
BELONGING BEGINS WITH US.

الانتماء يبدأ معنا

归属感由我们打造

Помощь начинается с нас

Bạn sẽ thấy thân thuộc khi đến
với chúng tôi

La pertenencia empieza por nosotros

L'appartenance commence avec nous

2021

Philadelphia Workforce Diversity Profile and Annual Report

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Introduction

The Office of Diversity, Equity and Inclusion (ODEI) supports Mayor Kenney's commitment to building a more equitable city, where determinants of success are not defined by race, ethnicity, gender identity, sexual orientation, income, or neighborhood. The establishment of a diverse and equitable workforce ensures that all City employees are provided an opportunity to excel within City government. Services and financial investments into City operations provide a greater commitment to our neighborhoods when diversity, equity and inclusion are the foundation of local government. We strive to create a Philadelphia where local government and community members work in partnership to dismantle structural and cultural barriers that prevent the creation of an equitable Philadelphia where everyone thrives.

As we entered 2021, the year brought optimism as Philadelphia began to reopen and our workers and residents entered a new and different world. The City gained ground on controlling the COVID-19 virus spread through the distribution and administration of vaccines for all its residents. Steps were taken to address the hardships experienced in the previous year and both City and community leaders continue

to work diligently to move Philadelphia forward. Although there have been some strides in improving community relations, we understand that there is still much work to be done. Housing and food insecurity, racial injustice, and community violence are among the many prevalent concerns we continue to address.

As we continue to push through these difficult times, the City of Philadelphia is committed more than ever to promote our revitalized efforts towards diversity, equity, and inclusion. City leadership works every single day to ensure that our values around and commitment to diversity, equity and inclusion are elevated in all aspects of our workplace and our communities. Our actions this year continued to focus on racial equity, workplace inclusion, and the creation of pathways to success through a diverse workforce. As we prepare for the new year, the Office of Diversity, Equity and Inclusion will continue to support leadership's goals and efforts towards creating a city where race or economic status is not a determinant of success.

A photograph of Mayor Kenney speaking at a podium. He is wearing a tan coat, a dark sweater, and glasses. A microphone is in front of him. The background is a blurred cityscape.

Letter from the Mayor

Fellow Philadelphians,

Moving into the second half of my second term as mayor of this great city, our Administration's work continues to be driven by key priorities—including building a diverse, inclusive, efficient, and effective government. Since taking office in 2016, our Administration has focused on promoting opportunities for underrepresented Philadelphia residents—including in City employment. The Office of Diversity, Equity and Inclusion has played an integral role in this work.

Over the past six years, we've worked with City departments to develop and advance strategies that support a welcoming, inclusive, and fair work environment so that employees can contribute their full potential and develop professionally. We continue to make progress in improving the diversity of our exempt workforce, but we also recognize that there is more work to do—particularly in continued efforts to increase diversity amongst our senior officials and reducing pay disparities. That is why building a workforce that is more inclusive and representative of the people it serves remains a top priority within our Administration.

Executive Order 1-20 accelerated our Administration's focus on diversity, equity, and inclusion by formalizing the creation of two city-wide strategies: The City-wide Workforce Diversity, Equity, and Inclusion Strategy and the Racial Equity Strategy. Under the Workforce DEI Strategy, all departments complete an annual review focused on their efforts to build greater diversity in the department across the breadth and depth of functions, implement more intentional diverse recruitment strategies, ensure an inclusive environment, promote professional development, and solicit employee feedback. To date, 100 percent of City departments have participated in this process and worked with the Office of Diversity, Equity and Inclusion to create strategies and practices towards these efforts.



Under the Racial Equity Strategy, all City departments are required, by the end of 2023, to create Racial Equity Action Plans. Departments will complete these action plans in a phased approach. The first cohort of departments have developed strategies and put into place processes to address improving service delivery, internal practices, and community engagement, with long-term goals of closing gaps in outcomes so that race no longer predicts a person's success.

Improving the diversity of our City workforce to better reflect the people of Philadelphia, ensures that everyone feels safe, valued, and welcomed in their workplace. I am confident that this critical work will continue to move us towards an inclusive working environment. Executive order 1-20 also requires diversity, equity, and inclusion training for all managers and supervisors every three years to make sure they are equipped to help create an environment where all employees are treated in a fair and respectful way.

Philadelphia's diversity is truly our greatest strength. I value the differences in our histories, our cultures, and our neighborhoods. I am committed to making sure we do our part within City government to welcome, celebrate, elevate, and empower every City employee and Philadelphia resident—while setting a strong example for other organizations, businesses, and institutions to follow.

Yours in Service,

Mayor Jim Kenney



Executive Summary

The 2021 Workforce Diversity Profile and Annual Report provides an in-depth summary of the demographic data of the City of Philadelphia's municipal full-time workforce, including a more detailed examination of the exempt workforce. This report excludes information from the Board of Ethics, City Commissioners, the City Controller's Office, City Council, the District Attorney's Office, the First Judicial District, and the Sheriff's Office. The data is as of June 30, 2021.

In keeping with the reporting of previous years, the data included is limited to full-time, permanent employees. Seasonal, part-time, and temporary workers have been excluded from the review. Likewise, all data is for the City's Fiscal Year 2021 (FY21), which spans from July 1, 2020 to June 30, 2021.

The report begins with a review of Philadelphia's population demographics, before reviewing the current demographic breakdowns of the City's workforce. The overall municipal workforce—including exempt and civil service positions—is composed of a majority of people of color (60 percent), which is

similar to the diversity of Philadelphia's communities, with 66 percent of residents identifying as a racial or ethnic minority group.

Gains continue to be made in the overall diversity of the City's workforce, but the gains are not even. More work needs to be done to ensure workforce equity, in which the City reflects the diversity of Philadelphia's communities across all functions and leadership levels.

Compared to Fiscal Year 2016, the overall diversity of the exempt workforce—those employees hired outside the civil service exam process—has increased by nearly four percentage points (3.83 percent). With respect to the executive exempt workforce, those positions with a salary of \$90,000 or greater, diversity has increased by over seven percentage points (7.30 percent) since FY 2016, with 45.30 percent of executive exempt employees now identifying as diverse.

The City has continued to increase the representation of Asian employees, who now comprise 7.14 percent of the exempt workforce, an increase of 2.55 percentage points since the beginning of the

administration, and a slight trend upward since last year. At the executive exempt level, nearly equivalent gains have also been made, with representation of Asian employees increasing nearly 2.5 percentage points (2.34 percent) since 2016, and a slight increase (0.85 percent) since last year.

Representation of Hispanic/Latino/x employees have also steadily increased at the exempt and executive exempt levels. Since 2016, representation of Hispanic/Latino/x employees has increased by two percentage points (2.05 percent), along with a slight upward trend year-over-year. At the executive exempt level, representation has also improved by more than two percentage points (2.34 percent), with Hispanic/Latino/x employees now comprising 5.34 percent of the executive exempt workforce.

Regarding Black and African American employees, representation has fluctuated. For Fiscal Year 2021, representation of Black or African American employees comprised 31.39 percent of the exempt workforce, which constitutes a decrease in representation by one percentage point (1.02 percent) since 2016. At the executive exempt level, representation initially improved by almost two percentage points between 2016 and 2020 (1.91 percent), with Black or African American employees constituting 32.91 percent of the workforce. Since last year, however, gains have been lost at the executive exempt level, with representation of Black and African American employees now comprising 31.39 percent of the workforce, a return to 2016 representation.

In terms of gender representation, a slight majority of the total city population identifies as female (53 percent). In the City's municipal workforce, however, female employees continue to be underrepresented in the overall workforce, comprising just 35.26 percent of the workforce. Within the exempt workforce, representation of women more closely approximates representation in the overall population, with women representing a slightly more than half of the exempt workforce (53.89 percent) and executive exempt (54 percent) workforce.

Workforce data is also further broken down, looking at categories such as hires and separations, tenure with the City, employee age, and diversity by department.

Subsequently, the report highlights different focus areas of the Administration's efforts to improve workforce diversity, equity and inclusion. The Office of LGBT Affairs highlights efforts to bring inclusion in all aspects of the workforce. The Mayor's Office for People with Disabilities shares information concerning greater accessibility for all city workers and their work to support residents during the COVID-19 pandemic. Also, the Office of Human Resources shares their commitment to supporting the workforce through the various efforts to promote a workplace that is welcoming and supportive of all.

The Kenney Administration is committed to diversifying the City's workforce and making sure all underrepresented communities feel welcome, valued, and included in their workplace. The administration continues to improve its diverse workforce numbers as it move forward to building a workforce reflective of the residents of the City of Philadelphia.

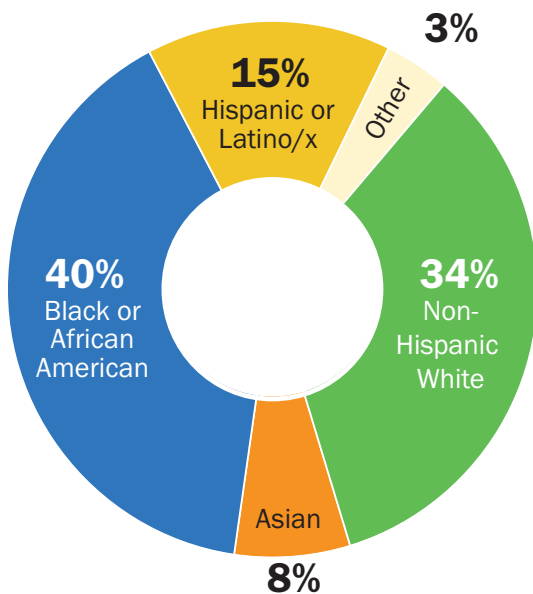
The overall municipal workforce—is composed of a majority of people of color **60 percent, similar to the diversity of Philadelphia's communities**

Section I

Philadelphia's Population

This section provides demographic information about Philadelphia's population. The Kenney Administration aims to build a government workforce that reflects the population of the city—across the breadth of available positions and throughout all leadership levels. Information in this section is based on 2021 data from the PEW Charitable Trusts State of the City report.

