



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, and Inclusion Plan

FY 2023

Department Name:



DEPARTMENT OF HUMAN SERVICES

Unit Name:



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Name of Department:

 **DEPARTMENT OF HUMAN SERVICES**

Name of Business Unit:



Point of Contact Name:



Point of Contact Title:



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

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
 - » As part of DHS' mission, it works with families, children, and youth who are often marginalized and adversely affected by socioeconomic and environmental factors. DHS's mission emphasizes the safety and well-being of children and youth regardless of race, ethnicity, gender, gender expression, age, sexual orientation, disability, or religious affiliation. We value and seek to engage parents and young people in customizing family plans and service delivery. Professional staff is also included in this inclusive spirit, as evidenced by interdisciplinary practices and a focus on collaboration throughout the department.
 - » As a city department within the Office of Children and Families, we also align with the Office's overarching DEI mission and vision, which is a workplace that commits to fighting racism within BIPOC communities and other identity-based prejudices. A workplace that strives to acknowledge structural racism in our institutions and

society; and demonstrates a commitment to change from within, standing against bias, intolerance, and discrimination of any kind. A workplace that engages in ongoing learning processes about discriminatory practices within the child welfare system and municipal government; and cultivates welcoming and inclusive work environments; while ensuring our internal and external work and deliverables represent diverse perspectives of the people we serve.

- Number of staff communications related to DEI objectives
 - » On an annual basis, there are over fifty (50) staff communications related to DEI. The methods of communication include the annual All Staff meeting, Monthly "In Case You Missed It" newsletters, monthly Healing Space sessions, Employee of the Month award notifications, weekly announcements during Staff Appreciation Month, and Annual Years of Service Celebration.
- Budget and resource allocation for DEI objectives
 - » Yes
 - » The department's budget and resources for DEI will remain the same in the upcoming fiscal year (\$250,000). We continue to prioritize hiring a full-time Manager for DEI as a budget priority. In addition, the department will continue leveraging all federal, state, and foundational funding toward our commitment to being an anti-racist organization and developing or redesigning policies and practices that align with evidence-based, culturally responsive approaches to promote better outcomes for diverse children and families in Philadelphia.

ADDITIONAL STRATEGIES

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

- We will continue to work with our colleagues at the Center for the Study of Social Policy to refine our vision and mission and to develop core values that are anti racist.

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
 - » 11
 - » During this fiscal year the Department's commitment to being an Anti-Racist Organization will continue to be introduced to the DHS Staff. The CSSP team has joined the executive leadership cabinet to discuss the "journey to becoming an anti racist organization." Over the course of 10 sessions, CSSP and executive leadership explored the Department's service delivery and workforce development policies, practices and outcomes through an anti racist lens.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Quarterly
 - » The meetings serve as a forum to share progress on work occurring within the department and to learn of any available resources within other City departments and/or agencies.

ADDITIONAL STRATEGIES

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

- » Specifically the department is examining the disproportionate number of Philadelphia youth who require removal from their home; the Department in partnership with the University of Pennsylvania, the Center for the Study of Social Policy (CSSP), and Casey Family Programs, to develop a 3 Phase Action Plan using Research and Evidence design interventions focused on eliminating the disproportionate outcome of child removals for African American youth due to allegations of Neglect, Juvenile Justice contact as well as other Socio-Economic Factors. Identified Strategies include: 1) Enhanced Mandated Reporter/ Supporter Training; 2) Development of a Cross Departmental Support Line (alternative to the DHS Hotline); 3) City-Wide Poverty Alleviation Efforts (Economics, Neighborhood Renewal and Investment); 4) Department Policy Assessment Project; 5) the Family First Prevention Services Act (FFPSA) Initiative; and 6) Ongoing Research and Study

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 civil service positions where it is difficult to source diverse candidates and work with the Office of Human Resources to attract applicants from diverse groups.
- 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.
- Create an assessment process that not only includes traditional interviews but other tools. OHR and Human Resources & Talent ("HR&T") can assist in developing the selection process.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

