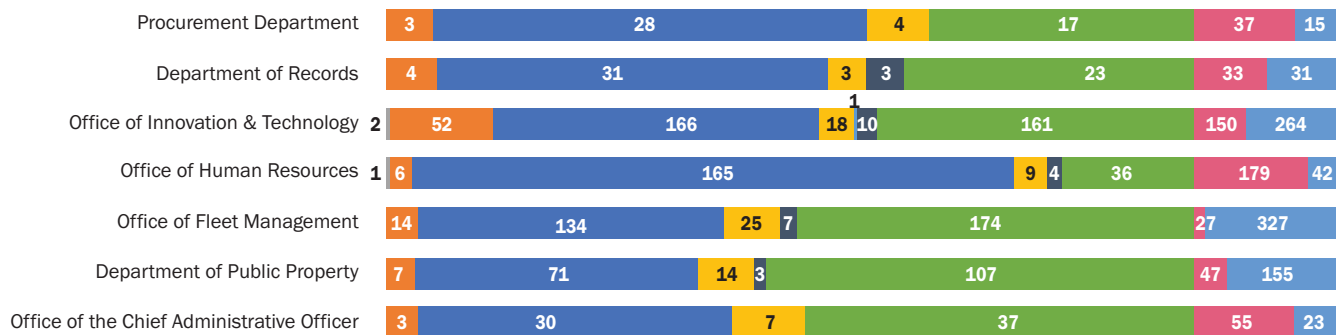
Other Departments



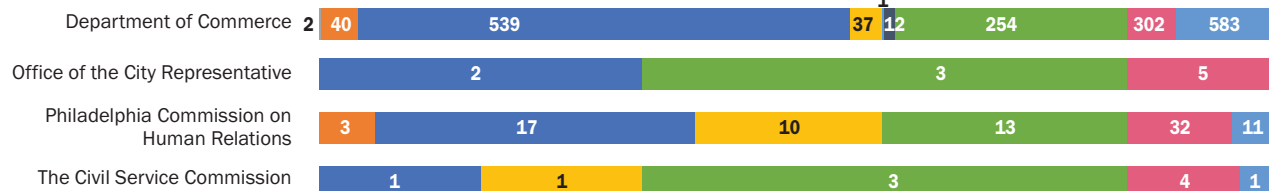
Finance



Office of the Chief Administrative Officer



Department of Commerce



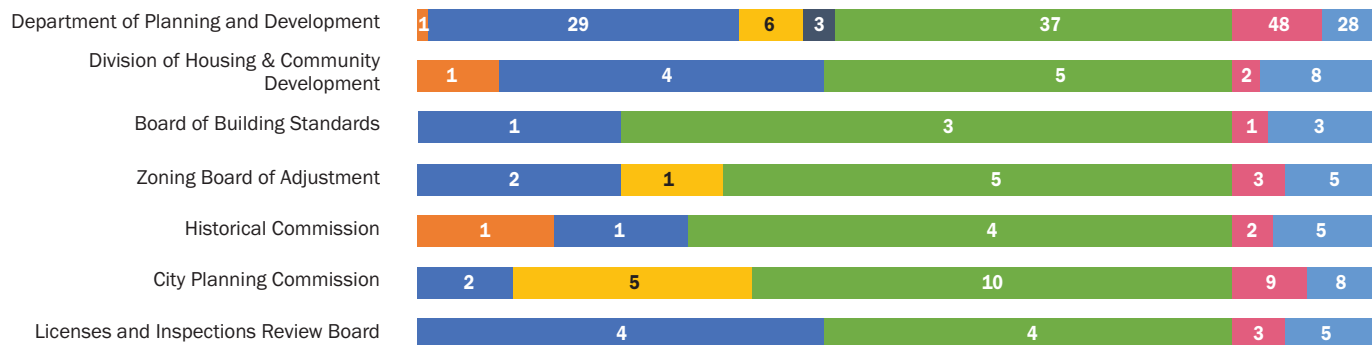
American Indian or Alaska Native
(not Hispanic or Latino)

Asian
(not Hispanic or Latino)

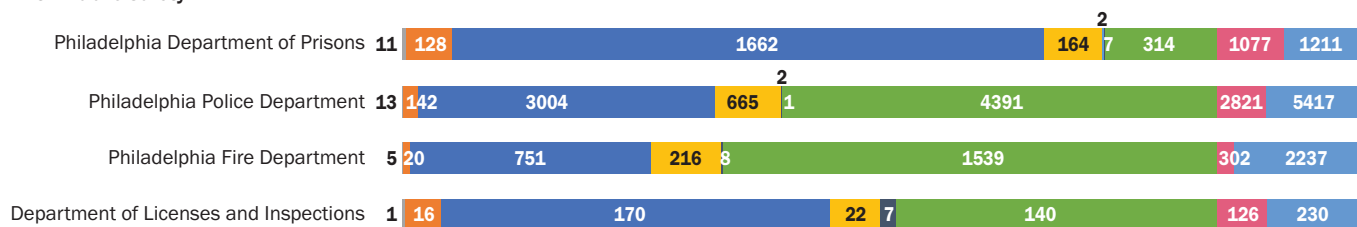
Black or African American
(not Hispanic or Latino)