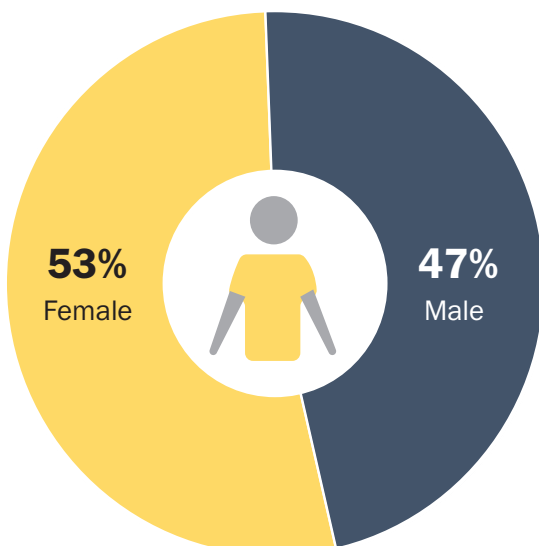
1.1 Philadelphia Population by Race & Ethnicity



TOTAL: 1,584,064

Asian: **110,884**
Black or African American: **633,626**
Hispanic or Latino/x: **237,610**
Other: **63,362**
Non-Hispanic White: **538,582**

1.2 Philadelphia Population by Gender



TOTAL: 1,584,064

Female: **839,554** Male: **744,510**

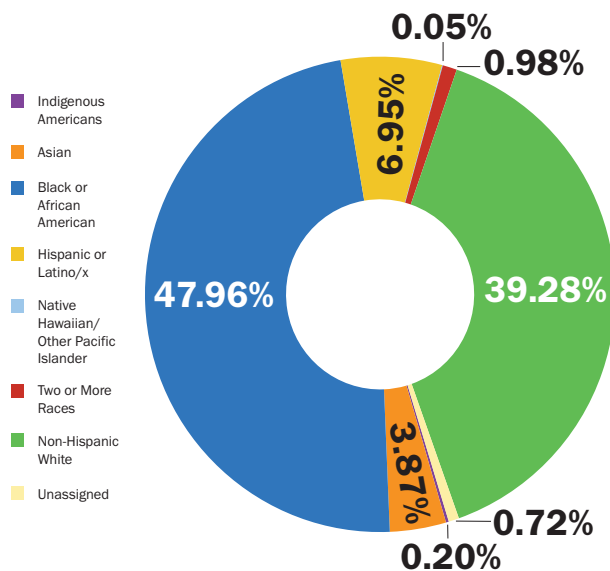
Section II

Total Municipal Workforce

This section describes the racial, ethnic, and gender distribution of the City of Philadelphia's entire municipal workforce. This includes full-time permanent employees, both civil service and exempt within the executive branch. The exempt workforce are employees who are hired outside of the civil service examination process.

The total workforce under the purview of the executive branch in **FY21** was **23,722 employees**.

2.1 Philadelphia Workforce by Race & Ethnicity



CURRENT

The Race and Ethnicity breakdown of the City of Philadelphia workforce is:

TOTAL: 23,722

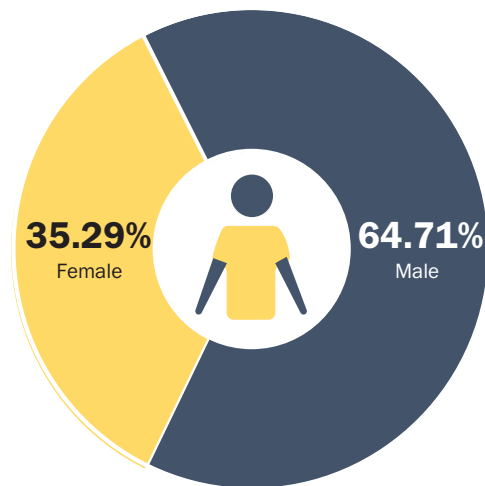
TOTAL DIVERSE: 60.0%

Indigenous American: **47**
 Asian: **917**
 Black or African American: **11,378**
 Hispanic or Latino/x: **1,649**
 Native Hawaiian or Other Pacific Islander: **11**
 Two or More Races: **223**
 Unassigned: **170**
 Non-Hispanic White: **9,317**

Female: **8,369**

Male: **15,353**

2.2 Philadelphia Workforce by Gender Diversity



FY20

The Race and Ethnicity breakdown of the City of Philadelphia workforce was:

TOTAL: 24,633

TOTAL DIVERSE: 60.01%

Indigenous American: **49**
 Asian: **916**
 Black or African American: **11,884**
 Hispanic or Latino/x: **1,683**
 Native Hawaiian or Other Pacific Islander: **12**
 Two or More Races: **239**
 Unassigned: **126**
 Non-Hispanic White: **9,724**

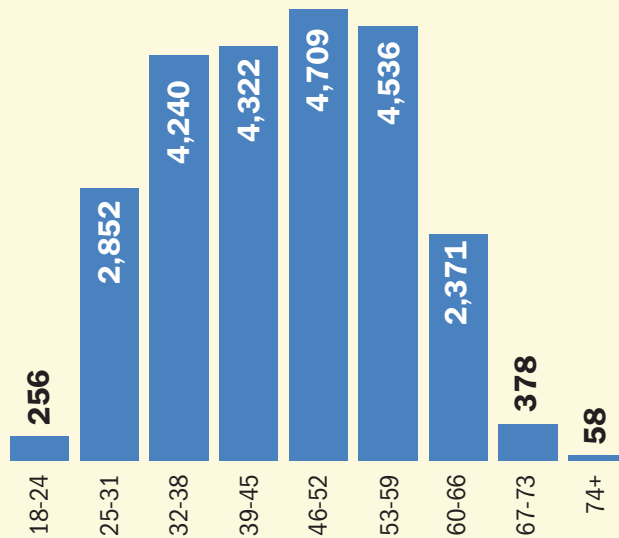
Female: **8,692**

Male: **15,941**

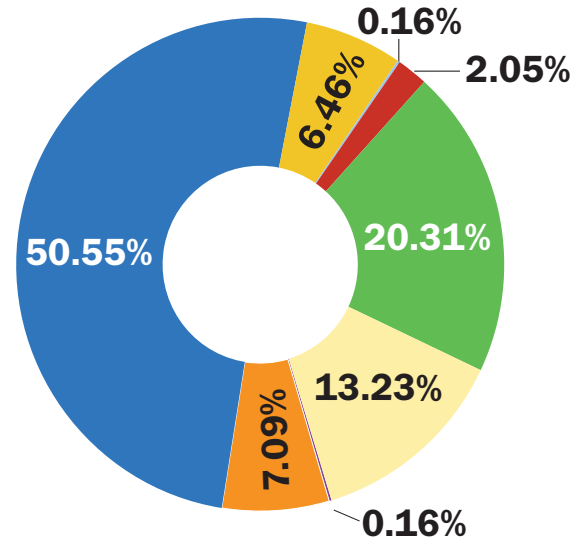
Total Municipal Workforce

2.3 Distribution of Employees by Age

The median age for City employees is 46 years old.



2.4 Hires by Race & Ethnicity



■ Indigenous Americans
■ Asian
■ Black or African American
■ Hispanic or Latino/x
■ Native Hawaiian/Other Pacific Islander
■ Two or More Races
■ Non-Hispanic White
■ Unassigned

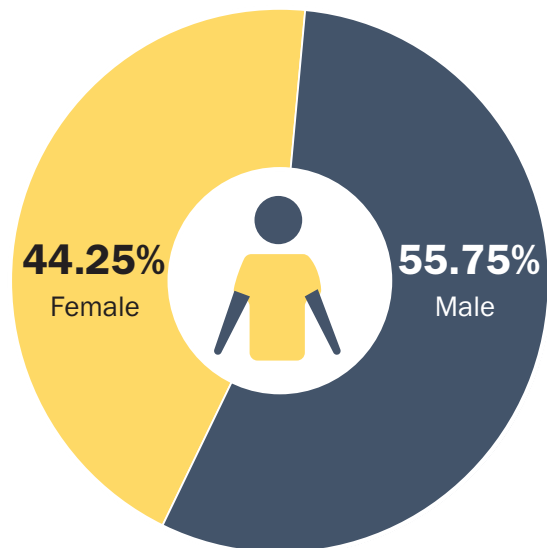
New Hires Race and Ethnicity current breakdown:

TOTAL: 635 **TOTAL DIVERSE: 66.46%**

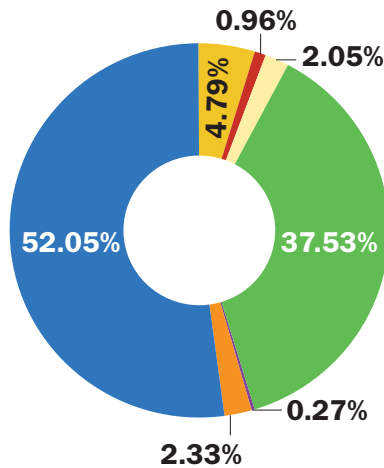
Indigenous American: **1**
 Asian: **45**
 Black or African American: **321**
 Hispanic or Latino/x: **41**
 Native Hawaiian or Other Pacific Islander: **1**
 Two or More Races: **13**
 Unassigned: **84**
 Non-Hispanic White: **129**