METRICS AND PERFORMANCE INDICATORS

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GOAL 2

- List of recruitment efforts and recruitment opportunities
 - » Yes
 - » In 2021, DHS connected with one of PA's HBCUs and Community Colleges to discuss creating a pipeline of employment through internships and sharing job opportunities. In partnership with OHR, all job opportunities are posted on Handshake (nationwide advertising), Indeed, social media and with area colleges and universities.
 - » DHS also collaborates with area colleges through the Child Welfare Education for Leadership (CWEL) program to provide opportunities for DHS social service managers in child welfare operations to obtain an advanced social work graduate degree.
 - » Through a Partnership with the University of Pittsburgh, DHS hosts CWEL (Child Welfare Education for Baccalaureates) interns from 15 participating colleges and universities within Pennsylvania in an effort to strengthen child welfare services through recruitment and retention efforts. Upon completion of the internship requirements, the graduating Bachelor of Social Work students/interns are offered employment with DHS.
 - » The Employee Education Program (EEP) provides pathways for DHS' social services managers to acquire a Master of Social Work degree, while continuing to work part-time. Once employees complete this program, they are eligible for promotion to social work supervisor positions through the Civil Service exam process. In the past ten years, forty (40) DHS Employees were promoted after completing the EEP program.
- Diverse hiring panel attestations
 - » Diverse hiring panels are encouraged for all interviews. The hiring process will be refined to track demographics of interviewers. All interviewers will be expected to complete the Effective Interview Training (HR Talent- City Group).
- Exempt workforce metrics
 - » Yes
 - » Exempt workforce metrics will be developed with Executive Cabinet and DEI Director. Preliminary metrics include staff retention, employee satisfaction, performance reviews, and percentage of performance goals met.

ADDITIONAL STRATEGIES

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

- » In FY23 DHS will assess whether their current social work staff meet the diverse needs of the population served, including language needs of non-English speakers. Once DHS identifies diversity goals of social work staff, they will work with OHR and existing hiring partners to reach targeted diverse applicants to meet client needs. At present, the Onboarding Task Force is assessing the interview questions for Social

Work Services Managers to eliminate bias and ensure that the questions align with the competencies for the role. (The Onboarding Task Force was formed in 2021 to improve staff retention within Philadelphia's child welfare system from a multi-disciplinary perspective. It consists of representatives throughout DHS divisions).

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.
- 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.
- 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, pursuant to the American with Disabilities Act.
- 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

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
 - » Workforce planning occurs on a semi-annual basis. Each division is requested to review their needs and identify any challenges in meeting their staffing goals.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » In progress
 - » While DHS has not specifically looked to staff retention issues through a diversity lens, we have used staff surveys and interviews to address overall retention issues of our diverse staff. In FY22 approximately 50 DHS social workers or supervisors completed a Worker Retention Survey developed by the Onboarding Task Force. Survey findings included analysis of participants' demographics, roles, experiences at DHS and suggestions for retention. Additionally, DHS conducts stay interviews of staff who have been at DHS for five (5) years or more and receive consistently high performance reviews. DHS will revise the questions to identifying barriers for diverse staff in FY23.
- Identification of efforts done to create an inclusive environment
 - » In progress
 - » Healing Spaces -DHS Executive Leadership hosts a monthly virtual healing space to connect with and support staff through traumatic experiences associated with the COVID-19 crisis, structural racism, divisive relationships and stress. Staff from across all DHS divisions share self-care tips and testimonials of community support through organic delivery.
 - » DHS values input from staff at all levels. This is demonstrated by multidisciplinary practices and emphasis on collaboration across the Department. For example, JJS promotes an inclusive working culture by holding time on staff meetings for "open forum", where any staff member can present ideas or concerns. In addition, JJS holds Town Halls, which provide staff from across JJS sections an opportunity to exchange perspectives and build understanding of diverse jobs.
 - » DHS will continue to encourage all staff to enter their self-identification information into OnePhilly. DHS Human Resources will connect any employees transitioning to available resources and supports.

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

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

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
 - » 15
 - » In FY23 DHS Human Resources (HR) will expand the number of stay interviews of DHS staff with five (5) or more years of experience and consistently high performance reviews. 15 stay interviews were completed in 2020. The Stay interviews provide invaluable staff suggestions on cultivating supportive, productive work environments. Feedback has informed initiatives to improve employee retention including, peer-to-peer learning environment, mentoring throughout employee's careers, career learning experiences and the opportunity for staff to weigh in on and suggest new policies.