Hispanic or Latino

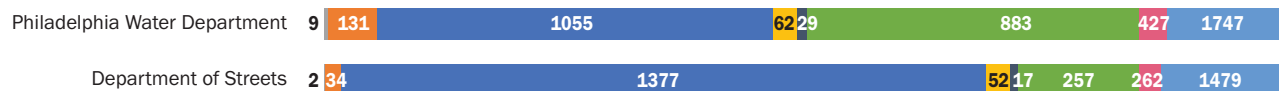
Planning & Development



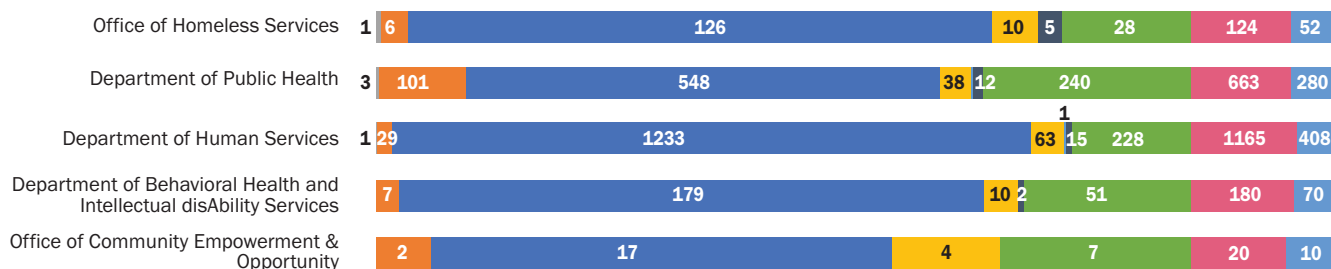
MDO - Public Safety



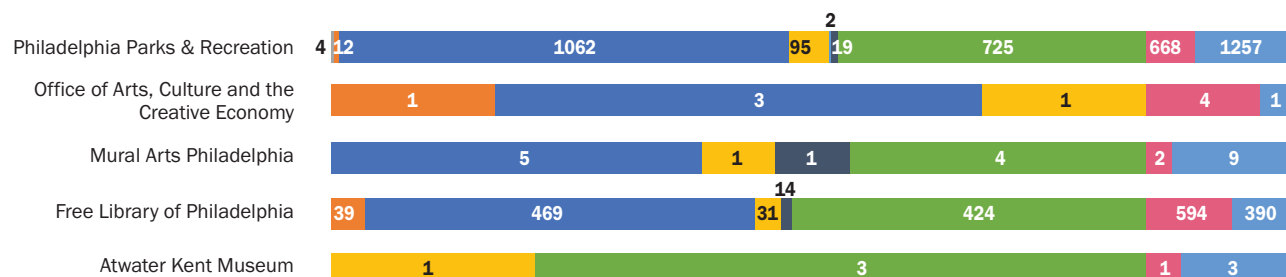
MDO - Transportation & Infrastructure



MDO - Health & Human Services



MDO - Community & Culture

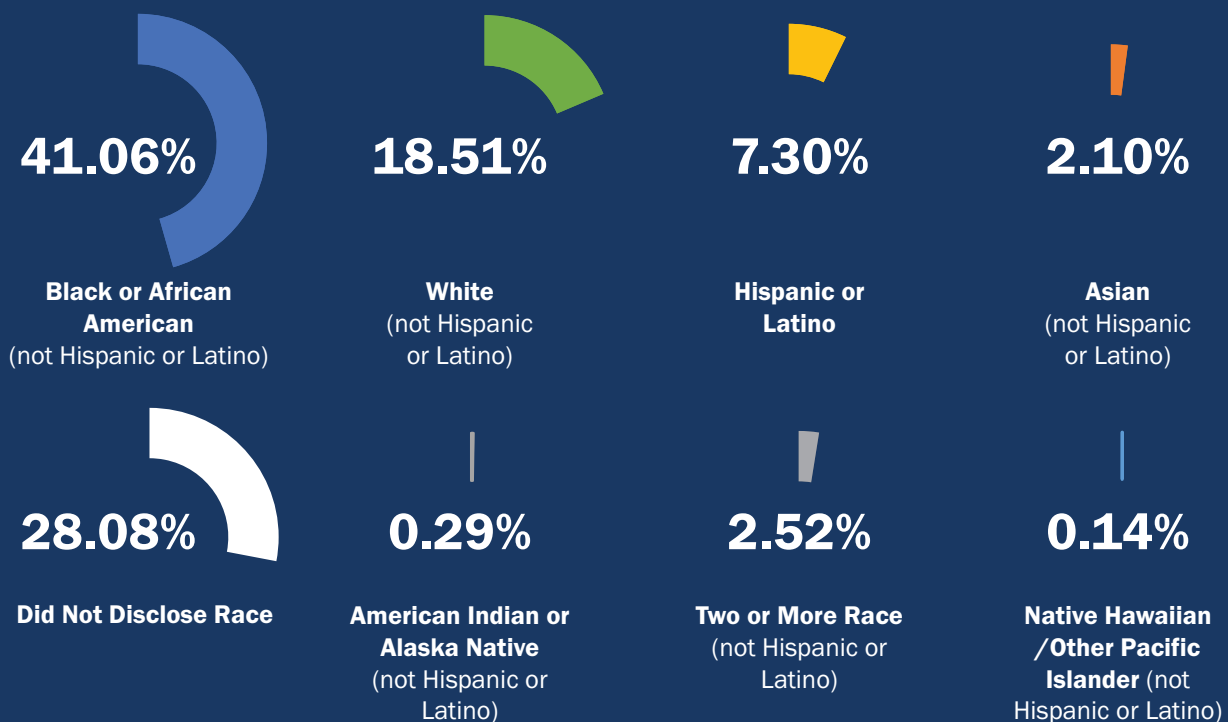


Section III

Civic Service Applications

The great majority of the City Workforce are civil service employees. The following outlines the racial, ethnic, and gender breakdown of civil service exams test takers over the past year. Currently, The Pew Charitable Trusts is engaged in a detailed study about the hiring processes in Philadelphia city government. Following the completion of their report, the administration will be taking steps to address the disparities revealed here.

3.1 Application Trends by Race and Ethnicity of Those Seeking to Take the Civil Service Examination



3.2 Application Trends by Gender



49.29%
Male



24.43%
Female

Section IV

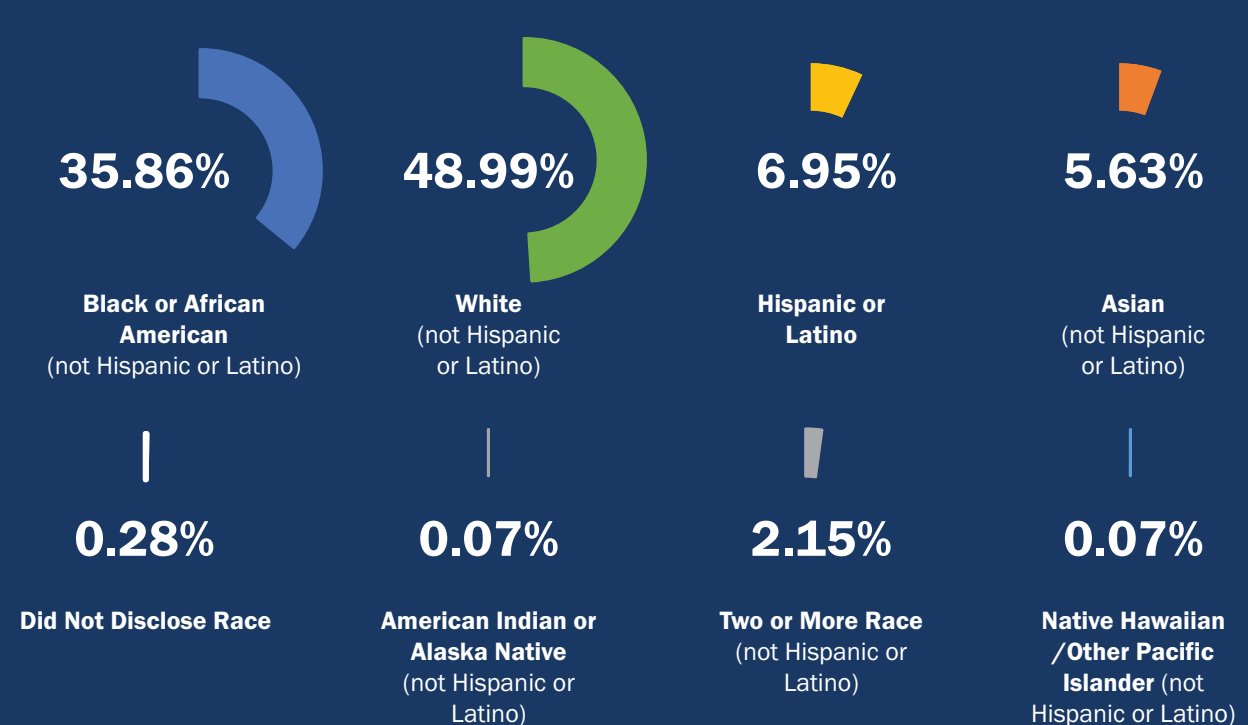
Workforce Exempt Employees

Exempt employees are all employees who are not hired through the civil service examinations. These employees made up 1,439 full time members, or 5.1% of the City's Workforce as of June 30, 2017. Although the Administration has focused on diversifying the exempt workforce, there are still significant disparities among the four largest racial groups. Because most openings result from either a very limited number of new positions or attrition, these efforts can only be measured over a period of time. With regards to gender, the population is 53% female and the exempt workforce is 50.24% female. Gender metrics are very close to mirroring the City's population.

4.1 Exempt Employees by Race and Ethnicity

There were 1,436 employees in the Exempt Workforce who disclosed data as to race or ethnicity.

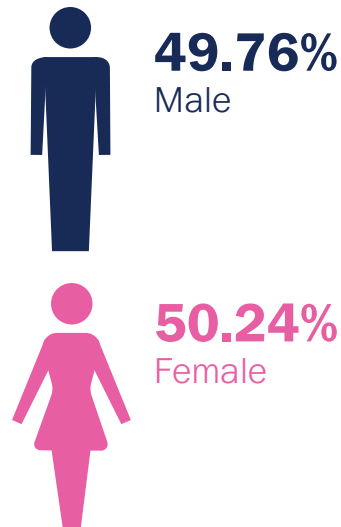
The racial and ethnic breakdown of full-time exempt workers who disclosed their race and ethnicity is as follows: Black or African American, 516; White, 705; Hispanic or Latino, 100; and Asian, 81; Other, 33.



Note: The race and ethnicity breakdown as of July 1st, 2016 was as follows: Black or African American, 37%; White, 49.73%; Hispanic or Latino, 6.3%; Asian, 4.59%; Other, 2.4%.

4.2 Exempt Employees by Gender

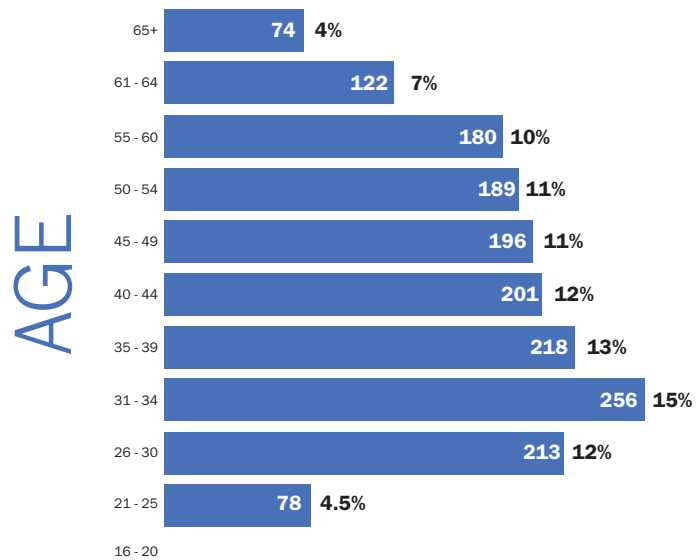
1,439 employees disclosed their gender identity: 723 or 50.24% were female and 716 or 49.76% were male.



Note: The gender breakdown for exempt employees as of July 1, 2016 was as follows: Male, 50.04%, Female, 49.96%.

