



Office of  
**Diversity, Equity and Inclusion**  
CITY OF PHILADELPHIA

## Diversity, Equity, and Inclusion Plan

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# FY 2023

Department Name:



**MANAGING DIRECTOR'S OFFICE**

Unit Name:



**CLIP**

## DOCUMENT IDENTIFICATION

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## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **MANAGING DIRECTOR'S OFFICE**

Name of Business Unit:

 **CLIP**

Point of Contact Name:

 **SUZANNE BURKE**

Point of Contact Title:

 **DIRECTOR OF ADMINISTRATION AND  
MANAGEMENT**

# GOAL 1

## SUSTAINABLE DEPARTMENT INFRASTRUCTURE

The Mayor's Office of Diversity, Equity and Inclusion provided City Departments with a DEI Plan template that included a list of recommended strategies and performance measures that would allow departments to fulfill and measure the performance of each citywide DEI objective. In their DEI plans, departments identified which of the Citywide DEI strategies and performance measures they are using or plan to adopt during the current fiscal year. Departments also identified their own strategies for achieving each Citywide DEI objective.

### 1. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates diversity, equity, and inclusion.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Develop a DEI vision and mission statement and communicate it to all employees.
- Identify the role of inclusion in the mission of your department.
- Dedicate staff, existing budget, time to management and coordination of internal DEI strategy
- Integrate DEI principles into all decision-making processes.

#### METRICS AND PERFORMANCE INDICATORS

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- Completed Vision and Mission Statement
  - » Yes
  - » You are one of the over 100 dedicated employees who work in partnership with residents and organizations to carry out the tasks of the Community Life Improvement Program. We strive to be the safest and most efficient, effective operations in City government. At CLIP, our diversity is an integral part of our history, culture, and identity. The more diversity we have, the more unique ideas and perspectives we share. We strive to create an inclusive workplace that represents the communities we serve and empower our diverse workforce.
- Number of staff communications related to DEI objectives
  - » Unsure
- Budget and resource allocation for DEI objectives
  - » N/A

- » Need to define resources and budget to further DEI strategy and communication to department.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

## 2. CITYWIDE DEI OBJECTIVES

Transform the executive leadership capacity to shift DEI practices, processes, and power dynamics that influence impact.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- DEI coaching for executive or senior departmental leadership to develop leadership behaviors that promote inclusiveness, every three years, at a minimum.
- Quarterly collaboration and communication with the Mayor's Office of Diversity, Equity and Inclusion.

### METRICS AND PERFORMANCE INDICATORS

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- Number and types of coaching provided to leadership
  - » 6
  - » A Team Racial Equity Training for the Director; Senior/Executive Leadership training being planned
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
  - » Quarterly

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

# GOAL 2

## WORKFORCE EQUITY & WORKPLACE INCLUSION

### 1. CITYWIDE DEI OBJECTIVES

Build and retain a workforce that better reflects and serves the residents of Philadelphia - across all functions and leadership levels - inclusive of race, ethnicity, religion, disability, age, gender, gender identify and sexual orientation.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Build and sustain a diverse and inclusive leadership team.
- Complete the annual Exempt Workforce Planning Document and track the anticipated hiring and vacancies in the departmental workforce for the next fiscal year, including hiring opportunities in the exempt workforce as required by EO 1-20.
- For each position, develop and implement a plan for recruitment from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.
- Ensure advertising reaches diverse communities where a wide variety of candidates are more likely to look for job postings.
- Identify positions and categories of diversity (race, gender, identity, etc.) where department has achieved progress in hiring diverse, qualified candidates.
- Ensure job requirements and classifications are evaluated for bias and eliminate barriers to recruitment - such as unnecessary education requirements and experience.
- Create a diverse hiring panel (of gender, age, race/ethnicity) to assist with assessing candidates at all levels of the hiring process (resume review, interviews, etc.). This key step in the process better ensures that equity will be built into the process and mitigates the impact of implicit biases.

#### METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
  - » Yes
  - » Multi-level diverse panel for all recruitment activities including sourcing, screening, interviews and decisions.
- Diverse hiring panel attestations
  - » Yes

# GOAL 2

- » Hiring panel include management from various ages, genders, ethnicities and races.
- Exempt workforce metrics
  - » Yes
  - » As of June 2022, 74.53% of CLIP employees were minorities (including women).
- Diversity of executive leadership team
  - » Yes

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » CLIP sources candidates from employee referrals, PWI, City Council, community groups, returning citizens, the Managing Director's office and the Same Day Pay initiative. Newly hired employees are matched and mentored by more senior level employees. Job Descriptions are reviewed and assessed for accuracy and completeness to ensure the fullest possible recruitment of diverse candidates.
- » CLIP has no civil service positions.
- » All levels at CLIP have achieved progress in hiring diverse and qualified Candidates.
- » Job descriptions and requirements are evaluated for accuracy, bias and completeness by a diverse team of supervisory employees.
- » As stated above, this is done and has been CLIP's procedure since inception.
- » CLIP currently does assess candidates not only on current concrete skill level and experience, but also what they can bring to the job with mentoring and time on the job.
- » CLIP does act and refer to the handbook and welcomes all partnering with DEI/OHR to create a more inclusive experience and environment.