GOAL 2

- Number of exit interviews
 - » Unsure
 - » DHS' goal is to conduct exit interviews for all staff separating from the Department. The completed exit interviews are placed in each staffs' file for record. HR will begin tracking exit interview responses in Sharepoint so that this valuable feedback may be aggregated and analyzed to inform practice and policy decisions as well as recruitment and retention efforts.
- Results of exit interviews by race/ethnicity, gender, etc.
 - » Unsure
 - » We are currently not tracking this information, but will begin tracking it in Human Resource's Sharepoint database.
- Onboarding policy
 - » Yes
 - » All new hires receive an orientation on DHS and City policies and procedures on the first day of hire. The Onboarding Task Force is working to develop a more comprehensive onboarding program. Human Resources is revising the New Hire Manual so that all staff have equitable, user-friendly access to updated departmental and City policies and procedures. HR will collaborate with Policy Development and System Enhancement (PDSE) and Communications to ensure that policies are updated and easily accessed on DHS Central. PDSE is creating a training to assist DHS staff to locate policies on DHS Central.
- Employee satisfaction survey results
 - » Yes
 - » In FY22 approximately 50 DHS social workers or supervisors completed a Worker Retention Survey developed by the Onboarding Task Force. Survey findings included analysis of participants' demographics, roles, experiences at DHS and suggestions for retention. We will explore conducting additional employee satisfaction surveys with the forthcoming DEI manager.

ADDITIONAL STRATEGIES

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

- Employee Wellness Efforts:
 - » DHS is an active member of the Citywide Employee Wellness Workgroup, which is focused on identifying strategies to promote employee wellness across city departments through self-care training and interventions. The Workgroup seeks to bring comprehensive, user-friendly wellness supports to all City employees, and provide departmental leadership with best practice strategies to facilitate organizational transformation focused on wellness and trauma-informed practice.

- » In FY23, DHS will publish a wellness guide to direct all staff members, according to their employment classification, to the wellness resources available to them. This guide will increase accessibility to available support services for all staff. It will be printed in hard-copy to reach the Juvenile Justice staff that do not work on computers and will be published electronically as well.
- » In FY23, DHS will host three staff appreciation "Snack Break" events to improve staff morale, by expressing gratitude for employees' service to DHS and facilitating communication with executive leadership. During the "Snack Break" events, executive leadership will bring snacks to employees at their worksite and share conversations, strengthening trust and respect among diverse staffing levels.
- » DHS contracts with R&S Counseling to provide DHS staff with mental health support. R&S counseling services include individual counseling, group crisis debriefings & supportive workshop sessions.
- » Mentoring: DHS has a mentoring program designed to support staff onboarding and retention efforts. The mentoring program matches senior child welfare professionals with newly hired staff for a period of 6 months.

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.

- 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.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of initiatives and reforms generated in response to assessment of existing policies
 - » 0
 - » The A&M team will collaborate with all divisions and OHR partners to develop a workplan to implement strategies to improve the hiring and selection process.

GOAL 2

- Number and types of advancement opportunities
 - » We are interested in exploring additional advancement opportunities further with OHR. Currently, there are seven position titles eligible for in-position promotions. Internal candidates are given first priority for supervisor, administrator, and director positions. Additionally, we provide for voluntary transfer opportunities within the department.
 - » We will continue to work with subject matter experts within the Department to revise exams, if needed, to ensure a fair and equitable hiring process.
- Mid-management strategy
 - » Yes
 - » DHSU offers Leadership Development Programs for staff at all levels. Please refer to Goal 3 for strategies related to continuous learning and development.

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.

- Provide all employees with access to professional development or mentorship opportunities.
- Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of trainings
 - » 30
 - » DHS offers professional development including leadership development (through the Child Welfare Leadership Academy) to employees at all levels. The department offers in-person training and on-line training to promote continuous learning that not only enhances employees' knowledge and skills to perform their current jobs but provides opportunities to learn new skills. College fair promote educational opportunities for staff looking to pursue a degree or finish obtaining credits towards a degree. DHS has an extensive catalog of 280 on-line trainings for all DHS and CUA staff; these trainings are accessible through our Learning Management System (LMS). Further, DHS works with national, state and local conferences, training centers, colleges and universities (e.g. Child Welfare Resource Center (PA-CWRC), BHTEN and Jefferson University) to ensure our employees have access to the most forward-looking and innovative training opportunities available.
- Number of staff participating in training and DEI initiatives
 - » >50% of staff
 - » Present data does not reflect the percentage of our workforce that has taken specific DEI trainings and initiatives. Data from LMS points to 281 trainings, but not the percentage of workforce. Data available upon request.
- Number and types of DEI specific staff communications
 - » 1