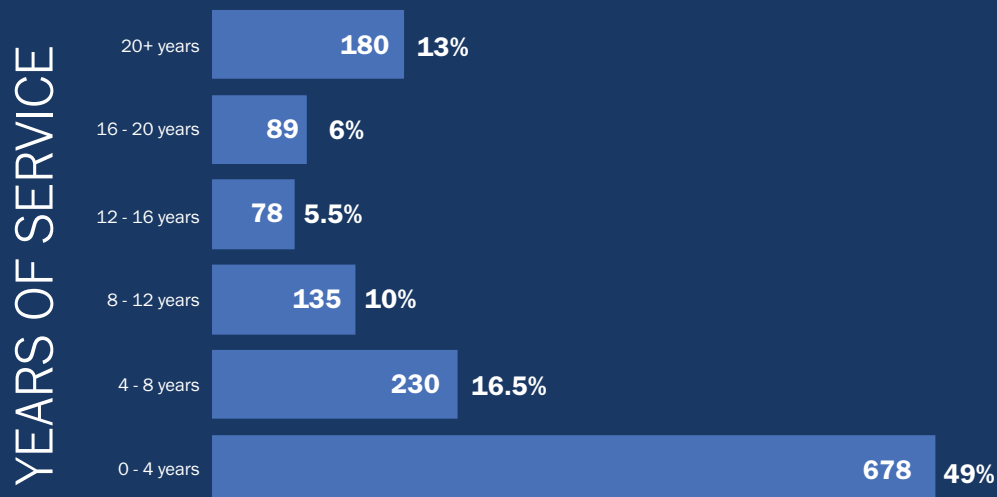
4.3 Exempt Employees by Age

The percentage and number of the exempt employees under the jurisdiction of the Mayor, categorized by age, is set forth below. The median age is 43 years old.



4.4 Exempt Employees by Years of Service

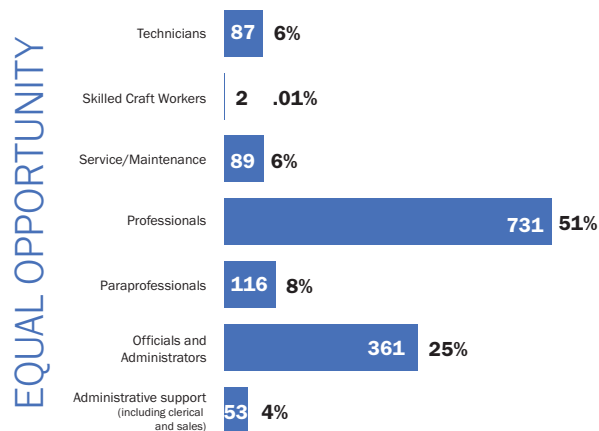
The percentage and number of exempt employees under the jurisdiction of the Mayor, categorized by years of service, is described below.



4.5 Exempt Employees by Equal Employment Opportunity Occupation Categories

EEO Categories are job categories mandated by the federal government to track employment records. The federal government requires that employers keep records based on the EEO Commission's divisions, which is what is broken down in this section.

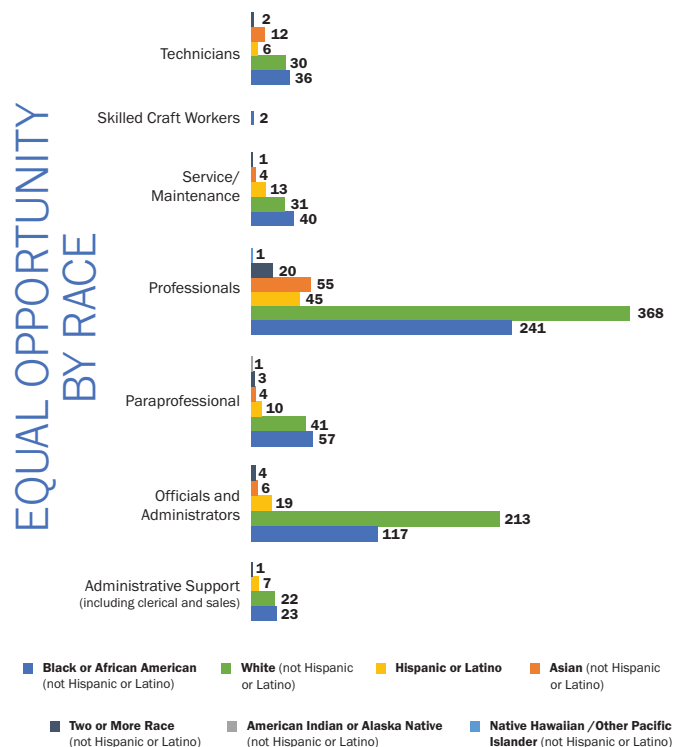
EEO Categories: Exempt Workforce Distribution



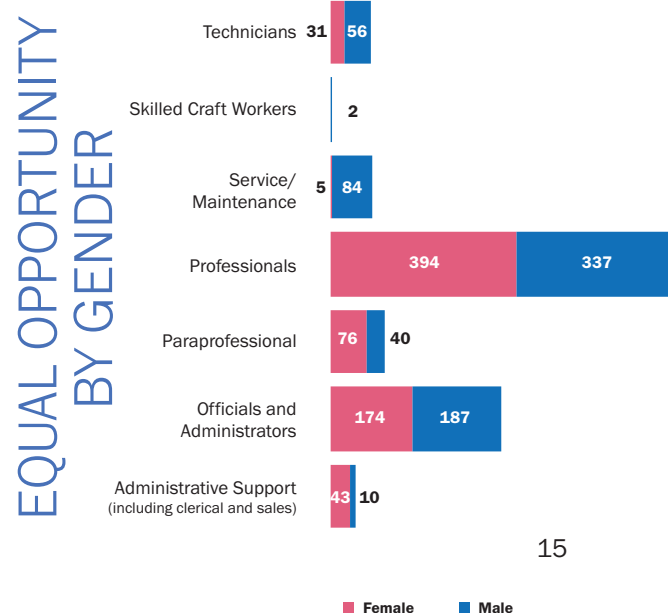
The meaning for each of the EEO categories is generally self-explanatory. “Officials and Administrators,” set broad policies, exercise overall responsibility for these policies and direct individual departments in connection with overall operations. “Professionals,” generally require professional degrees or some type of certification. The remaining categories “paraprofessional,” “administrative support,” “service/maintenance” and “technician” are well recognized terms.

4.6 EEO Categories By Race and Ethnicity

Below is a breakdown of EEO categories by race. Please note that these numbers are only applicable for those employees who disclosed their race and ethnicity. The largest category populated by employees of color is the “Professional” Category followed by “Officials and Administrators.”