 Female: **281**
 Male: **354**

2.5 Hires by Gender



2.6 Separations by Race & Ethnicity (ALL SEPARATIONS)

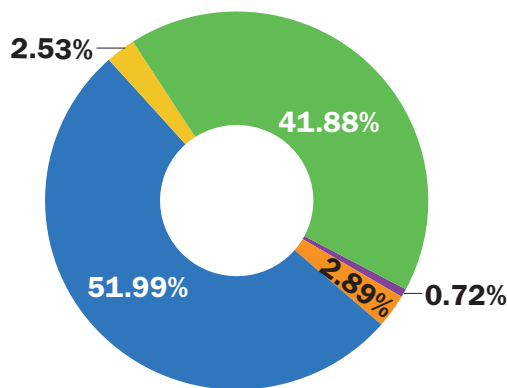


TOTAL: 730

TOTAL DIVERSE: 60.42%

Indigenous American: **2**
 Asian: **17**
 Black or African American: **380**
 Hispanic or Latino/x: **35**
 Native Hawaiian or Other Pacific Islander: **0**
 Two or More Races: **7**
 Unassigned: **15**
 Non-Hispanic White: **274**

2.7 Separations by Race & Ethnicity (RETIREMENT ONLY)

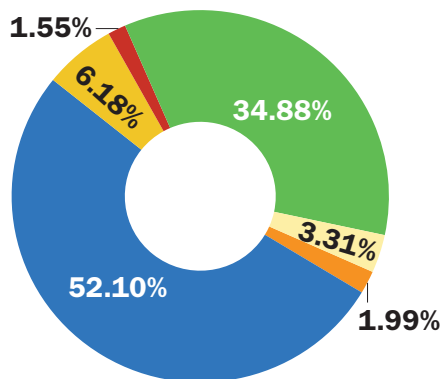


TOTAL: 277

TOTAL DIVERSE: 58.12%

Indigenous American: **2**
 Asian: **8**
 Black or African American: **144**
 Hispanic or Latino/x: **7**
 Native Hawaiian or Other Pacific Islander: **0**
 Two or More Races: **0**
 Unassigned: **0**
 Non-Hispanic White: **116**

2.8 Separations by Race & Ethnicity (EXCLUDING RETIREMENT)



TOTAL: 453

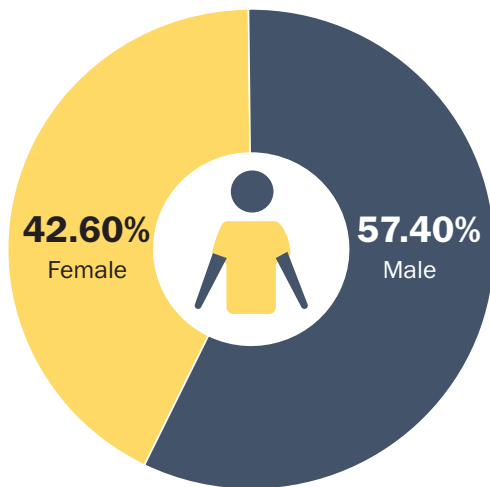
TOTAL DIVERSE: 61.81%

Indigenous American: **0**
 Asian: **9**
 Black or African American: **236**
 Hispanic or Latino/x: **28**
 Native Hawaiian or Other Pacific Islander: **0**
 Two or More Races: **7**
 Unassigned: **15**
 Non-Hispanic White: **158**

■ Indigenous Americans
 ■ Asian
 ■ Black or African American
 ■ Hispanic or Latino/x
 ■ Native Hawaiian/Other Pacific Islander
 ■ Two or More Races
 ■ Non-Hispanic White
 ■ Unassigned