GOAL 3

- » As a member of the Mayor's Racial Equity workgroup, the Department is examining ways to enhance efforts to address DEI communications internally and externally.
- » We continue to use Healing Sessions as a format to engage all staff in a community-led approach to self-care and inclusion. In these sessions DHS personnel from all divisions cultivate a safe space within the department to promote inclusion and acceptance.
- Employee inclusion surveys
 - » Yes
 - » The DHS continues to facilitate a cross-departmental onboarding workgroup made up of all levels of staff that represents the organization's workforce. Specifically, this work group is responsible for developing, implementing and evaluating strategies in four areas: recruitment, onboarding, retention, and succession planning, so that we can attract and retain a diverse workforce, as well as expand the pool of potential new hires across the organization. The retention sub-group developed a staff satisfaction survey to collect employees' perspectives on their roles and responsibilities within the organization. Using CSSP support, the data will be viewed from an equity perspective for the next steps.
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » 1
 - » We continue to focus on hiring a full-time Manager for DEI. They will be responsible for strategizing and setting DEI priorities for the department. We are currently collaborating with our CSSP partners to expand and improve our racial equity training offerings. Diverse staff from across DHS divisions started a training course with CSSP on racial equity. The training program focuses on systemic racism, implicit-bias, the impact of racism on the child welfare system, how to implement an anti-racist approach, equity in areas of data collection and reporting, and using plain language.

ADDITIONAL STRATEGIES

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

- In addition to our virtual platform, DHS has prioritized and invested in developing emerging leaders and those with leadership aspirations through our Philadelphia Child Welfare Leadership Academy (CWLA) in partnership with Performance Plus International (PPI), inclusive of all DHS position levels. Over one hundred (100) DHS and CUA employees have graduated from the CWLA across all divisions, titles, and positions. Staff who have completed DHS' Philadelphia Child Welfare Leadership Academy are more likely to apply for and be promoted into leadership positions through the Civil Service Exam. In fact, out of the one hundred (100) graduates of the CWLA program, over fifteen (15) have been promoted to various leadership positions throughout the department.
- As previously mentioned in Goal 2, DHS collaborates with area colleges through the Child Welfare Education for Leadership (CWEL) program to provide opportunities for internal social service managers in child welfare operations to obtain an advanced graduate degree in Social Work.

GOAL 3

- Through a Partnership with the University of Pittsburgh, DHS hosts CWEB (Child Welfare Education for Baccalaureates) interns from 15 participating colleges and universities within Pennsylvania in an effort to strengthen child welfare services through recruitment and retention efforts. Upon completion of the internship requirements, the graduating Bachelor of Social Work students/interns are offered employment with DHS.
- The Employee Education Program (EEP) provides pathways for DHS' social services managers to acquire a Master of Social Work degree, while continuing to work part-time. Once employees complete this program, they are eligible for promotion to social work supervisor positions through the Civil Service exam process.
- In the past ten years, forty (40) DHS Employees were promoted after completing the EEP program.
- DHS supports a mentoring matching program to enhance staff retention. Senior staff are paired with newly hired staff for 6 months to support their transition into the workforce.

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.

- Thoroughly participate in annual racial equity budget process.
- Advance racial equity as part of the core work the department performs.
- Administer critical programs or policies with the department's existing budget to improve racial equity.
- Use some of the department's existing budget to create an inclusive, anti-racist workplace.
- Involve internal and/or external stakeholders, including marginalized communities of color and other underrepresented community groups, in the department's budget process and program/policy design.
- Allocate existing resources to the recruitment of diverse, qualified candidates.
- Allocate existing resources to professional development for employees.
- Evaluate performance measures reported in the City's Five Year Financial and Strategic Plan to identify where data is currently or could possibly be disaggregated by race and develop a path to achieve disaggregation to uncover disparities in performance outputs and outcomes.

METRICS AND PERFORMANCE INDICATORS

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- Allocation of resources to equity, recruitment, and training initiatives
 - » Yes
 - » The department's resource allocation to equity, recruitment and training initiatives will remain the same in the upcoming fiscal year (\$250,000). As previously mentioned, we continue to prioritize hiring a full-time Manager for DEI as a budget priority. In addition, the department will continue leveraging all federal, state, and foundational funding toward our commitment to being an anti-racist organization and developing or redesigning trainings to support implicit bias and equity centered topics that cross

both service delivery and our workforce. As part of our department's recruitment and retention efforts, we have created an Onboarding Task Force that works to develop strategies to sustain our equity priorities in this area.