4.7 EEO Categories by Gender

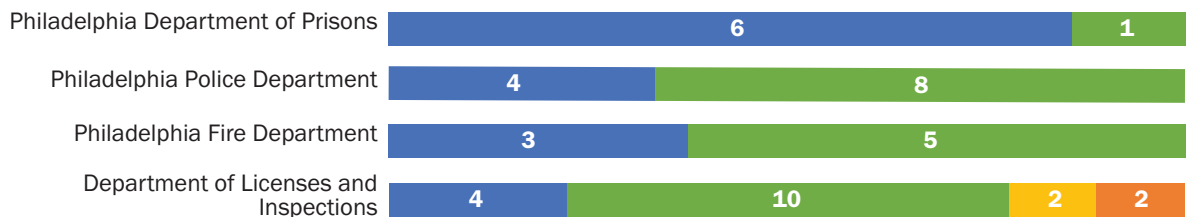


4.8 Exempt Employees by Race and Ethnicity by Department/Office

Planning & Development



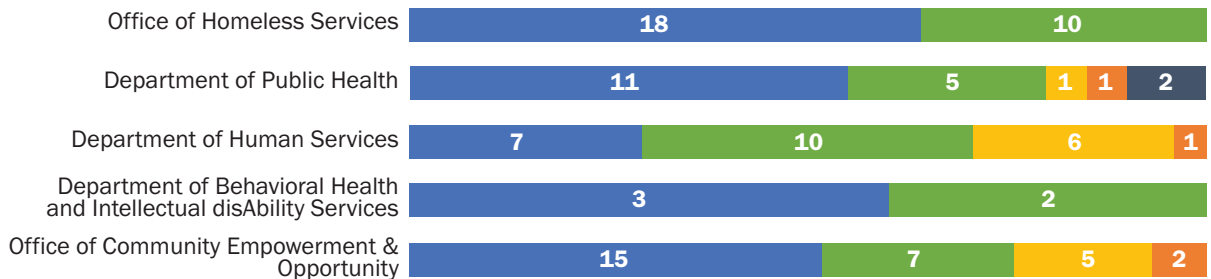
MDO - Public Safety



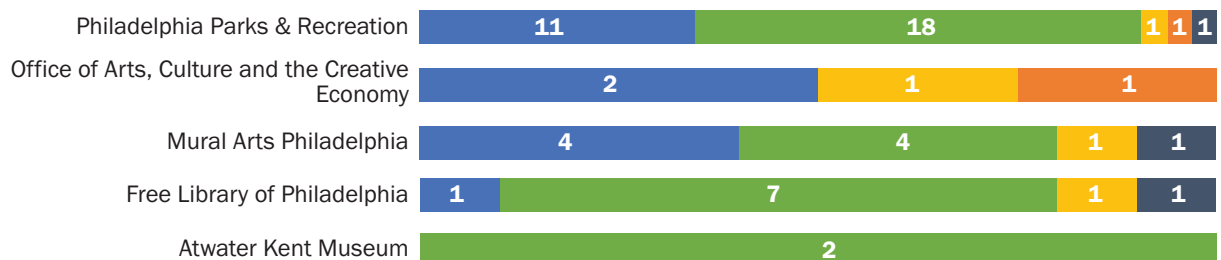
MDO - Transportation & Infrastructure



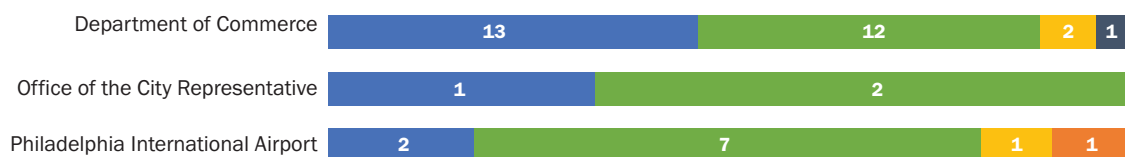
MDO - Health & Human Services



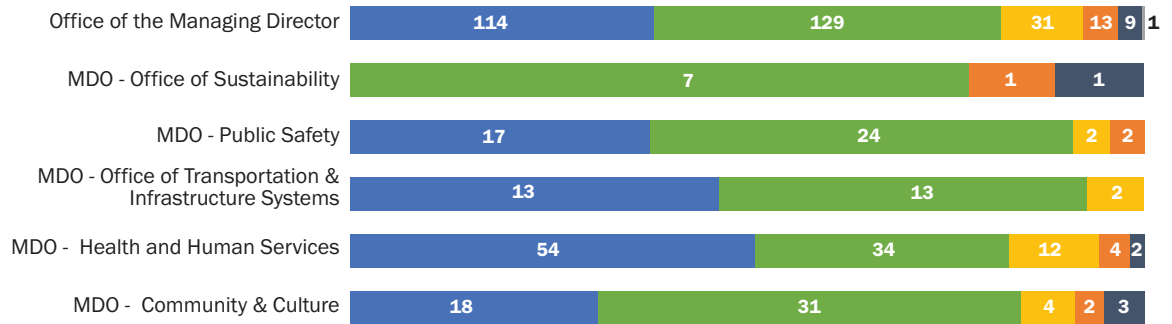
MDO - Community & Culture



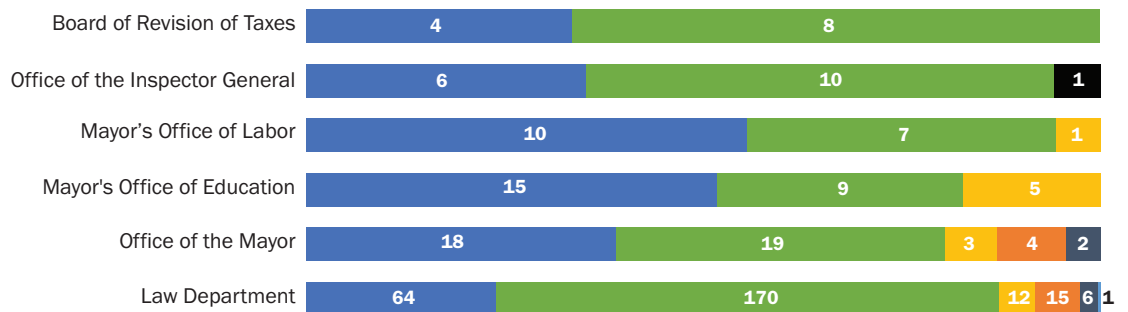
Department of Commerce



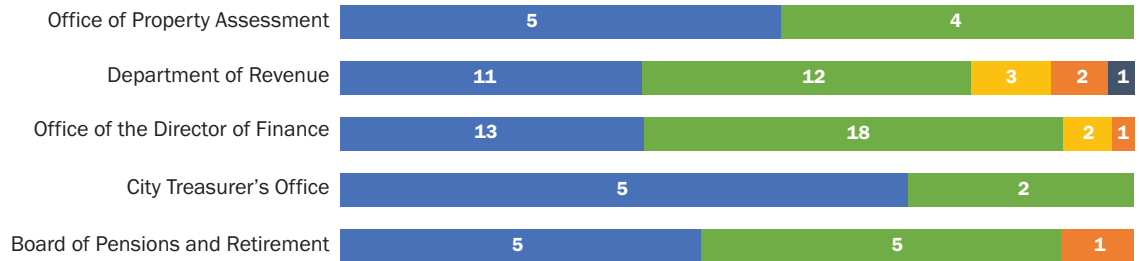
Office of the Managing Director



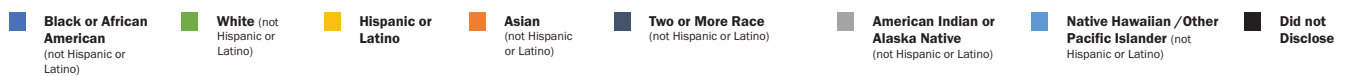
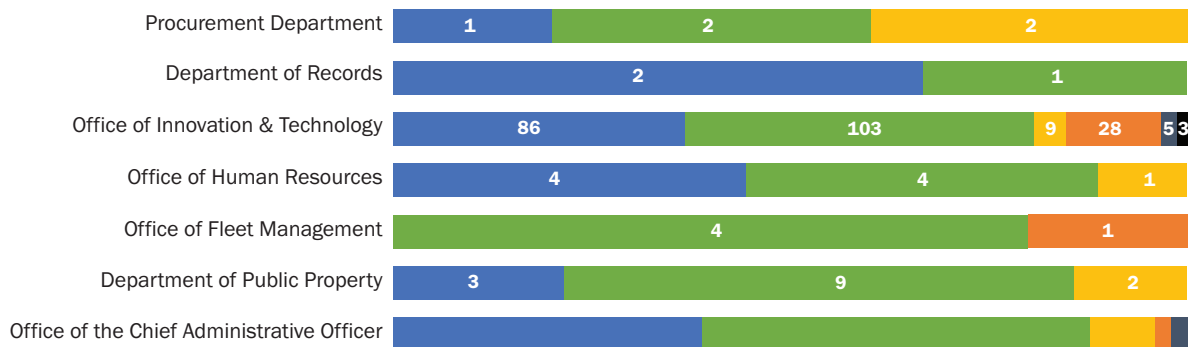
Other Departments