Total Municipal Workforce

2.9 Separations by Gender (ALL SEPARATIONS)

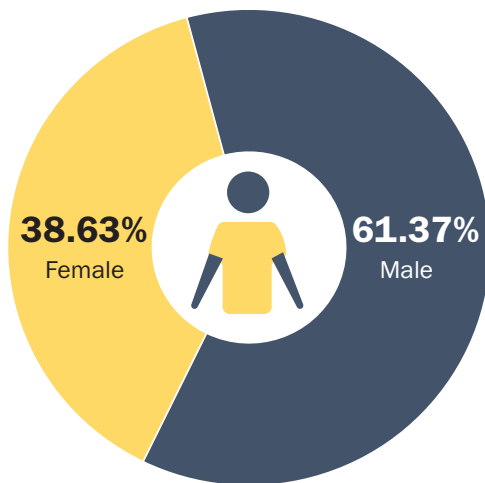


TOTAL: **730**

Female: **311**

Male: **419**

2.10 Separations by Gender (RETIREMENT ONLY)

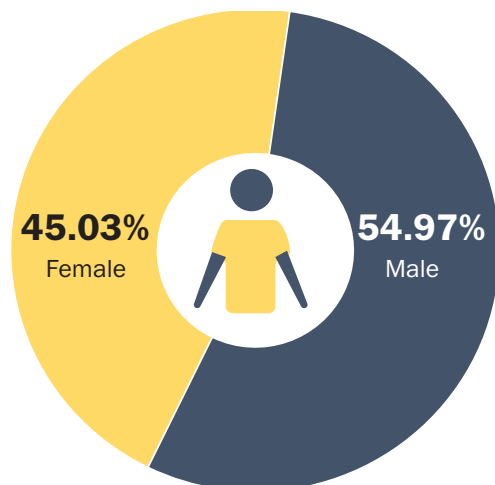


TOTAL: **277**

Female: **107**

Male: **170**

2.11 Separations by Gender (EXCLUDING RETIREMENT)

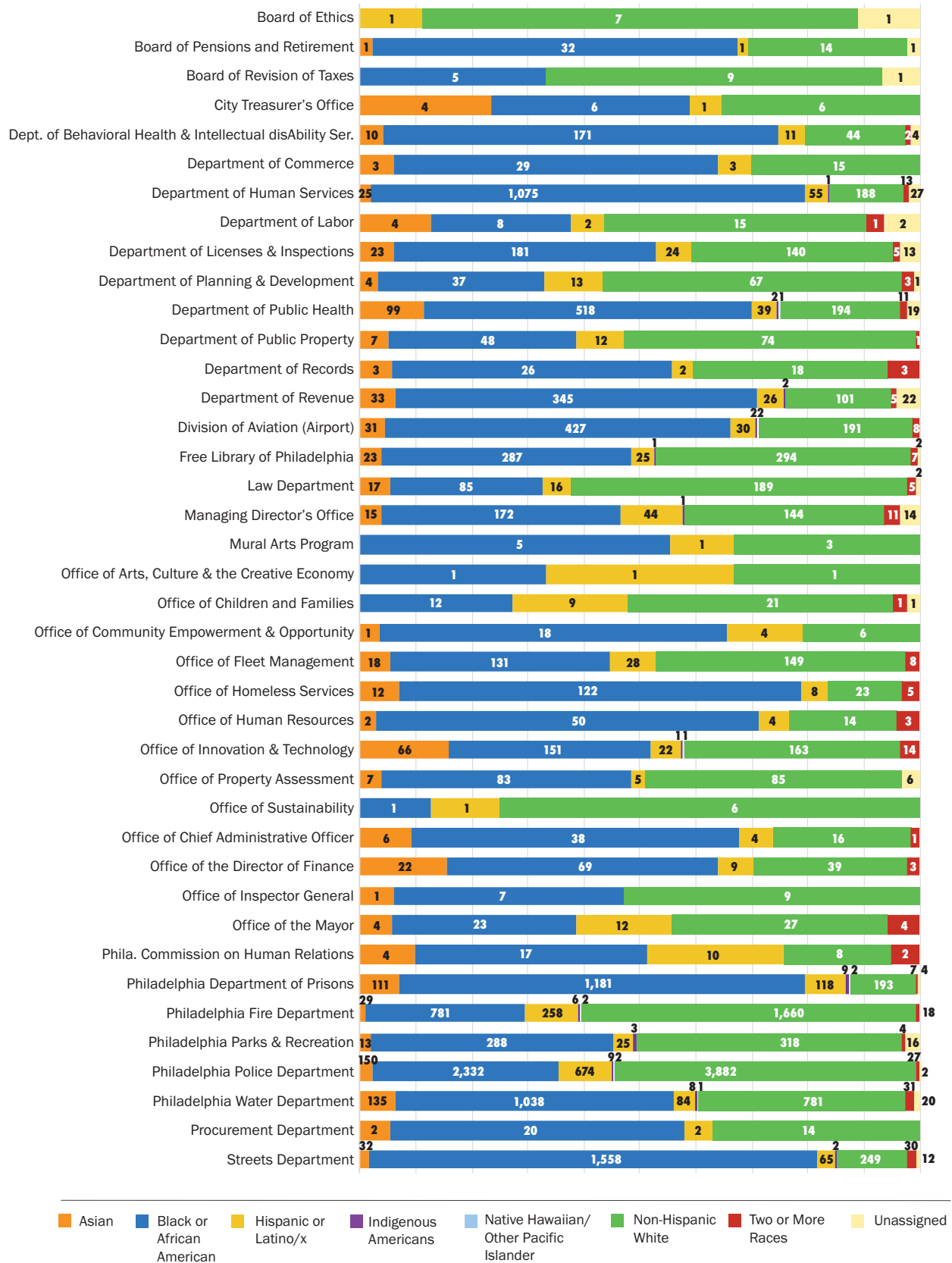


TOTAL: **453**

Female: **204**

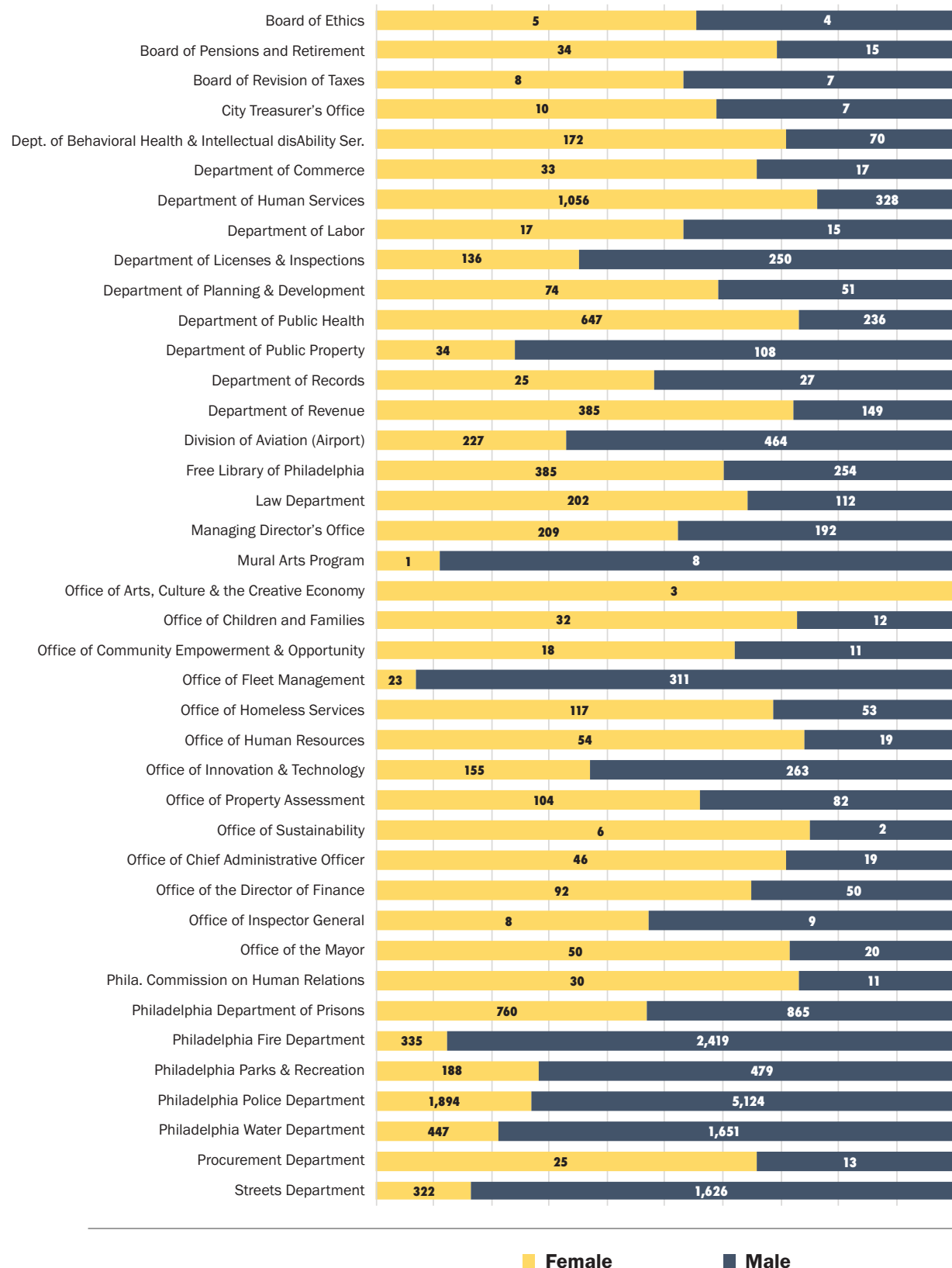
Male: **249**

2.12 Race & Ethnicity by Department or Office



Total Municipal Workforce

2.13 Gender by Department or Office

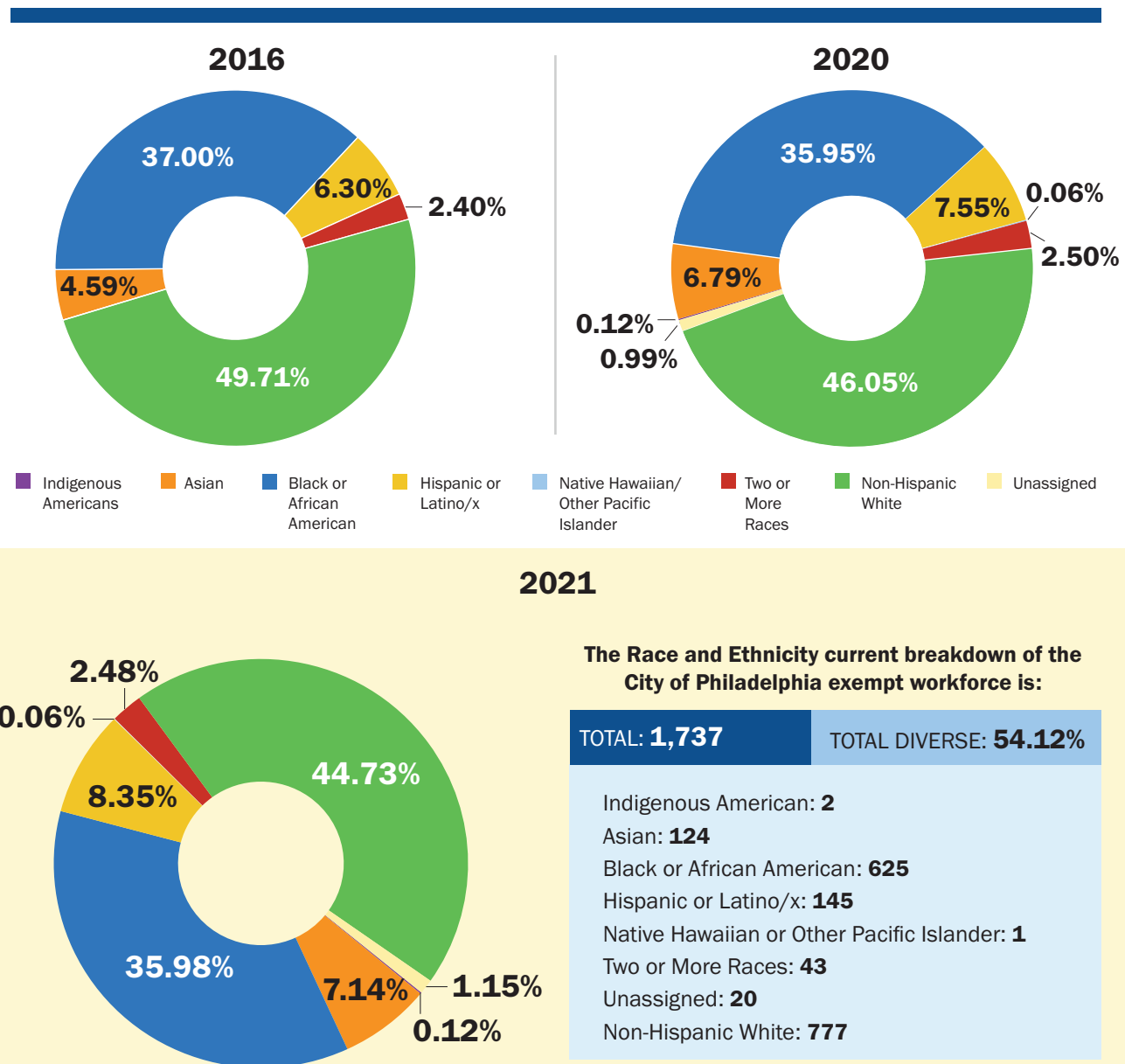


Section III

Exempt Workforce

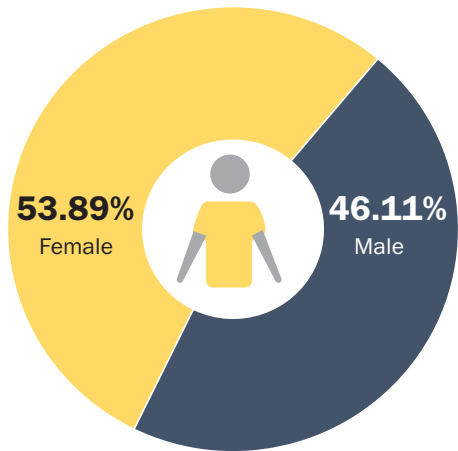
Exempt employees are all employees who are not hired through the civil service examination process. These employees made up 1,737 full-time members, or 7.32 percent of the City's workforce as of June 30, 2021. Since the beginning of the Kenney Administration there has been significant movement within certain diverse communities. The Asian and Hispanic/Latino/x communities have benefited in efforts to build a workforce more reflective of the residents of the City. Because most openings result from either a very limited number of new positions or attrition, these efforts can most appropriately be measured only over a period of time. There is a clear understanding that there are more areas of opportunity as efforts continue to achieve a more diverse municipal workforce for Philadelphia.

3.1 Exempt Workforce by Race and Ethnicity



Exempt Workforce

3.2 Exempt Workforce by Gender

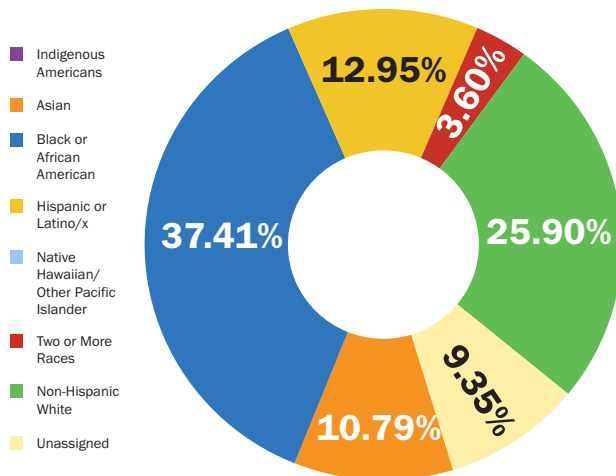


TOTAL: 1,737

Female: 936

Male: 801

3.3 Exempt Hires by Race & Ethnicity



TOTAL: 139

TOTAL DIVERSE: 64.75%

Indigenous American: **0**

Asian: **15**

Black or African American: **52**

Hispanic or Latino/x: **18**

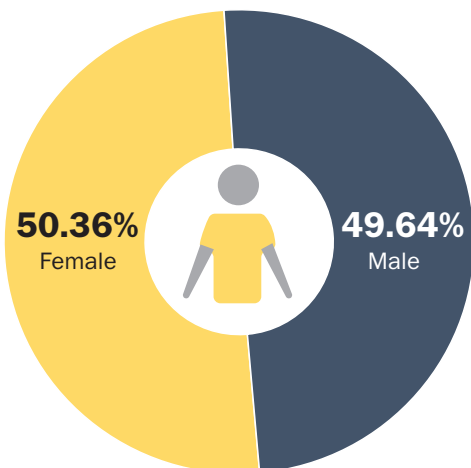
Native Hawaiian or Other Pacific Islander: **0**