- Number and types of inclusion and anti-racist workplace initiatives
 - » 1
 - » During the fiscal year the Department in partnership with the Center for the Study of Social Policy (CSSP), and Casey Family Programs, has worked to develop strategies using Research and Evidence design interventions to address the disproportionate number of African American children and youth in the child welfare system.
- Number and types of community engagement events used to inform budget priorities
 - » Annually, our department hosts one (1) Need Based Budget Public Comment so that community members may engage in and inform budget priorities. The virtual public comment hearing for DHS' FY 23-24 Budget is tentatively scheduled on June 28, 2022. Our department accepts public comments up to five (5) days after budget hearings. Additionally, DHS meets with various stakeholders to include the courts, advocates, and community based providers to receive their input on the budget. Missing individuals from this process are families and youth.
- Records of attendance/outreach at events used to inform budget priorities
 - » Yes
 - » Annual all staff meetings to engage the workforce on program, initiatives that impact children, families and staff. Previous all staff meetings have included updates on disproportionality study and becoming an anti-racist organization.
 - » Bi- Annual provider convenings with all contracted providers - centered on becoming anti-racist workplace.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures.
 - » Yes.
 - » This activity is a common practice that are embedded into our system level analytic plans. As an example, our system level anti-racist and Sexual Orientation and Gender Identity Expression (SOGIE) work has developed strategies to capture self-reporting data rather than static reporting data, and disaggregating it based on different intersections of identity; such as, gender and race at the same time.

ADDITIONAL STRATEGIES

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

- DHS to develop strategies to intentionally engage families and youth on our budget.

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.

- Pursuant to EO 1-21, submit an annual Compliance Plan that includes Benchmarks and an overall strategy for providing maximum opportunities for M/W/DSBE participation.
- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting.
- Allot time (quarterly) to meet with OEO staff to monitor progress toward achieving the Department's annual Benchmark, discuss challenges to inclusive contracting, and identify solutions to ensure inclusive contracting.

METRICS AND PERFORMANCE INDICATORS

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- Submission of completed, approved Compliance Plan
 - » Yes
 - » In partnership with the Center for the Study of Social Policy (CSSP), DHS developed a Risk Assessment survey to prioritize providers of the highest risk for contract conformance to ensure timely payment for services. In prioritizing conformance of smaller, M/W/DSBE, and community-based providers, the Department hopes to begin to address barriers to entry and encourage strong relationships with the community.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Above goal
 - » DHS continues to exceed our internal as well as the city's annual benchmark for M/W/DSBE for inclusive contracting.

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.

- Evaluate resources and capacity to consult with non-profit organizations that are actively engaged in identifying critical diversity issues and committed to making the City more inclusive.
- Evaluate resources and capacity to survey community needs and responses to Department initiatives.
- Review community survey data or survey reports to determine the needs of the community.

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
 - » 12
 - » Several DHS divisions have consistent, structured engagement with community provider organizations to facilitate discussions for feedback. The Education Support Center holds monthly partner meetings with its sub-contracted community-based nonprofit providers, in which they raise challenges, including staffing shortages, gun violence, etc. The OCF/DHS Prevention division works to address these challenges.
 - » Feedback from sub-contracted providers is submitted to Prevention leadership on a quarterly basis. The concerns and questions raised in the quarterly reports are reviewed and discussed as needed with providers.
 - » In November 2021, PMT surveyed all providers to determine their readiness to implement Sexual Orientation and Gender Identity (SOGIE) policies and practices.
- Community survey results
 - » Yes

- » The OCF/DHS Performance Management & Technology Division (PMT) surveys DHS providers and DHS involved youth through the Giving Youth a Voice Survey. OCF/DHS is looking to release an assessment survey of students and families across all 17 current Community Schools this summer, with analysis forthcoming this Fall. The survey will provide insight on current services and where/how current programming does or does not meet the community's needs. The analysis will guide future OCF/DHS programming.

ADDITIONAL STRATEGIES

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

- » DHS evaluates extensive community equity data markers to guide new or expanded programming decisions. Extensive community data informed which schools would be included in the expansion of the Community Schools Model. Data points include: DHS-involvement, school attendance, youth-involved gun violence, presence of Out of School Time, and whether the zip codes already had Community School investment

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.

- Evaluate quality of customer service being provided by department.
- Conduct department outreach in diverse communities.