Finance

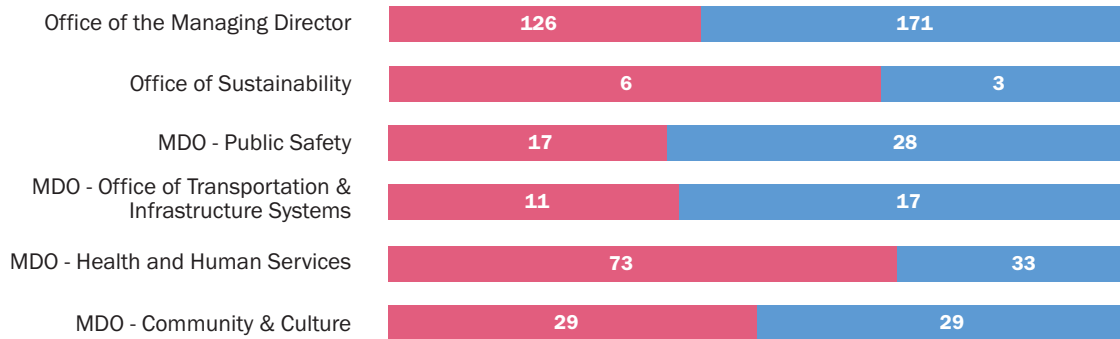


Office of the Chief Administrative Officer

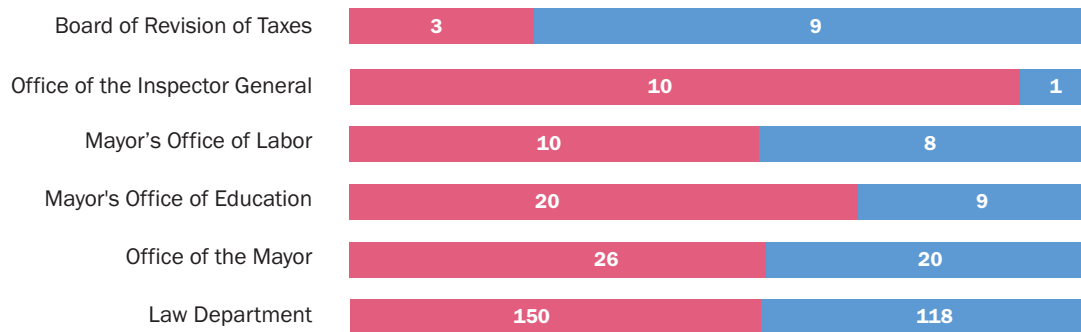


4.9 Exempt Employees by Gender by Department/Office

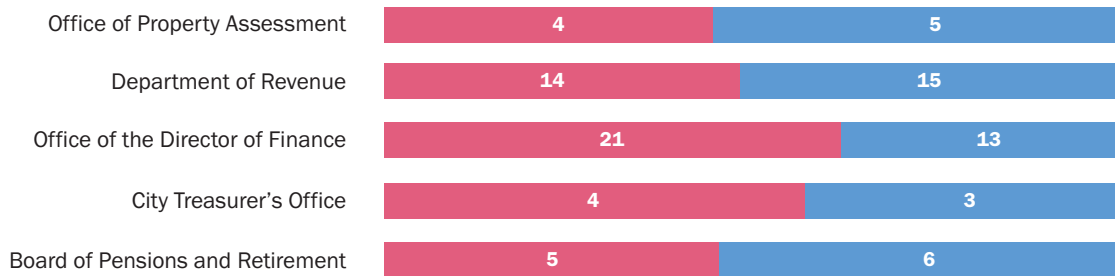
Office of the Managing Director



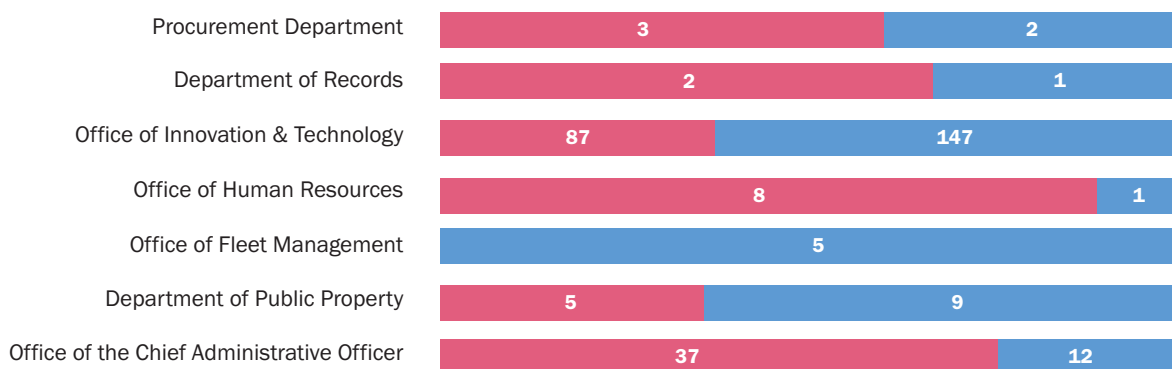
Other Departments



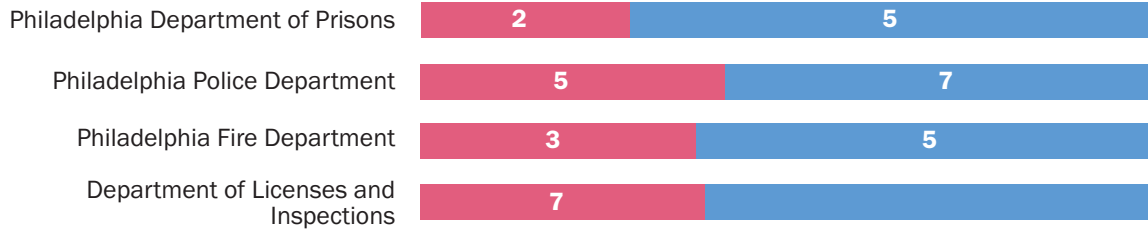
Finance



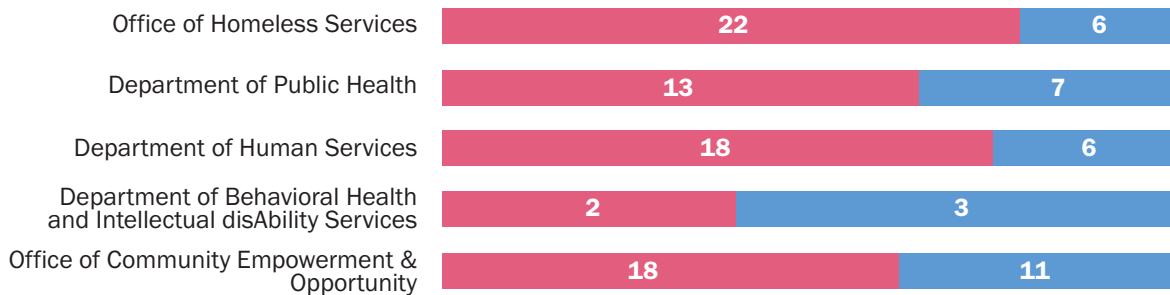
Office of the Chief Administrative Officer

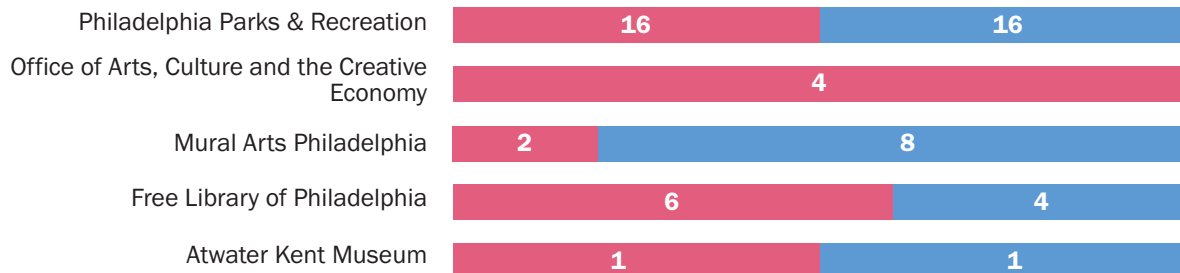


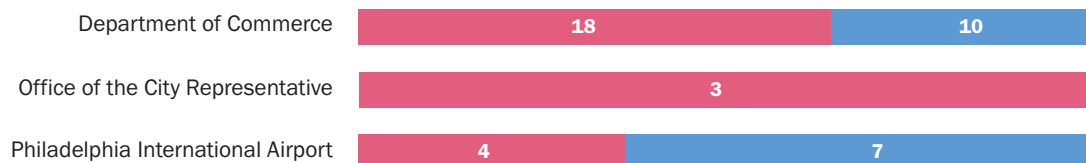
Planning & Development

MDO - Public Safety

MDO - Transportation & Infrastructure

MDO - Health & Human Services

MDO - Community & Culture

Department of Commerce

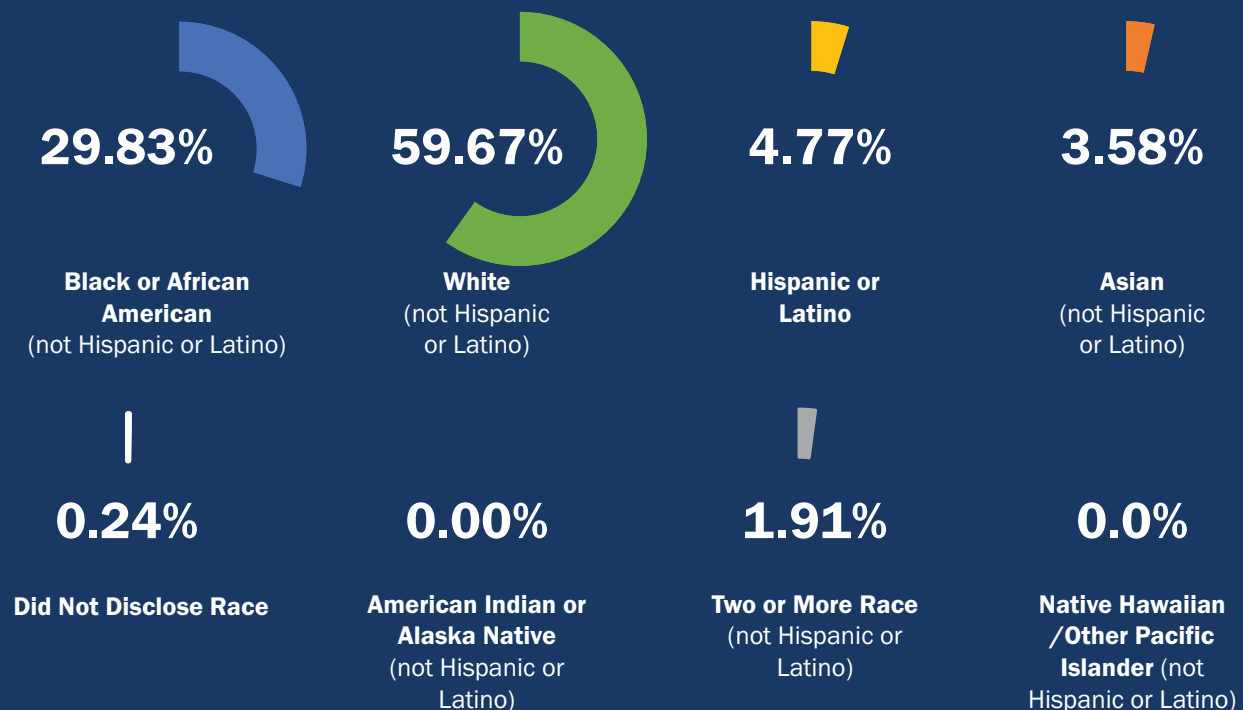
Section V

Executive Exempt Workforce

5.1 Executive Exempt by Race and Ethnicity

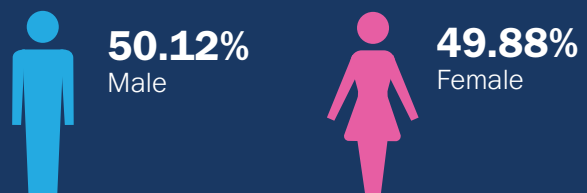
The Executive Exempt Workforce consists of those employees who earn \$90,000 or greater a year. For the past two years, The Office of Diversity and Inclusion has selected \$90,000 and above as the level that captures the vast majority of executives in the government. There may be circumstances where an employee earning less than \$90,000 per year has executive responsibilities and functions.