Two or More Races: **5**

Unassigned: **13**

Non-Hispanic White: **36**

3.4 Exempt Hires by Gender

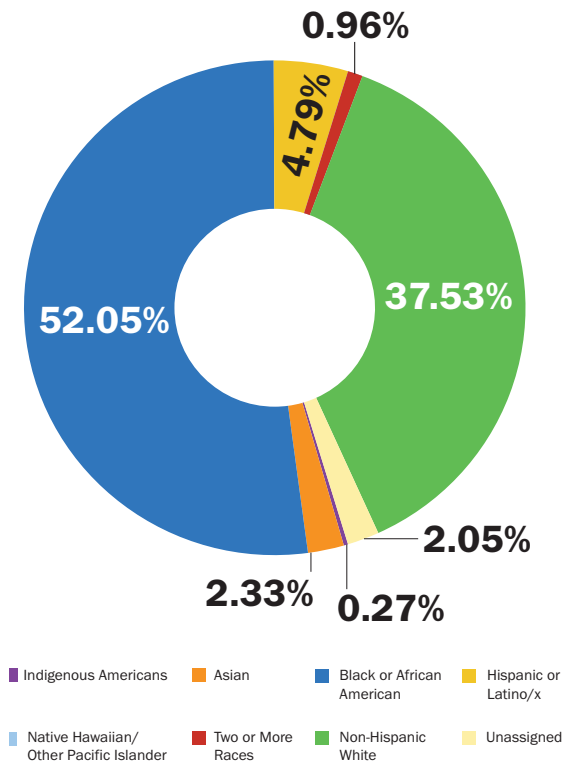


TOTAL: 139

Female: 70

Male: 69

3.5 Exempt Separations by Race & Ethnicity

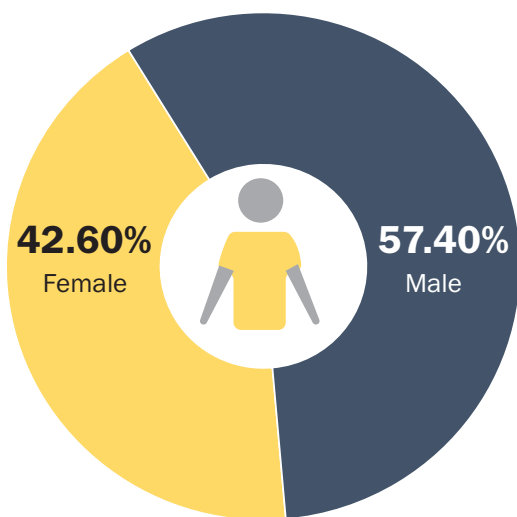


TOTAL: **730**

TOTAL DIVERSE: **60.42%**

Indigenous American: **2**
 Asian: **17**
 Black or African American: **380**
 Hispanic or Latino/x: **35**
 Native Hawaiian or Other Pacific Islander: **0**
 Two or More Races: **7**
 Unassigned: **15**
 Non-Hispanic White: **274**