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
 - » Yes
 - » Families, youth, and the general public may elevate concerns regarding services and personnel through DHS' Commissioner's Action Response Office (CARO). Once a complaint is received, an investigation is conducted and dispositions and resolutions are shared with the complainant, as appropriate. DHS involved youth provide

feedback through Youth Surveys. These processes help to maintain fidelity in service delivery and work towards ensuring equitable programming. Additionally, DHS' Executive Leaders are encouraged to be accessible and open to address concerns reported by respective teams. DHS' internal organizational assessments and After-Action Reviews are examples of strategies of inclusive practices that promote transparency, continuous improvement, and staff empowerment. The Quality Parenting Initiative (QPI) works to ensure that all youth in care receive excellent parenting. Resource parents and provider staff are asked to provide feedback on forthcoming DHS practices and policies at workgroup and quarterly meetings.

- Number, types, and location of outreach events
 - » DHS/OCF has \$1,000 to attend outreach events for FY23. These events are in the community. The goal is to bring awareness to DHS prevention and diversion resources, foster care recruitment, and community engagement.

ADDITIONAL STRATEGIES

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

- » Additionally, input from DHS-involved youth, families and communities throughout Philadelphia are collected through a Parent Voice Tool and through Youth Survey. DHS plans to develop a systematic process to incorporate family and youth feedback from these data collections processes into its evaluation processes for DHS, Community Umbrella Agencies (CUA) and community-based providers.
- » Customer satisfaction for DHS staff: The Communications team will continue to monitor the dhscommunications@phila.gov email inbox daily and direct writers to the appropriate contacts and provide resources.

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.

- Identify and move forward opportunities for the department to decrease the percentage of people of color living below the poverty line in Philadelphia.
- Identify and move forward opportunities for the department to increase the educational attainment of a bachelor's degree or higher for people of color.
- Identify and move forward opportunities for the department to increase the percentage of people of color working quality jobs, i.e., jobs that guarantee family sustaining wages or a competitive salary; health, dental and other benefits; and promotion and career advancement opportunities.

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
 - » In progress
 - » DHS is working on numerous fronts to create more racially equitable outcomes for children, youth, families, and communities. For example, DHS developed and is leading the Entry Rate and Disproportionality Study, which examines ethno-racial disparities and disproportionality associated with children reported to DHS and entering out-of-home care to inform targeted efforts to reduce Philadelphia's rate of entry to out-of-home care. In sum, findings from this study revealed that ethno-racial disproportionality starts with reporting.
 - » The study confirmed a relationship between neighborhood-level under-resourcing and reporting to DHS' child abuse and neglect Hotline. Specifically, neighborhoods with the highest rates of Hotline reports had five times the proportion of children living in poverty, half the median household income, and three times the unemployment rate of neighborhoods with the lowest reporting. Of all reports made to the DHS Hotline, nearly four in five were reports about neglect, which is often associated with poverty-related stressors (e.g., housing, food insecurity, childcare/supervision needs), and 93% of children reported to the Hotline did not require a formal, ongoing child protective safety service. Study findings suggested that stressors related to poverty are far-reaching in Philadelphia, where DHS' Hotline is being ineffectively called upon to address poverty alleviation for children and families.
 - » Further, this harm is disproportionate for Black families. While only 42% of Philadelphia's children are Black, they represent 66% of children reported to DHS. At the community-level, this trend is consistent. Neighborhoods with the most reports to the Hotline are also those same historically Black neighborhoods that were redlined and subsequently have experienced residential segregation, disinvestment and resource deprivation leading to persistent poverty and oversurveillance by police and child welfare systems.
 - » In response to these findings, DHS applied for and was granted the Family Support through Primary Prevention (FSPP) grant, a competitive multi-million dollar federal grant funded by the U.S. Department of Health and Human Services' Children's Bureau. DHS is using its FSPP grant to support a collective focus on building equity and dismantling structural racism within City systems. Our grant-funded strategy has three core components: (1) modifying and supplementing the statewide mandated

reporter training to encourage a culture of support rather than surveillance; (2) facilitating streamlined connections to services, public benefits, and concrete goods to divert families from formal child welfare involvement; and (3) expanding the Department of Public Health's existing Philly Families CAN (PF CAN) Support Line to be a universal service designed to connect families with concrete resources, services, and supports. A critical feature of this project is that families are offered voluntary support from city and community service providers that are outside of the formal child welfare system. This strategy is designed to build a supportive structure outside of child welfare to address poverty-related concerns and thereby decrease surveillance and reporting to DHS' hotline.

