



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

# Diversity, Equity, and Inclusion Plan

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# FY 2023

Department Name:

 **COMMERCE**

Unit Name:



## DOCUMENT IDENTIFICATION

Document Status:

 **COMPLETED**

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 **6/30/2022**

## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **COMMERCE**

Name of Business Unit:



Point of Contact Name:

 **HELOISE JETTISON, JD**

Point of Contact Title:

 **DEPUTY DIRECTOR, CHIEF OF STAFF**

# 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.

- Identify the role of inclusion in the mission of your department.
- Integrate DEI principles into all decision-making processes.

#### 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.

- Completed Vision and Mission Statement
  - » Yes
  - » Commerce Mission Statement- "The Department of Commerce is the economic catalyst for the City of Philadelphia helping all businesses thrive. Commerce creates equitable wealth building opportunities through strategic investments and ecosystem partnerships to grow quality jobs, build capacity in under-resourced communities, and make it easier to operate a successful business in Philadelphia"
- Number of staff communications related to DEI objectives
  - » 4
- Budget and resource allocation for DEI objectives
  - » Our Racial Equity Working Group is comprised of 12 current staff; currently no specific budget allocated; core team and all staff are provided time to participate in any activities, operational processes and meetings for this work.

#### ADDITIONAL STRATEGIES

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

- Commerce Department has identified 3 specific practices to start that are in the process of integration into our operating procedures to align and further the City's goals.

## 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

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 coaching provided to leadership
  - » 0
  - » This is in process along with plans to consider consultation to support coaching of leadership staff within the next 3 months.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
  - » N/A
  - » To date Commerce has had no need to resolve any issues utilizing the Office of DEI. The Office of Economic Opportunity, led by Deputy Director L. Newsome, will connect with the Office of DEI as needed as it relates to equity and inclusion issues; none to date.

### 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.
- 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

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.

- List of recruitment efforts and recruitment opportunities
  - » Yes
  - » As of this date, the Deputy and Senior Director roles, where vacant, are being filled through an internal promotion process to ensure equity and inclusion. All opportunities are posted internally to the whole department and general candidate application processes included; a diverse review/interview panel is developed across Deputies and Senior Directors as applicable.
- Diverse hiring panel attestations
  - » Unsure
- Exempt workforce metrics
  - » For staff hired in 2022, an analysis of the candidate pool will need to be acquired from SMART Recruiter posting results and other available data.
- Diversity of executive leadership team
  - » The executive leadership team for Deputies, and Senior Directors link to organization chart

## ADDITIONAL STRATEGIES

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

- » The leadership team and the Operations-Culture and HR unit are committed to providing open opportunities and recruitment efforts to encourage a diverse set of applications to source from. Smart Recruiters and external recruiting sources are always utilized for Commerce exempt position hiring efforts.

## 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.

- 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.

- Compliance with DEI workforce plan and progress toward goals identified in plan
  - » Yes
  - » Commerce Racial Equity Coordinating team meet bi-weekly to ensure the department is moving on its strategies and the city's focus and our goals.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
  - » In progress
  - » Hiring process is being continuously assessed and has been streamlined with direction and support from the Operations team and HR consultation with OHR.
- Identification of efforts done to create an inclusive environment
  - » Started
  - » The internal Racial Equity team is working on a calendar of activities to celebrate cultures and events that are diverse and representative of our staff and the city's population.

## 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

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 identified coordinated exit interviews in-house 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

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 of stay interviews
  - » N/A
- Number of exit interviews
  - » N/A
- Results of exit interviews by race/ethnicity, gender, etc.
  - » N/A
- Onboarding policy
  - » N/A
- Employee satisfaction survey results
  - » N/A

### ADDITIONAL STRATEGIES

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

- » Develop and memorialize the process and practice of starting all economic development program design with equity first in all steps of the design process

## 2. 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.

- Assess existing promotion strategies to increase opportunities for diverse persons.
- In collaboration with the Office of Human Resources, evaluate job design and classification for bias within the exempt workforce.
- In partnership with the Office of Human Resources, ensure that managers and supervisors identify strategies to assist diverse employees to become qualified for progression into mid-management positions.