3.6 Exempt Separations by Gender

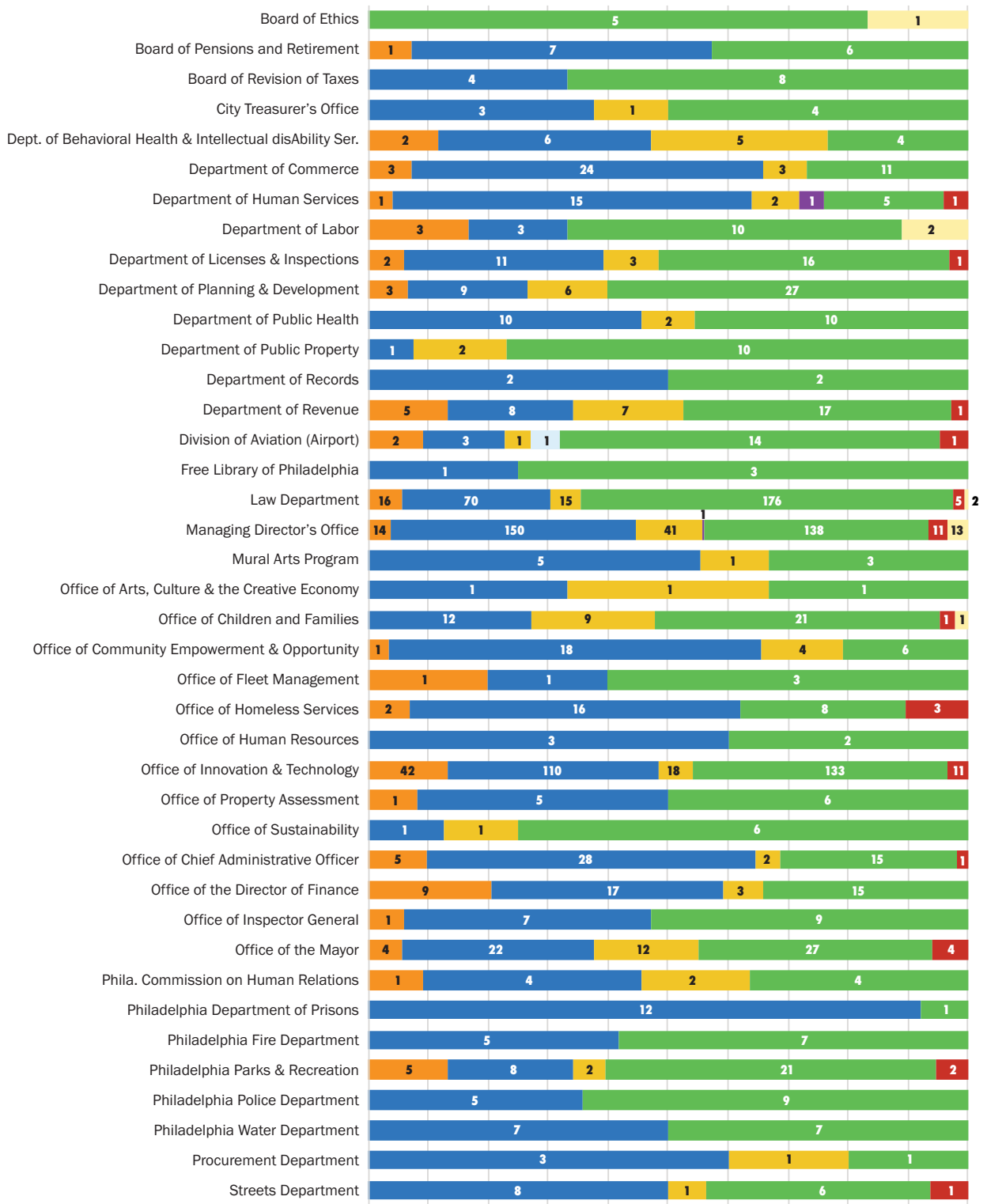


TOTAL: **730**

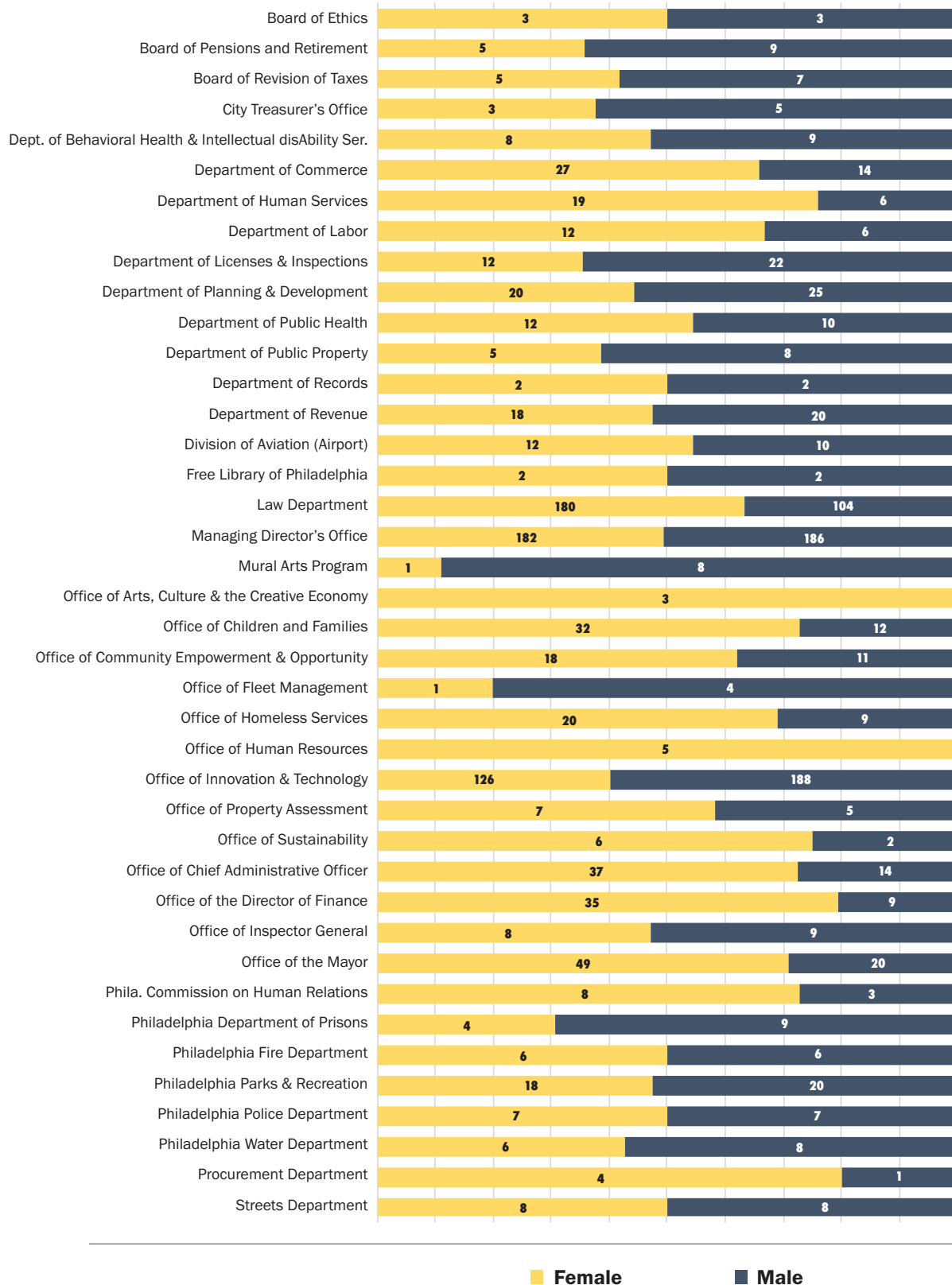
Female: **311**

Male: **419**

3.7 Exempt Employees by Race & Ethnicity by Department or Office



3.8 Exempt Employees by Gender by Department or Office

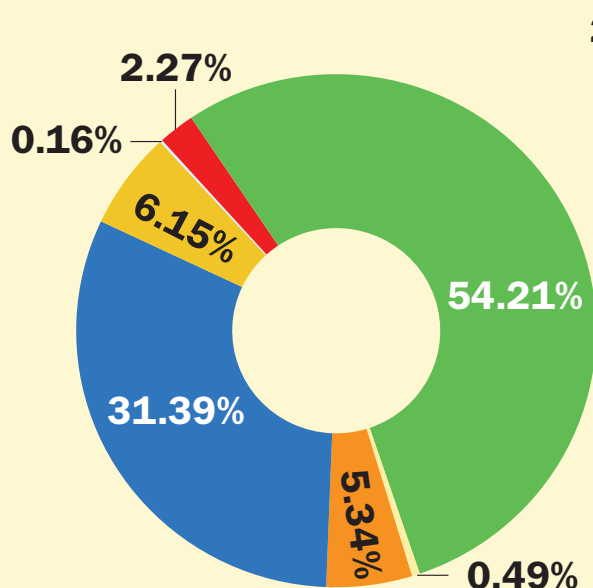
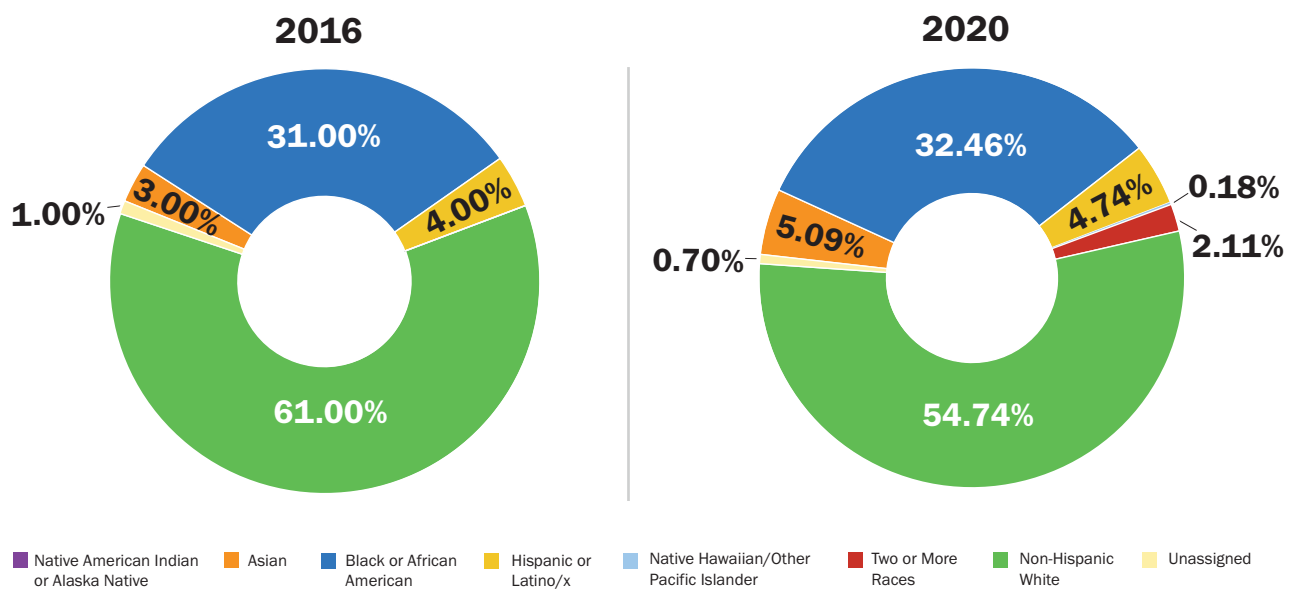


Section IV

Executive Exempt Workforce

The Executive Exempt Workforce consists of those exempt employees who earn a salary of \$90,000 or more a year. The Office of Diversity, Equity and Inclusion has identified \$90,000 and above as the compensation 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. Since the beginning of the Kenney Administration growth from diverse communities within the Executive Exempt Workforce has increased from 38 percent to 45.30 percent, an increase of 7.30 percent.

4.1 Executive Exempt Workforce Over Time



The Race and Ethnicity current breakdown of the City of Philadelphia executive exempt workforce is:

TOTAL: 618

TOTAL DIVERSE: 45.30%

Indigenous American: **0**

Asian: **33**

Black or African American: **194**

Hispanic or Latino/x: **38**

Native Hawaiian or Other Pacific Islander: **1**

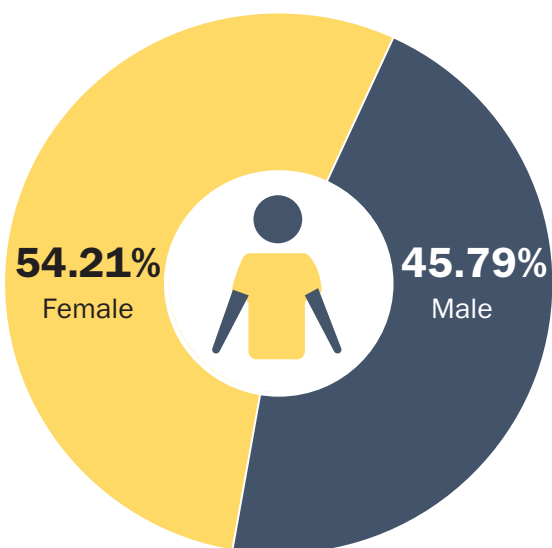
Two or More Races: **14**

Unassigned: **3**

Non-Hispanic White: **335**



4.2 Executive Exempt Workforce by Gender

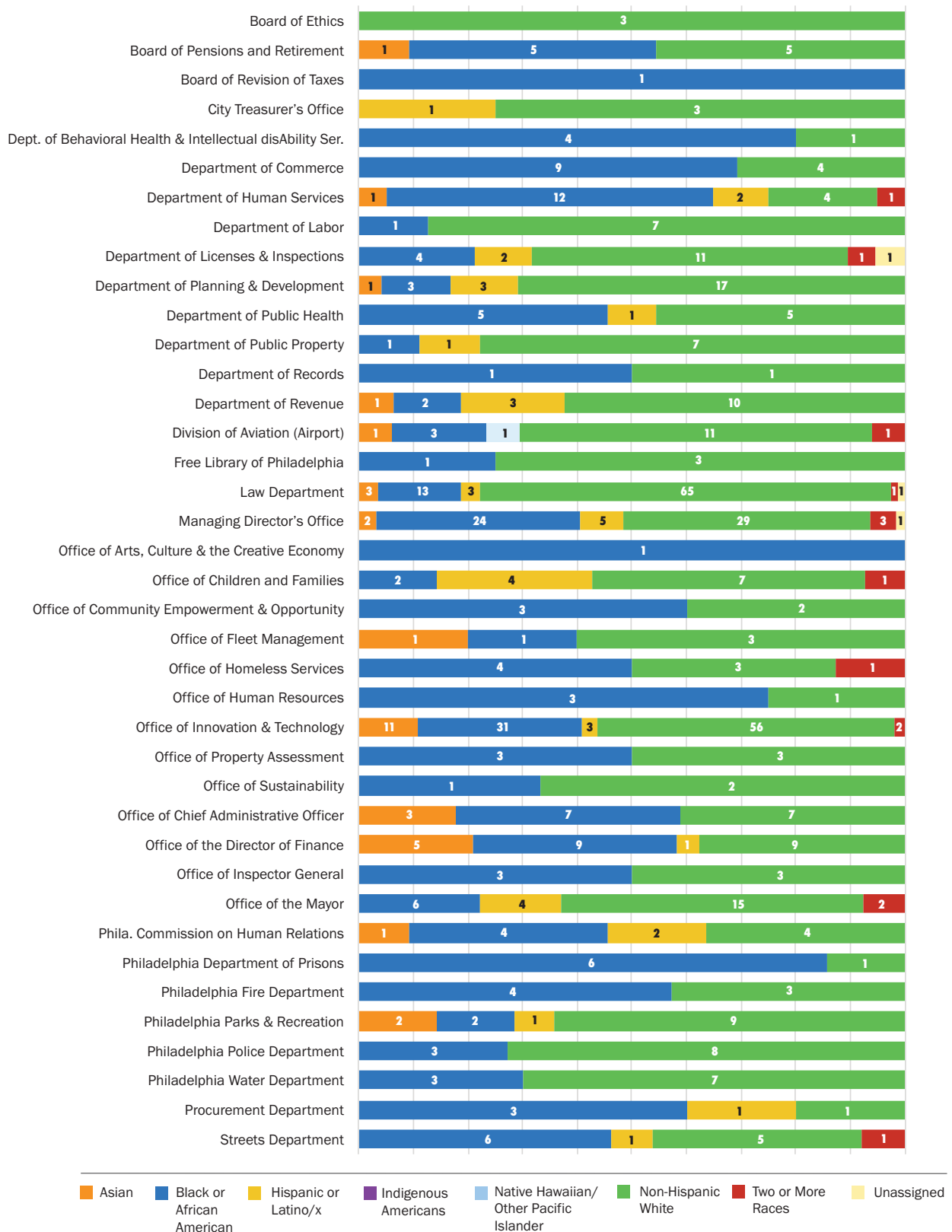


TOTAL: 618

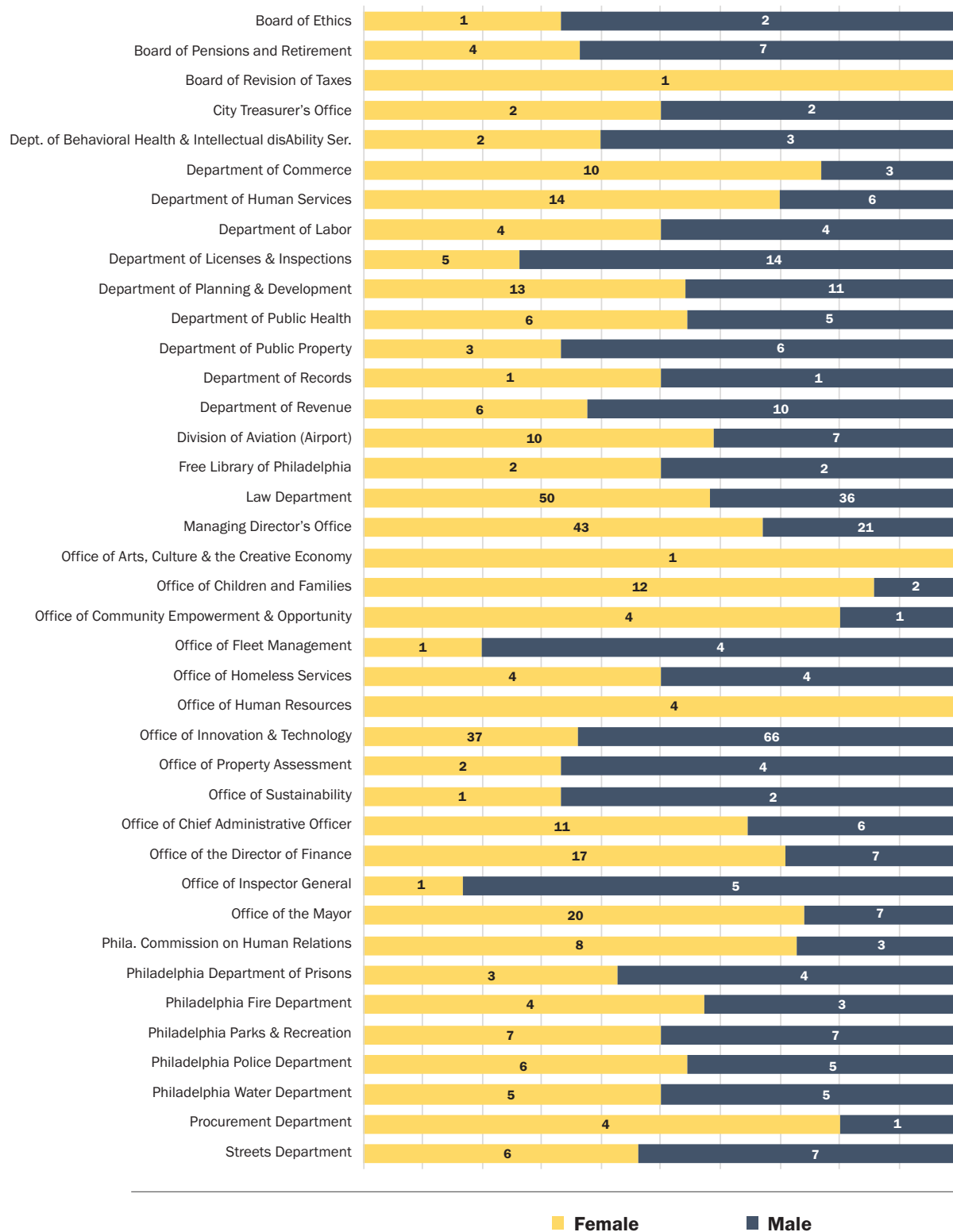
Female: 335

Male: 283

4.3 Executive Exempt Employees by Race & Ethnicity by Department or Office



4.4 Executive Exempt Employees by Gender by Department or Office

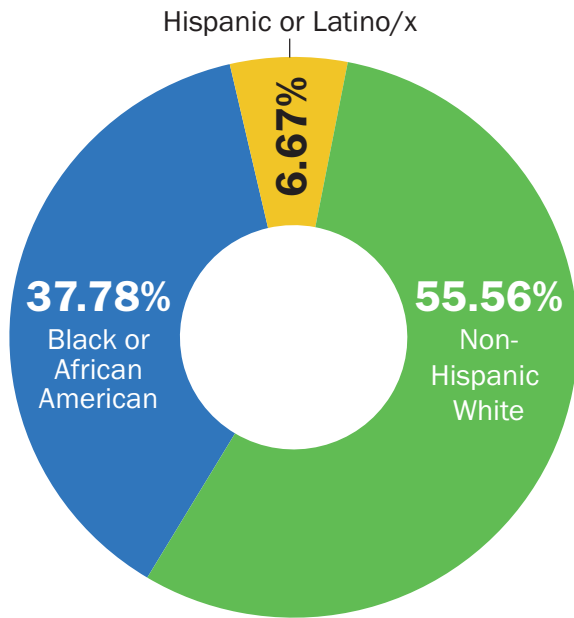


Section V

Senior Leadership

The Office of Diversity, Equity and Inclusion has defined Senior Leadership as Department Heads, Commissioners, Deputy Managing Directors and Cabinet Members.

5.1 Senior Leadership by Race & Ethnicity



TOTAL: **45**

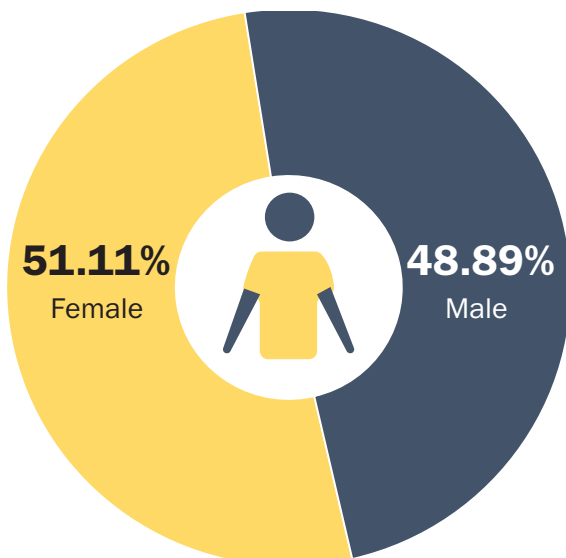
TOTAL DIVERSE: **44.44%**

Black or African American: **17**

Hispanic or Latino/x: **3**

Non-Hispanic White: **25**

5.2 Senior Leadership by Gender



TOTAL: **45**

Female: **23**

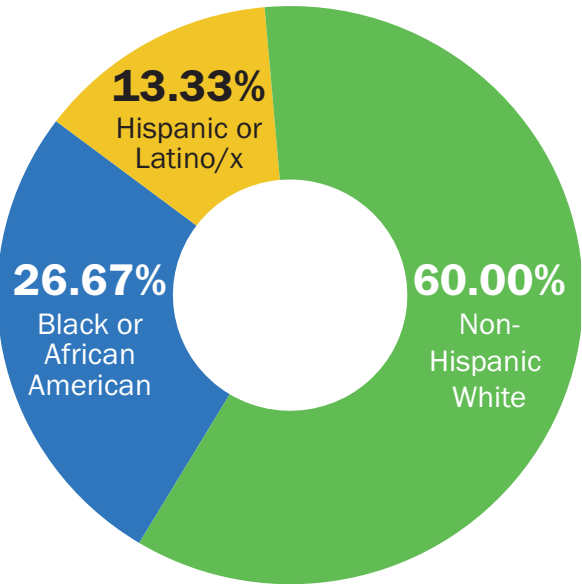
Male: **22**

Section VI

Cabinet

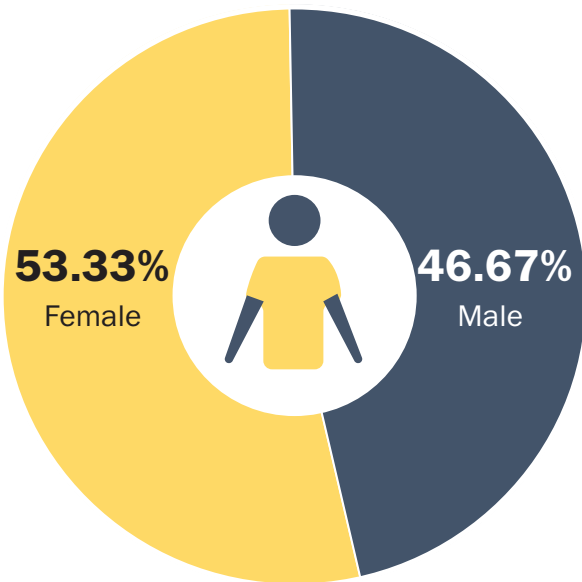
The Mayor’s Cabinet consist of top leaders in the executive branch that help shape policy and operations and carry out the Administration’s priorities through the departments they oversee.