The racial and ethnic breakdown is as follows: Black or African American, 125; White, 250; Hispanic or Latino, 20; and Asian, 15. Note: The race and ethnicity breakdown for Executive Exempt Employees as of July 1st, 2016 was as follows: Black or African American, 31%; White, 61%; Hispanic or Latino, 4%; Asian, 3%.



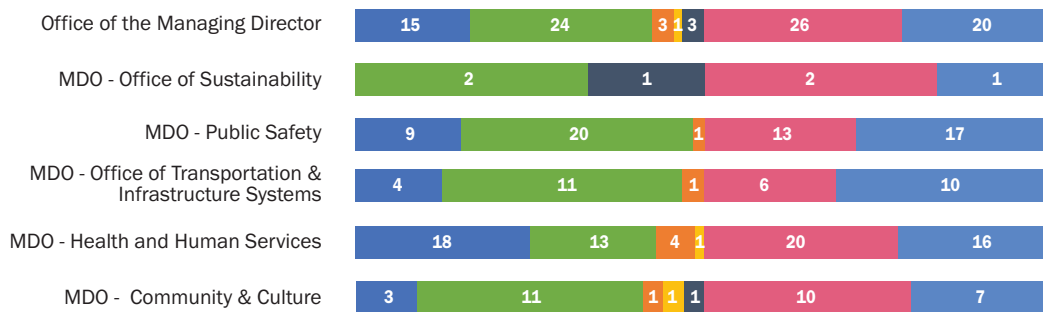
5.2 Executive Exempt by Gender

The gender breakdown is as follows: Females - 209; Males - 210.

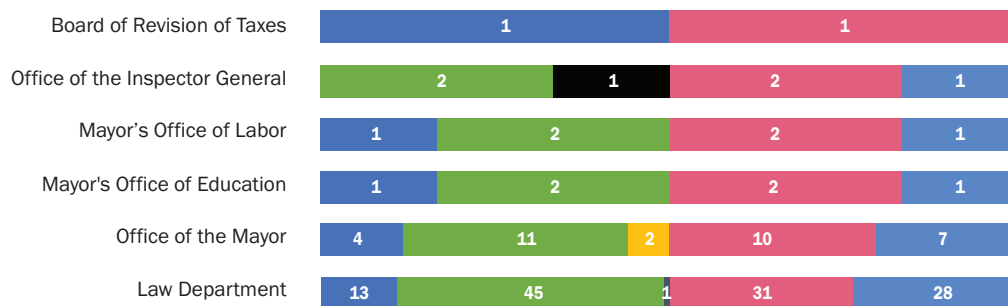


5.3 Executive Exempt by Race, Ethnicity and Gender by Department/Office

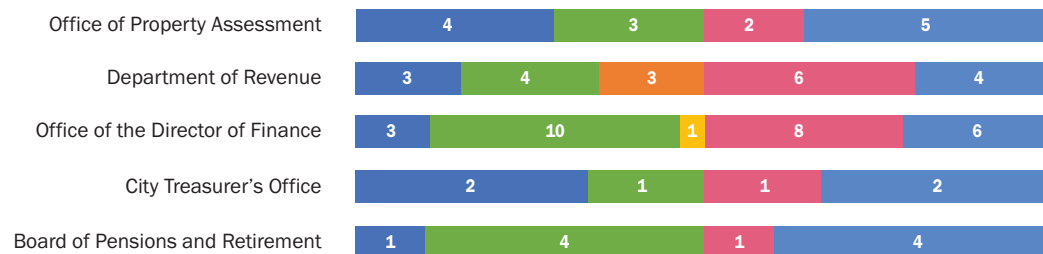
Office of the Managing Director



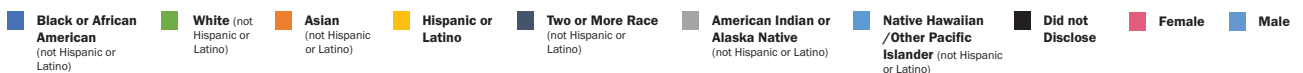
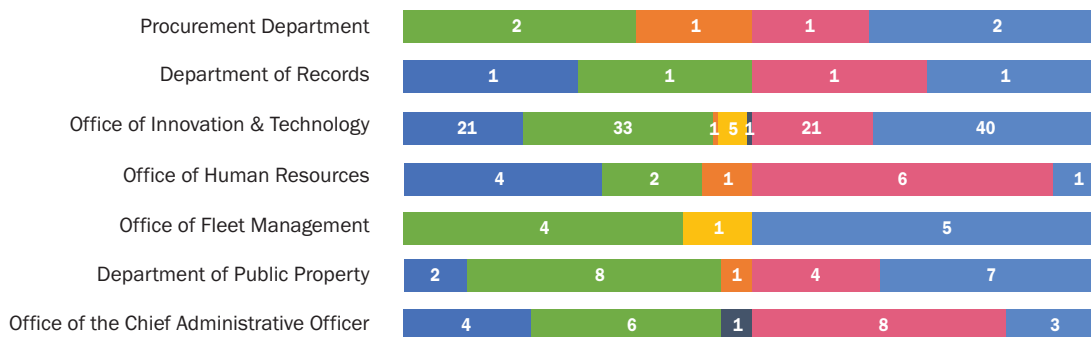
Other Departments



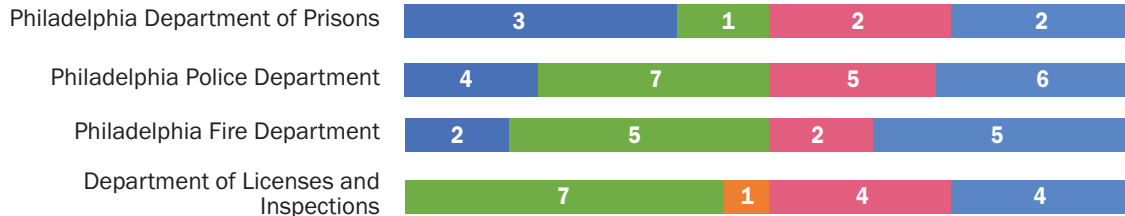
Finance



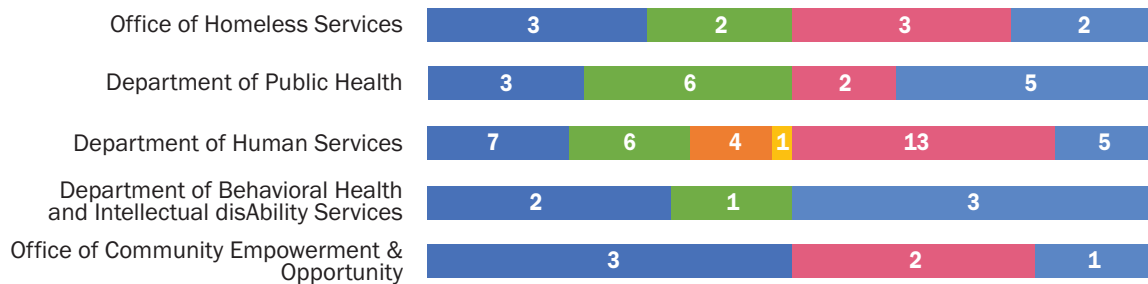
Office of the Chief Administrative Officer