## 2. CITYWIDE DEI OBJECTIVES

Require and sustain a workplace culture of inclusion that values and promotes respect, belonging and opportunity for all.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Consistent with the strategies set forth under Goal 3 (Impactful Learning and Professional Development), ensure that executive leadership and managers receive training on supporting a diverse, inclusive work environment.
- Identify barriers to inclusive culture through employee assessment or engagement surveys and develop specific strategies to promote inclusiveness.

# GOAL 2

- Discuss the importance of creating an inclusive working culture during staff meetings or other forums.
- Track the number of formal complaints or informal concerns related to Equal Employment Opportunity (“EEO”) or DEI matters, including contacts with the Employee Relations Unit.
- Encourage the creation of internal/departmental City Resource Groups, and formation of department-specific inclusion committees with representation across leadership levels.
- Promote participation in Citywide and internal/departmental City Resource Groups or affinity groups.
- Promote the use of the Employee Self Identification Census in OnePhilly, with which employees can voluntarily self-identify using expanded sexual orientation and gender identity options.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- Involve the department’s management team in the department’s diversity, equity, and inclusion goals.
- Develop a process to identify and address microaggressions or micro-inequities that have occurred within the department.
- Develop a strategy or policy that supports transgender employees who may be transitioning.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

## METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
  - » Yes
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
  - » In progress
  - » Staff meetings are currently held with managers and administrative staff on a weekly basis. Employee handbook training is held on a yearly basis for all employees and individually with newly hired employees. Small group staff meetings are currently being formed to gain insight from employees on ways to improve and promote inclusiveness in our culture. .

# GOAL 2

- Identification of efforts done to create an inclusive environment
  - » In progress
  - » Employees are engaged regularly regarding their work environment. This is a goal that will always be "in progress" for CLIP, because we always want to be in communication with our employees on ways we can improve together and be more effective and efficient.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » CLIP disseminates the information regarding City Resource Groups and will continue to promote these within our department. We will advise CLIP employees of their option to self identify in OnePhilly. We currently have employees with physical and developmental disabilities and we have provided and will continue to provide a welcome and accommodating environment for them as they are valued members of our team. Being aware and intentional with our language is the first step that CLIP is taking to address microaggressions. This subject is discussed candidly at all staff meetings so we can continue to make progress together. All employees, including transgender employees should feel valued and included. CLIP has gender neutral "uniform" policy and refers to employees with their preferred name and pronouns. We fully support and value all employees. We reach out to employees who are having difficulty navigating the distress currently happening in the world and provide counseling services, EAP, rehabilitation stays and maintain an open door policy to assist at all times.

## 3. CITYWIDE DEI OBJECTIVES

Improve the retention of diverse employees.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess opportunities to develop strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.
- Conduct stay interviews with employees who have been with the department for at least 5 years about what keeps them with your team.
- Conduct exit interviews to understand reasons contributing to loss of diverse talent and other DEI issues, with a plan to address and remove barriers.
- In partnership with the Office of Human Resources, communicate employee wellness resources to address stress management, physical fitness, dependent care, selfcare, nutrition, mental health, work-life balance, and financial wellness.



## METRICS AND PERFORMANCE INDICATORS

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- Number of stay interviews
  - » 7
  - » Conversations with diverse employees of different levels, years of service to explore reasons to stay at CLIP.
- Number of exit interviews
  - » 2
  - » Employees left for positions in other City departments for upward mobility/more money
- Results of exit interviews by race/ethnicity, gender, etc.
  - » Yes
  - » Latino Male, African American Female
- Onboarding policy
  - » No
  - » Not a formal policy. Just matching a seasoned employee as a mentor for each new employee and providing feedback to the supervisor and HR.
- Employee satisfaction survey results
  - » In progress

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Continue with current methods to attract a diverse and talented workforce.

## 4. CITYWIDE DEI OBJECTIVES

Improve the promotion of diverse employees.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- N/A

## METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of initiatives and reforms generated in response to assessment of existing policies
  - » Unsure
  - » Reviewing promotional policy
- Number and types of advancement opportunities
  - » 4
  - » Job descriptions are reviewed with supervisors with diverse backgrounds
- Mid-management strategy
  - » Yes
  - » Mentoring of new and seasoned employees is continuous so we can continue to increase promotional opportunities for diverse candidates in our workforce.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

# GOAL 3

## IMPACTFUL LEARNING & DEVELOPMENT

### 1. CITYWIDE DEI OBJECTIVES

Deepen staff capacity and develop a culture of learning to embed diversity, equity, and inclusion strategies in everyday work.