6.1 Cabinet by Race & Ethnicity



TOTAL: 15	TOTAL DIVERSE: 40.0%
Black or African American: 4	
Hispanic or Latino/x: 2	
Non-Hispanic White: 9	

6.2 Cabinet by Gender



TOTAL: 15	
Female: 8	Male: 7



Office of Human Resources

Michael Zaccagni, Director Office of Human Resources

The Office of Human Resources (OHR) is responsible for attracting and retaining a diverse quality workforce to support all city departments and services. Understanding that employees are the most important resources the City has, we strive to develop, implement, and manage a wide variety of programs and initiatives that focus on a comprehensive array of services in support of our employees and departments. Key aspects include managing the recruitment and selection of all civil service appointments, providing comprehensive employee benefits for all employees in the city administered plan, driving HR Strategy across city agencies, and assuring that all transactions are completed timely and accurately. We would like to highlight the progress we have made in two areas, recruitment and selection and employee benefits.

Benefits

Over the past years we initially began to develop the health equity strategy as a way to influence the City Administered Health Plan (CAP) space in small ways. As we began to understand the power

of self-identity through communication, the annual Benefits Enrollment Guide was branded as one of the channels of inclusion through the use of photographs representative of our employee population. Further acknowledging the social determinates of health equity and the relationship between knowledge and self-care, a Lunch and Learns series has been established focused upon topics related to managing chronic disease, nutrition, physical, and mental health and providing employees the opportunity to participate in one-on-one coaching with a healthcare professional, the feedback and testimonials we have received are a strong indicator of the success of this program. A key success in this year's contract negotiations was the expansion of paid perental leave to most of our represented workforce.

Over the last two years we have begun to work with the Diversity Officers of our providers, continuing to refresh our health equity strategy to influence health literacy and better health outcomes for employees.

Recruitment & Selection

A key focus of the office is to improve the quality and diversity of our applicant pool. Over the last several years we have worked on specific project areas that focused on key individual positions such as Recreation Leaders Trainee and Librarian. OHR has collaborated with Parks and Recreation to revise the Civil Service exam assessment process and also assist them in increasing diversity of their Recreation Leaders. We have made similar changes to drive diverse hiring for librarians. Though there have been successes, there is still much to do.

Understanding we cannot do this one position at a time; we have developed processes and strategies to impact diversity over a broad spectrum.

- Engage with operating departments for biannual workforce planning, with many having more frequent connections. This is an intensive process that reviews current and projected staffing needs.
- Continue to expand our use of data to help inform decision making and overall recruitment and selection strategies focusing on priority classes within the civil service system.
- Evaluate changes in job specifications to eliminate barriers with a focus on creating greater opportunities for qualified candidates of all communities.
- Development of alternative career tracks to open opportunities and reexamine selection instruments to reduce any adverse impact on diverse communities.

Revisions were made to over 120 classes in FY21 and FY22, 20 classes (17 percent) of which to allow for equivalent combinations of qualifying education and experience to capture a more diverse candidate pool. We also continuously review and expand in-position promotion to eliminate any testing barriers and allow for promotion of our employees with satisfactory performance. In FY 22 alone we added 8 class series.

A key tool used more effectively over the last 18 months was virtual testing. Though we recognized that a digital divide still exists within the city, we have seen the use of online tests as an option for many candidates who find it difficult to take time away from work or family commitments to participate in civil service assessments or travel to Center City to complete in an examination.

Finally, the passage of a ballot question on the most restrictive aspects of the city's civil service system, the Rule of Two, which allows for hiring managers to interview just two candidates for any open position. The removal of this barrier will allow for greater flexibility in our selection processes and improved opportunities for qualified candidates of underrepresented communities.

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 hiring selection process**



Mayor's Office for People with Disabilities

Amy Nieves, Executive Director MOPD

The Mayor's Office for People with Disabilities aims to ensure equity, inclusion, and opportunity for residents with disabilities throughout our community. The Mayor's Office for People with Disabilities houses the Mayor's Commission on People with Disabilities and the Office of ADA Compliance. Both offices work to make Philadelphia a better place for people with disabilities.

The Mayor's Commission on People with Disabilities advocates for policies, programs, and systemic changes that maximize independence and community integration for Philadelphians with disabilities. The Office of ADA Compliance writes policies and procedures and develops resources to ensure equal access to City-provided services, programs, and activities for people with disabilities.

Making virtual meetings more accessible

In May 2021, the Office welcomed a new Executive Director, Amy Nieves. Amy oversees the Mayor's Commission on People with Disabilities, Office of ADA Compliance, and constituent services. Through her leadership, the office recently launched an internal initiative, "Click the 3 Dots." All City employees now have Closed Captioning available to them in Microsoft Teams.

This initiative aims to make all virtual meetings inclusive by providing education regarding accessibility and encouraging the use of Closed Captioning on virtual platforms like Microsoft Teams.

More information is [available online here.](#)

72 locations around the City
are currently undergoing their accessibility updates.

COVID-19 Response, Resources and Recovery

The Mayor's Office for People with Disabilities has been actively engaged with the Administration, Philadelphia Department of Public Health and with community partners to ensure that residents with disabilities and their caregivers are informed, considered and provided support to ensure equity around testing, vaccinations, masking mandates and ensuring that accessibility and inclusion continue to be prioritized. The office has been co-hosting with the Department of Public Health regular community engagements to ensure that the ongoing and evolving needs of the disability community are considered and met as we create pathways to recovery.

Updates on the City's ADA Transition Plan

The City's [ADA Transition Plan](#) is now in the implementation stage which comes around the 31st anniversary of the Americans with Disabilities Act (ADA). For Fiscal Years 2021 and 2022, a total of 72 locations are currently undergoing their needed updates around accessibility. Remaining projects will be addressed in Fiscal Years 2023-2025. As the City continues to improve accessibility in Philadelphia, progress is being tracked with Geographic Information System (GIS) software. City departments and residents will continue to be engaged around the plan going forward through the Office of ADA Compliance.

Together, the Mayor's Office for People with Disabilities ensures that Philadelphians with disabilities are included in all facets of the community. We encourage residents and community partners to connect with the Office today. Sign up for our electronic mailing list and e-newsletter by [completing this form](#) or by calling the office at 215-686-2798.



Office of LGBT Affairs

Celena Morrison, Executive Director Office LGBT Affairs

Inclusive Workplace Culture

An inclusive workplace is a work environment that makes every employee feel valued while also acknowledging their differences and how these differences contribute to the workplace culture and outcomes.

What being inclusive means and how it comes to life can vary widely from one department to the next. An inclusive culture certainly includes a commitment to workplace diversity, but inclusion must be understood as very different from diversity. It has become common for diversity initiatives to be called 'diversity and inclusion,' but these terms are not interchangeable. Simply having a wide roster of demographic characteristics won't make a difference to our workplace unless the people who fall into any one demographic feel welcomed. Inclusion refers to a cultural and environmental feeling of belonging.

However, the best-intended strategies and policies do not always result in meaningful inclusion within the workplace because the culture must be in alignment with the policies. Our DEI strategy and policy efforts will be unsustainable if our work culture does not evolve to be more inclusive. While diversity does not guarantee workplace outperformance, diversity and inclusion does.

There are four very important characteristics of an inclusive workplace. Inclusive work settings are workplaces where:

- all employees feel respected.
- all employees experience a sense of belonging.
- all employees are empowered to contribute to work processes.
- all employees have a fair chance of progressing their careers.

When these characteristics are present, employees are willing and able to share their diverse ideas, perspectives, experiences and bring their whole self to work and we can benefit from their differences.

Despite our moves toward diversity and inclusion, we know that we still have quite a significant way to go. Creating an inclusive work culture is not a final point; it is an ongoing process. Understanding the four factors of inclusion is critical to our successful diversity and inclusion initiatives. All diversity and inclusion efforts aimed at our LGBTQ+ employees must acknowledge our multiple personal attributes in addition to sexual orientation and gender identity.

The Office of LGBT Affairs is dedicated to creating an inclusive space for all City employees and extending this culture of inclusion into our communities. We recognize and respect that some employees' gender identity may not fall within the historical binary options of strictly male or female.

Without the ability to capture how City employees identify beyond the scope of traditional gender and sexuality descriptors (in the same way that we may collect racial or other demographic data), we cannot determine if the City is meeting its commitment of creating a workforce that looks like the city. So, to truly enact this change, we must start with who we are as a city and the intersections of lived experiences within our workplace.

As part of the Office's commitment to help build a workforce that better reflects and serves the city's residents, the Office is working collaboratively to implement several initiatives—including updating the Employee Self-Identification Census in OnePhilly

to provide expanded sexual orientation and gender identity (SO/GI) options, allowing employees to voluntarily report their sexual orientation and gender identity in OnePhilly. This addition has many benefits for our employees and organization.

Employees can access One Philly and select COP HR Employer Self-Service, and then click on the Employee Self-Identification Census ("ESIC") link, to voluntarily self-select their sexual orientation and gender identity using the expanded SO/GI options. In addition to expanded options, employees also have the option to select "Choose not to disclose" or "Don't know/questioning." Please refer to the [One Philly ESIC User Guide](#) for specific steps on how to complete the Census. This data will be stored in OnePhilly and will only be available to our authorized senior human resources personnel. Employee personal information and identities will be kept confidential.

Collecting this data enables the city to better determine the representation of LGBTQ+ employees in our workforce and cultivate a more inclusive workplace. The Office of LGBT Affairs looks forward to supporting the implementation of these and more purposeful actions over the next few months that will advance a strong equitable impact within City government.

The Office of LGBT Affairs is dedicated to creating an inclusive space for all City employees and extending this **culture of inclusion into our communities.**

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