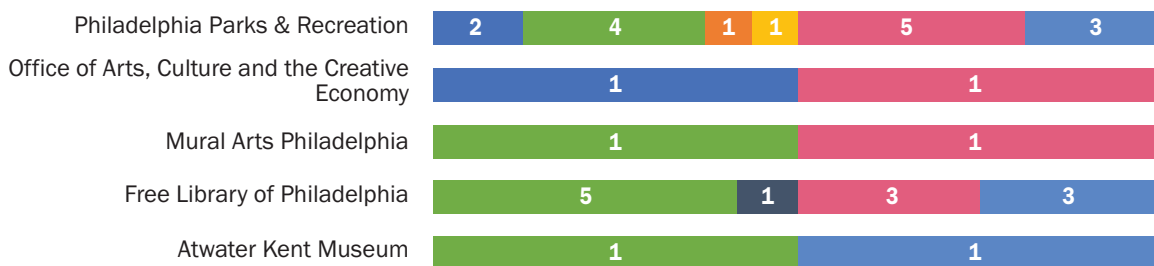


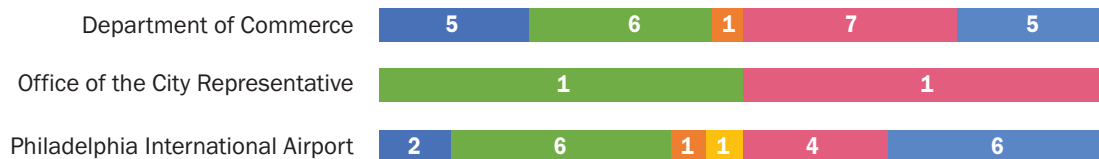
Planning & Development

MDO - Public Safety

MDO - Transportation & Infrastructure

MDO - Health & Human Services

MDO - Community & Culture

Department of Commerce

Section VI

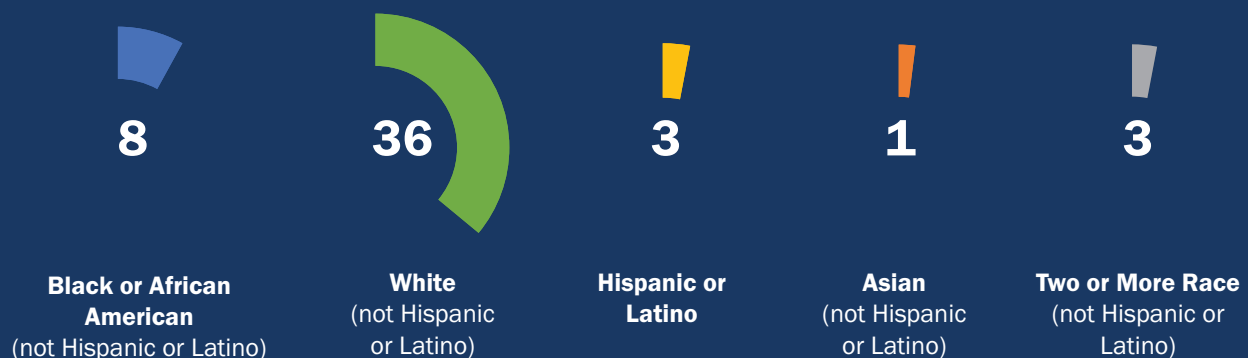
Commissioners & Directors

Commissioners and Directors consist of all those who lead an autonomously functioning division of City Government.

6.1 Department Heads by Race and Ethnicity

The Race and Ethnicity of Department Heads is as follows: Black or African American, 30%; White, 60%; Hispanic or Latino, 7%; and Asian, 2%.

Note: The race and ethnicity breakdown for department heads as of July 1, 2016 was as follows: Black or African American, 31%; White, 61%; Hispanic or Latino, 4%; Asian, 3%.



6.2 Department Heads by Gender

The gender breakdown is as follows: Females, 52%; Males, 48%.



Section VII

Cabinet

The Mayor's Cabinet consists of the most senior appointed officers of the executive branch of City Government.

7.1 Cabinet by Race and Ethnicity

The Cabinet is composed of: African Americans 4 or 25%; Whites 11 or 68.75%; and Asian 1 or 6.25%.

Note: The race and ethnicity breakdown of the cabinet as of July 1, 2016 was as follows: Black or African American, 25%; White, 68.75%; Hispanic or Latino, 0%; Asian, 6.25%.



7.2 Department Heads by Gender

The cabinet is 50% Female and 50% Male.



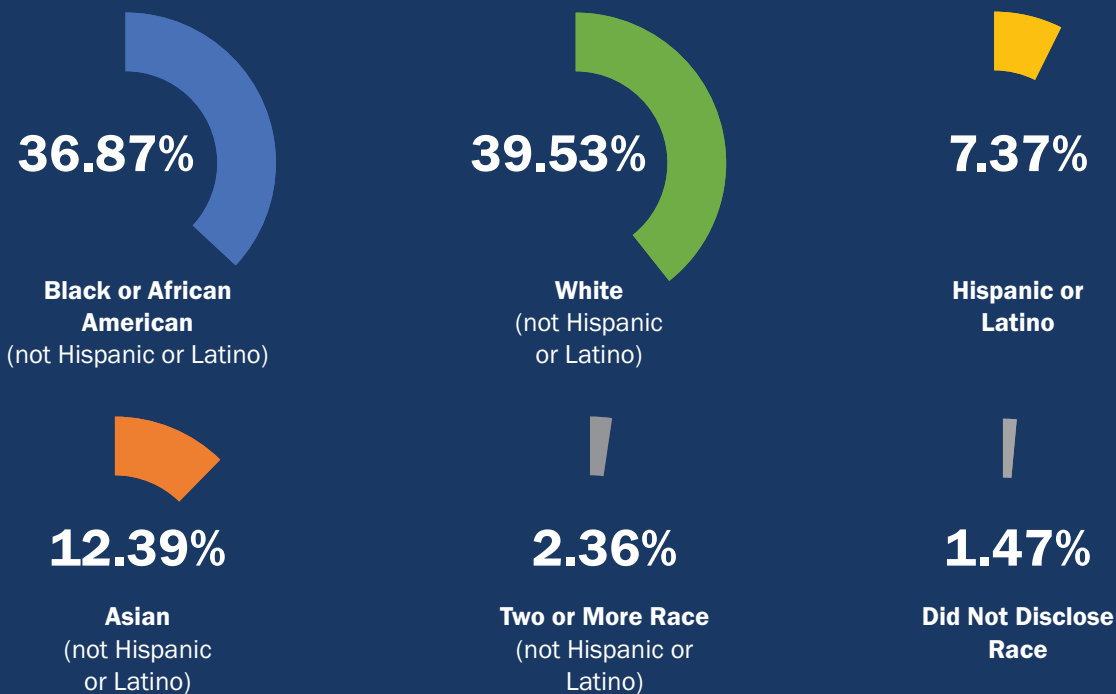
Section VIII

Boards and Commissions

This section outlines the diversity of new members from July 2016 to June 30th, 2017 who voluntarily disclosed their race, ethnicity, or gender identity.

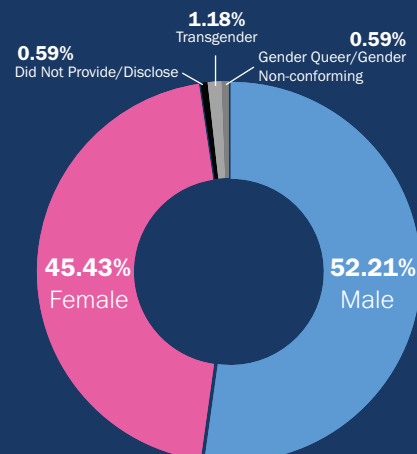
8.1 New Appointments by Race and Ethnicity

There were 339 persons who disclosed their race and ethnicity. The racial and ethnic breakdown is as follows: Black or African American, 125; White, 134; Hispanic or Latino, 24; and Asian, 42.



8.2 New Appointments by Gender

There were 339 persons who disclosed their gender identity. 154 or 45.43% were female and 177 or 52.21% were male.



Salary Disparities in the Exempt Workforce

In the City's first Workforce Profile Report released in 2016, we noted that pay disparity posed a significant problem in the city's workforce, and particularly within the exempt workforce. In 2016, upon a general analysis of the average pay of White and minority exempt employees, White employees were compensated \$10,000 more on average than diverse employees, including African Americans, Latinos, and Asians. While we found that this disparity was partially because White employees are more likely to be in senior roles, we still took great concern with the general pay disparities within the government. As this disparity is unacceptable, the administration began to analyze where there was the greatest opportunity to correct pay disparity in positions exempt from Civil Service in the short term.

Based upon average salaries, pay gaps have remained static overall by race and ethnicity for fiscal year 2017 compared with fiscal year 2016. However, there is a notable improvement for Latino employees, whose gap narrowed by approximately 10% in 2017.

Additionally, the City analyzed pay gaps by job type. This was broken down by the Federal Equal Employment Opportunity ("EEO") job categories, used by the City to organize different positions. There are currently six different categories of positions in the City's exempt workforce: Administrative Support, Officials and Administrators, Paraprofessionals, Professionals, Service/Maintenance and Technicians.