### 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
  - » N/A
- Number and types of advancement opportunities
  - » N/A
- Mid-management strategy
  - » N/A

### 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

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 trainings
  - » 0
  - » Internal Working Group is looking into developing a calendar of trainings and topics to share at All Staff Meetings and in individual units on management of teams, inclusive practices and respecting cultures.
- Number of staff participating in training and DEI initiatives
  - » <50% of staff
- Number and types of DEI specific staff communications
  - » Unsure
- Employee inclusion surveys
  - » No
  - » Internal Working Group will develop and implement a department wide survey on the effectiveness or presence of racial equity and inclusivity demonstrated by leadership.
- Number and types of initiatives and reforms generated in response to trainings, surveys
  - » N/A

#### ADDITIONAL STRATEGIES

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

- » Commerce will integrate the Engagement Committee's activities with cultural awareness and diversity celebrations during the activities planned. Monthly awareness of cultural recognitions will be shared via our internal newsletter, the B.O.A. newsletter, and with educational moments during All Staff Meetings and in department wide emails/ lunch &learns where feasible.

### 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
  - » The Commerce Department regularly engages with community members and stakeholders on program design and implementation. This includes engaging the diverse chambers, minority business owners, non-profit organizations, job seekers, and Commerce staff to allocate resources both internal and external.
- Number and types of inclusion and anti-racist workplace initiatives
  - » 1
  - » A practice of collaborative review and discussion of all programs and initiatives funded is done at the leadership level annually and as funding is applied; discussion on the equity and diversity of the organizations, as well as looking at the diversity of the Boards of larger non-profits that may be seeking funding are important factors in ensuring internal and external disbursement of funds.
- Number and types of community engagement events used to inform budget priorities
  - » N/A.
- Records of attendance/outreach at events used to inform budget priorities
  - » Unsure
  - » Commerce does few events like this; primarily our funded partners (contracted vendors) may do so.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
  - » Yes

# GOAL 4

- » All programs were designed to reduce racial barriers. In addition, the Commerce Department uses its budget to hire a diverse and talented staff, which focuses on serving a diverse community of entrepreneurs, business owners, and opportunity seekers. 70 percent of Commerce's staff is racially diverse. When new positions are available, it is a requirement that the hiring committee is diverse. Program design is informed by principles of diversity, equity, and inclusion. While we support inclusive economic growth across the city, we focus on helping marginalized communities in low to moderate-income neighborhoods.

## 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

Advance economic opportunities for diverse business enterprises.

#### 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.

- Submission of completed, approved Compliance Plan
  - » Yes
  - » An approved Compliance Plan was submitted in March 2022.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
  - » At goal
  - » In process of obtaining data from our OEO division for confirmation for FY22

#### ADDITIONAL STRATEGIES

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

- » N/A

# 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

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 engagement with community organizations
  - » Unsure
  - » Will confirm with Deputies Karen Fegely and Denis Murphy for any further info or explanation for next quarter report
- Community survey results
  - » No
  - » TCB Partners survey as a source; Will confer with Deputy Denis Murphy (OCIBS) if that is a practice (Many Commercial Corridor Management organizations survey businesses on need and access to Commerce resources, there is no explicit equity analysis [currently a lack of capacity for this action])

#### 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

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.

- Community/customer satisfaction survey results
  - » N/A
- Number, types, and location of outreach events
  - » N/A

## 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

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.

- Identification and progress of department strategies identified to create more racially equitable outcomes
  - » N/A

## 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
  - » N/A
- Department compliance with Mayor's Office for People with Disabilities guidance
  - » Yes
- Number and types of inquiries and grievances handled by ADA liaison
  - » N/A
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » N/A

### ADDITIONAL STRATEGIES

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

» N/A

## 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
  - » N/A
- Number and types of requests for language access assistance
  - » N/A
- Outcome of requests for language access assistance
  - » N/A

## 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
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
  - » N/A

#### 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

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 and identify internal racial disparities on an annual basis and as need

## 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
  - » Yes
  - » The Department completed an exercise to support providing merit, retention or equity salary increases. We will continue to do this annually in addition to analyzing our current portfolios per positions to continue to ensure we eradicate any racial disparities.

## ADDITIONAL STRATEGIES

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

- » N/A