- » OCF/DHS Prevention strives toward racially equitable outcomes by improving family stability, access to community services, student attendance, academic achievement, and overall life outcomes. Prevention strategies include, identifying barriers through sub-contracted nonprofit case management agencies and putting family- and child-specific plans in plans to address the root causes of barriers. Education Stability Services staff review monthly DHS Board Extension reports to ensure that youth aging out of the system connect with post-secondary opportunities.
- » Juvenile Justice Services (JJS) is a member of the Juvenile Detention Alternatives Initiative (JDAI), supported by the Casey Foundation. With support of the JDAI initiative, JJS pursues data-driven policies and practices to address the over representation of youth of color in the juvenile system through youth, family and community engagement and community-based alternatives to confinement. JJS and CWO collaborate on cross-system approaches to eliminate disproportionality, including minimizing out of home placements. JJS and CWO identify opportunities to pool resources with City agency partners to design bold, collaborative interventions.
- » DHS is also working with OHR to develop new positions for Youth and Parent Advocates to contribute to policy development, system enhancement, performance management, and CARO-related matters.

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.

- Increase accessibility to meetings, events, opportunities for people with disabilities to engage with the city.
- Empower ADA liaison to track inquiries, grievances, and resolutions.

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.

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » 30
 - » Virtual formats, first introduced at the start of COVID-19, continue to play a key role in supporting community engagement and the delivery of services. By providing this virtual engagement space, OCF/DHS expands opportunities for people with disabilities to participate and engage in city services.
 - » DHS does not track the number of participants who activate the virtual meetings' closed captioning or call-in features. Prevention utilizes the sign language interpretation feature during zoom meetings with the provider, School of the Deaf. Otherwise, DHS has not received a formal request for American Sign Language support during a virtual meeting. Virtual platforms have some capability (e.g., Zoom, Teams, WebEx) to transcribe audio during these meetings for those with disabilities who require immediate assistance. Materials are shared on the screen via PowerPoint slide presentation and sent following the meetings. The meeting chat function is used to facilitate Q+A and discussion during meetings.
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Unsure
 - » DHS' ADA policy provides for reasonable accommodation to job applicants and employees with a disability to enable them to perform the essential functions of the job. DHS facilities are ADA compliant. All efforts are made to provide reasonable accommodations for any clients in need of DHS' service.
- Number and types of inquiries and grievances handled by ADA liaison
 - » Yes
 - » In FY21 - 17 requests received. In FY22 - 77 requests received.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » Provided Air Purifiers - 1
 - » Provided Desktop In Office In Addition To Laptop For Home - 3
 - » Reassign To No Field Work - 21

- » Modify Assignment Around Chemical Products - 1
- » Reassign To Day Shift - 1
- » Provided Earbuds - 1
- » Provided Large Monitor For Home - 2
- » Restrict Travel - Work At Base School - 1
- » Provided An Office - 1
- » Provided Standing Desk - 6
- » Work From Home - 49
- » Modify Duties To Restrict Driving - 2
- » No Overtime - 1

ADDITIONAL STRATEGIES

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

- DHS started collaborating with the Mayor's Office for People with Disabilities to provide internship opportunities for college students with disabilities through affiliate agreements.

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.

- Update department's Language Access Plan annually and as needed.
- Track performance of language access policies and procedures.
- Work with the Office of Immigrant Affairs to improve language access policies and procedures.

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

- » The DHS Language Access Plan is currently being reviewed and revised by Policy and Planning for consistency and alignment of DHS's mission and vision. The Department's Language Access Coordinator will continue to review the plan annually to ensure that information is current and will make adjustments/revisions as applicable.
- Number and types of requests for language access assistance
 - » 2
 - » In FY21, the Department received and fulfilled 2,653 interpreter requests and 51 American Sign Language interpreter requests.
- Outcome of requests for language access assistance
 - » Started
 - » The Department has successfully fulfilled each language request received in FY21. The DHS language access coordinator is currently working with the Office of Immigration Affairs to vet Video on Demand interpretation service providers, so that DHS staff can use virtual interpreters for non-English speaking clients.