#### KEY STRATEGIES

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- » N/A

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of trainings
  - » Unsure
  - » Investigating training opportunities for managers and supervisors.
- Number of staff participating in training and DEI initiatives
  - » >50% of staff
  - » Investigating opportunities for professional development and mentorship. Informal mentorship is currently happening at all levels for both new and seasoned employees.
- Number and types of DEI specific staff communications
  - » 2
  - » Implicit bias training has not happened yet at the management level.
- Employee inclusion surveys
  - » Unsure
- Number and types of initiatives and reforms generated in response to trainings, surveys
  - » Unsure

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

### 1. CITYWIDE DEI OBJECTIVES

Develop a departmental budget that centers and accelerates racially equitable impact, diversity, and inclusion.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- N/A

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Allocation of resources to equity, recruitment, and training initiatives
  - » Yes
  - » Evaluating how to allocate resources and budget to meet equity goals.
- Number and types of inclusion and anti-racist workplace initiatives
  - » Unsure
  - » In progress
- Number and types of community engagement events used to inform budget priorities
  - » 30
  - » CLIP participates in many community engagement events throughout the year. These are all over the City and staffed by a diverse and talented group of CLIP employees.
- Records of attendance/outreach at events used to inform budget priorities
  - » Yes
  - » Attendance of CLIP employees and community members at community events are being compiled to gain complete and accurate metrics.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
  - » Unsure
  - » In progress

# GOAL 4

## BUDGET EQUITY

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Budget process will be evaluated to include programs to identify and improve racial equity. Budget funds could also be allocated to develop professional development opportunities for employees and to increase community engagement events. Currently, no budget is assigned to this - CLIP just does it. We infuse our DEI goals into everything w do and have done this since we started 26 years ago.

### 1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

#### KEY STRATEGIES

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- » N/A

#### METRICS AND PERFORMANCE INDICATORS

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- Submission of completed, approved Compliance Plan
  - » N/A
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
  - » N/A

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Not applicable since we do not contract with outside companies directly.

# GOAL 6

## EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

### 1. CITYWIDE DEI OBJECTIVES

Ensure fairness and equitable services, resources, and opportunities so that all Philadelphia residents reach their full potential.

#### KEY STRATEGIES

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- N/A

#### METRICS AND PERFORMANCE INDICATORS

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- Number and types of engagement with community organizations
  - » 30
  - » CLIP is continuously involved with community non-profit groups. We are committed to engaging with the community.
- Community survey results
  - » Yes
  - » In progress

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

### 2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

#### KEY STRATEGIES

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## METRICS AND PERFORMANCE INDICATORS

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- Community/customer satisfaction survey results
  - » Yes
  - » Satisfaction survey data will be compiled for review.
- Number, types, and location of outreach events
  - » 30
  - » Community engagement and event representation by CLIP happens continuously throughout the year and City. Events are being compiled with pertinent information regarding location and purpose.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

## 3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- N/A

## METRICS AND PERFORMANCE INDICATORS

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- Identification and progress of department strategies identified to create more racially equitable outcomes
  - » In progress



- » Approximately 33% of CLIP employees are returning citizens. Candidates are also given opportunities for employment for pinpoint areas in the City, through the Same Day Pay Program, PWI initiative and Project Home.

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

## 4. CITYWIDE DEI OBJECTIVES

Full integration of people with disabilities in all aspects of community life.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- » N/A

### METRICS AND PERFORMANCE INDICATORS

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- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
  - » 0
- Department compliance with Mayor's Office for People with Disabilities guidance
  - » Unsure
- Number and types of inquiries and grievances handled by ADA liaison
  - » 0
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » 0

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Tracking is not yet in place

## 5. CITYWIDE DEI OBJECTIVES

Ensure meaningful language access for Limited English Proficient residents in Philadelphia.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- » N/A

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Maintenance of Language Access Plan
  - » Yes
  - » CLIP does utilize the Language Access Plan
- Number and types of requests for language access assistance
  - » Unsure
  - » CLIP will start tracking frequency and type
- Outcome of requests for language access assistance
  - » In progress
  - » All requests for language access assistance are successful

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

# GOAL 7

## RACIAL EQUITY ACTION PLAN PROGRESS

### 1. CITYWIDE DEI OBJECTIVES

Implement and strengthen the department's Racial Equity Action Plan

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- » N/A

#### METRICS AND PERFORMANCE INDICATORS

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- Racial Equity Action Plan implementation progress
  - » In progress
  - » Racial Equity Plan is a work in progress. CLIP will continue to track data to provide more specific metrics and outcomes
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
  - » In progress
  - » CLIP priorities include training for staff on racial equity and implicit bias; plan for allocation of resources and budget to promote racial equity and provide opportunities for diverse internal candidates and employees. Identify promotional opportunities

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

### 2. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates sustained redress of racial disparities internally

#### KEY STRATEGIES

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# GOAL 7

» N/A

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Reduction and/or elimination of disparities and differential outcomes by race
  - » Unsure
  - » This will be discussed with the Director to determine a plan to address these issues.

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

» N/A