Where we are now: Some improvement, still work to do

FY2017 - 51.0% Diverse

White (not Hispanic or Latino)	690 employees	\$82,616	
Asian (not Hispanic or Latino)	75 employees	\$69,298	-19.2%
Black or African American (not Hispanic or Latino)	517 employees	\$69,024	-19.7%
Two or More Race (not Hispanic or Latino)	30 employees	\$68,521	-20.6%
Hispanic or Latino	96 employees	\$64,779	-27.5%

FY2016 - 49.2% Diverse

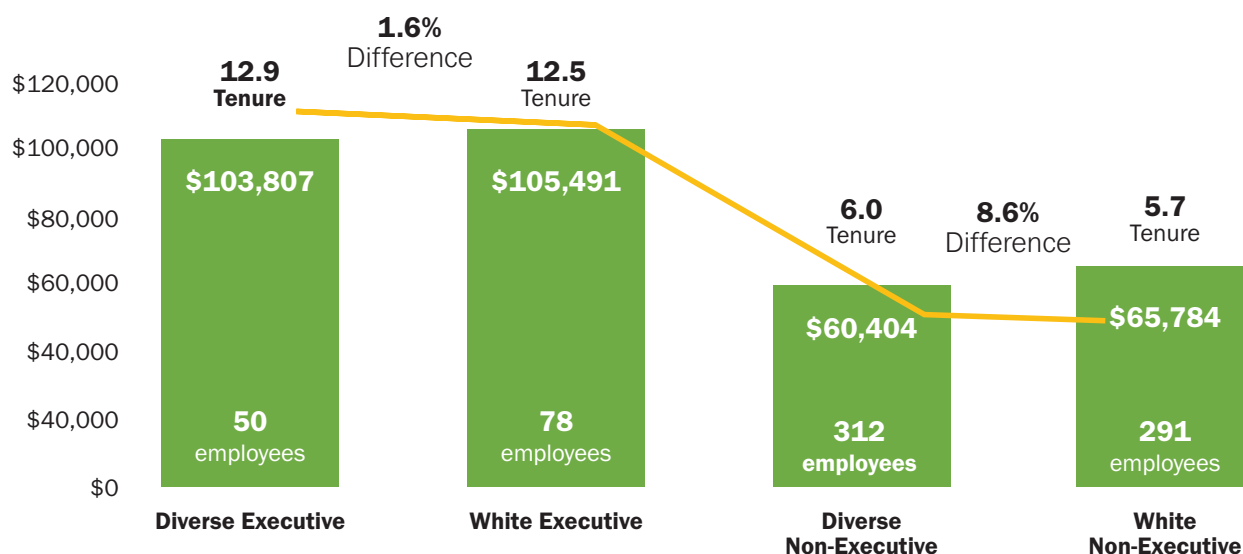
White (not Hispanic or Latino)	679 employees	\$80,690	
Asian (not Hispanic or Latino)	62 employees	\$70,208	-14.9%
Black or African American (not Hispanic or Latino)	486 employees	\$67,407	-19.7%
Two or More Race (not Hispanic or Latino)	22 employees	\$68,069	-18.5%
Hispanic or Latino	87 employees	\$58,392	-38.2%

Pay Disparity % of Change (YOY)

Hispanic	-10.7%
Two or more races	+2.0%
Black	0%
Asian	+4.3%

Because of its size and the percentage difference in pay, the EEO “Professional” category is the employee group where the City has the greatest opportunity to correct potential pay disparities. In Fiscal Year 2017, the Professional category represents a total of 731 employees, 369 non-diverse and 362 diverse. The category was further broken down based on salary (\$90,000 and above classified as executive and under \$90,000 classified as non-executive). Employment tenure was also evaluated, as tenure and experience level may impact compensation.

FY2017



The largest pay gap was found in the City’s Non-Executive Professionals, where there was a nearly 9% gap in the salaries between White and diverse employees in fiscal year 2017. This analysis has been shared with leadership in departments across the City. Because of this finding, City officials are now being asked to prioritize addressing pay disparity when requesting salary increases for exempt employees, especially in categories and positions where large pay gaps exist.

There is an additional evaluation underway of specific jobs in the City’s departments with the largest number of exempt employees. This will assist leaders in better understanding where pay gaps exist in their team and working to eliminate them while also avoiding the creation of further or future pay disparities. This evaluation began in the fourth quarter of calendar year 2017 and will continue into calendar year 2018.

Additionally, the Office of Human Resources is currently evaluating all exempt positions and designing an overall framework for compensation that includes assigning positions into ‘pay bands.’ The work is expected to be completed in the third quarter of calendar year 2018. This framework will further identify disparities across the government and will enable department heads – in partnership with the Chief Diversity & Inclusion Officer – to remedy these types of issues.



Recruiting & Retaining a More Diverse Workforce

The goal of the Kenney Administration is to have a City government workforce that reflects the people that it serves. In working to meet this goal, the administration has spent the last year developing strategies to improve diversity with an emphasis on exempt hiring. At the request of the Chief of Staff, the Office of Diversity & Inclusion has reviewed hiring plans from most of the departments and offices listed in this report for FY18, and, as a result, we are more aware of hiring opportunities for talented, diverse workers. After reviewing the hiring plans for the departments, the Office of Diversity and Inclusion, in partnership with Human Resources and Talent (HR&T), has reevaluated the City's hiring strategies. We focused on strategies that include robust recruiting of diverse candidates, broad marketing of City jobs, implementing a revised exempt hiring process, and monthly tracking of hiring and attrition reports from departments and commissioners.

To recruit a more broad array of candidates for positions, the Office of Human Resources and Talent has invested in resources, like recruiting on jobs websites oriented towards diverse candidates, sending open positions to local, diverse leaders on a bimonthly basis, and working with departments on hiring plans for positions where it may be difficult to find diverse candidates. In addition to these tactics, the Office of Human Resources and Talent also hosts an annual career fair that is marketed citywide through social media, community networks like CDCs, and civic organizations in hopes of attracting diverse attendees.

The Office of Human Resources and Talent has also developed a revised hiring process that has recently been rolled out to departmental leadership and HR professionals who deal with the hiring process. This new process includes requiring a diverse slate of reviewers for resumes, a diverse slate of interviewers, and a diverse slate of interviewees. In addition to these practices, to assure the best candidate is selected for each position, the Office of Human Resources and Talent recommends using behavioral interviews to better analyze an interviewee's capability to work through complex problems. The Office of HR&T has rolled these new processes out in a series of training to leaders.

Though the Office of HR&T has made serious changes in hope of increasing the diversity of the city workforce, many of these strategies must be analyzed over time to test effectiveness. HR&T, with the Office of Diversity and Inclusion, will analyze and improve upon our processes in the coming years, and hope to see results for next year's report.

The City is committed to achieving the goal of increasing our workforce diversity and has dedicated time and resources to its success. We continue to look for ways to improve our results over time.



Inclusion Training

In FY 2017, the Office of Diversity & Inclusion conducted inclusion trainings with 17 of the City's offices and departments. Their purpose has been to expose workforce participants to best practices in diversity & Inclusion. The trainings, conducted by the Office of Diversity Inclusion and HR and Talent, were given primarily to the senior leadership of the exempt workforce because this is the group most likely and able to bring change to the inclusiveness of the city. The 90 minute sessions begin with a review of the Mayor's Diversity & Inclusion Mission Statement and his complete commitment to building a talented, diverse workforce. The training emphasizes not only that diversity is important; but also, that principles of inclusion are necessary to build an adaptable, innovative and efficient department or office. The trainings also discuss the responsibility of leaders in the government for branding inclusion in their departments and offices. Additional time is devoted to various forms of bias and how it can be a barrier to an inclusive department.

In August 2017, the City held a two-day training on racial equity with over 60 members of administration and departmental leadership. These trainings were held as a part of the city's 2016 grant award from Racial Equity Here, an initiative launched by Living Cities with technical support from the Government Alliance on Race and Equity (GARE). The sessions served to build the capacity of City leaders in understanding how government at the local, regional, state, and federal levels played a role in creating and maintaining racial inequity through laws and policies that impacted voting rights, housing rights, educational equity, and other sectors of rights. Through the training, City leaders were trained on racial equity tools designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets.

Lastly, we implement strategies for overcoming bias. Trainings on bias have continued into FY18 and we look forward to expanding them to a larger group of the workforce, and to offer supplementary courses to expand upon and sustain the information learned in the first year of training. Our focus has been to emphasize the role that inclusive best practices play in having an efficient, mission focused workforce.

Timely Monitoring of the Data

In FY17, we began monitoring the hiring and attrition that takes place in each department and office under the Mayor's control on a monthly basis. Additionally, we reviewed hiring plans submitted by commissioners and office heads for all potential hires and vacancies in FY18. Using this information, the Chief Diversity & Inclusion Officer meets quarterly with department and office heads to assess progress in diversifying the workforce and ways that the administration can assist in accomplishing these goals, including support from the Office of Human Resources and Talent in recruitment plans, and by assuring that departments are following the hiring best practices outlined earlier in this Report. In FY17 we also requested each office and department to develop their individualized diversity & inclusion plan. At meetings with departments, we assess performance against these plans. Generally, these meetings serve as an opportunity for the leadership of the departments to share data about their issues in finding diverse talent, how they are making inclusion a core value, and how the Office of Diversity and Inclusion can support them in achieving these goals. Adding talent through hiring is dependent upon vacancies occurring and is, by definition, a slow process. These meetings provide a real time view of the progress we are making in all of our respective departments and offices throughout the year.

Conclusion

This Report provides you with a snapshot of what the City's workforce looked like from a racial, ethnic, and gender perspective on July 1, 2017. Since then, we have continued to assess how we can further improve performance and remain committed to the administration to building a talented diverse workforce, and we will remain diligent in our efforts to find and disseminate best practices and policies in this year. Our mission and rationale remain that a diverse and inclusive government is best able to serve the residents of Philadelphia.