ADDITIONAL STRATEGIES

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

- » Additional strategies are in place to ensure that programming is more accessible to children and families where English is not their primary language. OCF/DHS continues to support equitable language access to programming for DHS-involved youth by translating materials for other City services, such as Out-of-School Time (OST) and WorkReady. Translated materials include consent forms, emergency contact forms, and registration materials. Moreover, a multilingual Summer helpline with live support is available to parents and families.
- » OCF/DHS Communication implements several strategies to support equitable language access to DHS services. Communications employs several strategies to bridging the communication barrier with individuals who cannot speak, understand, read, or write English fluently. Efforts includes choosing, modifying, and developing written materials for our programs and services so that people who don't speak English very well or at all, are able to use and benefit from our wide range of programs and services. It also includes plain language efforts that we do to help lower the reading level for individuals with low literacy levels.

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.

- Complete Racial Equity Action Plan cohort process.
- Identify racial equity priorities for department.
- Identify and advance strategies to address each racial equity priority area.

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.

- Racial Equity Action Plan implementation progress
 - » In progress
 - » Through the Mayor's Racial Equity Cohort, the Department will develop an action plan that addresses racial inequities and disparities within the Philadelphia Child Welfare and Juvenile Justice Systems. The goals will focus on internal and external constructs that impede efforts to become an anti racist organization. Additionally, DHS partnered with the Center for the Study of Social Policy (CSSP) who conducted interviews with DHS and CUA staff, at all levels, and families and youth, provided anti-racist training to DHS Executive Leadership, and has begun a review of DHS policies that promote racism. CSSP continues to support DHS to develop an implementation plan for the following recommendations: 1) Develop and implement a sustainable practice model that guides consistent, anti-racist practice with families. 2) Develop and review policies proactively, making use of race equity impact assessment tools and community engagement. 3) Establish a structure for accountability within DHS. Share ownership and accountability at all levels of practice and policy. 4)Mandate training on anti-racism, systemic and implicit bias, and key equity concepts.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » In progress
 - » The cohort is still in progress and hasn't concluded. Presently reviewing strategies to address how BIPOC families are targeted and experience over surveillance and abuse via the child abuse hotline system, and addressing a Cultural bias leading to disproportionate child abuse and neglect reporting for BIPOC families.

ADDITIONAL STRATEGIES

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

- » Beginning in FY22, CSSP joined DHS' Executive Cabinet to discuss the "journey to becoming an anti racist organization" over the course of 10 sessions. CSSP is currently collaborating with DHSU to develop an anti-racist cohort/training for staff based on the training for Executive Cabinet.

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
- Identify where departmental policies, practices, attitudes, and cultural messages are resulting in differential outcomes by race on an annual basis and as needed.

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 will continue the Entry Rate and Disproportionality Study, which examines ethno-racial disparities and disproportionality associated with children entering out-of-home care to inform targeted efforts to reduce Philadelphia's rate of entry to out-of-home care.
- » In collaboration with the Administrative Office of Pennsylvania Courts (AOPC), the Philadelphia Family Court Division of the Pennsylvania Judiciary, the Philadelphia Law Department, and the Regional Advocate Community, the Department, with consultation from Casey Family Programs, has fully integrated the Family Engagement Initiative (FEI) into Child Welfare Practice. Through FEI, DHS supports the practice that "meaningful family involvement increases the likelihood that children will remain in their home or will be placed with kin if out of home placement is necessary." CSSP interviewed DHS/CUA staff, at all levels, as well as families and youth to collect overarching recommendations for DHS. Recommendations covered a practice/ policy review, accountability and training.
- » Last, in the second year of CSSP work, we anticipate additional policy scans, training action plans, and implementation plans related to our equity and anti-racist system priorities.

ADDITIONAL STRATEGIES

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

- » As previously stated, the Department's commitment to being an Anti-Racist Organization has been introduced to DHS, with particular focus on Philadelphia youth who require removal from their home; the Department in partnership with the University of Pennsylvania, the Center for the Study of Social Policy (CSSP), and Casey Family Programs, to develop strategies using Research and Evidence design interventions focused on eliminating the disproportionate outcome of child removals for African American youth due to allegations of Neglect, Juvenile Justice contact as well as other Socio-Economic Factors. Identified Strategies include: 1) Enhanced Mandated Reporter/ Supporter Training; 2) Development of a Cross Departmental HELPLINE (alternative to the DHS Hotline); 3) City-Wide Poverty Alleviation Efforts (Economics, Neighborhood Renewal and Investment); 4) Department Policy Assessment Project; 5) the Family First Prevention Services Act (FFPSA) Initiative; and 6) Ongoing Research and Study.