



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

## Diversity, Equity, and Inclusion Plan

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# FY 2023

Department Name:

 **MAYOR'S OFFICE**

Unit Name:

 **DEPARTMENT OF LABOR**

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## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **MAYOR'S OFFICE**

Name of Business Unit:

 **DEPARTMENT OF LABOR**

Point of Contact Name:

 **CAMILLE DUCHAUSSEE**

Point of Contact Title:

 **DEPUTY DIRECTOR**

# 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
  - » The Department of Labor strives to administer, create and enforce policies and practices which protect Philadelphia's workers and City of Philadelphia employees from unlawful discrimination and pay and benefits practices; and establish work environments consistent with EEO and DEI principles.
- Number of staff communications related to DEI objectives
  - » N/A
  - » All communications of the Department of Labor inherently communicate DEI objectives as the Department's core mission is the protection of employee rights and equal employment opportunity. This includes, policies, marketing materials, department webpage, posters, City ordinances, among others.

- Budget and resource allocation for DEI objectives
  - » Yes
  - » The Department of Labor's budget, particularly training and salaries funding is inextricably linked to DEI objectives consistent with the function/objectives of the Department. (E.g the hiring of Assistant City Solicitor and Senior EEO Compliance Specialist who are charged with formulating, investigating and justifying departmental actions in support of the employee protections responsibilities.

## ADDITIONAL STRATEGIES

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

- Partnership and collaborative work of the Labor Relations and Employee Relations Units will ensure racial equity is baked into collectively bargained agreements, settlement agreements and policies which effect the working conditions and benefits of a majority of the City of Philadelphia workforce.

## 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
  - » 2

# GOAL 1

- » DOL leadership participated in initial cohort of DEI training/coaching with Equity and Results. 2. DOL staff attended the SEPA SHRM yearly legal update conference.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
  - » Quarterly

## ADDITIONAL STRATEGIES

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

- » Plan to establish recurring (at least quarterly) meeting with DEI Team to establish communication, clarify lines of authority and partner on ensuring ODEI, worker protections and EEO perspectives, concerns and trends cross pollinate the work of the respective offices.

# 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.

- 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 your selection process.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

#### METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
  - » Yes
- Diverse hiring panel attestations
  - » Yes
  - » The diversity of the leadership team includes needed diversity of experience as well as race, gender, age and ethnicity. The team consists of long and short tenured city employment, public and private sector experience, parental and family status and trade and professional work experiences.

#### 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

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

### METRICS AND PERFORMANCE INDICATORS

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# GOAL 2

- Compliance with DEI workforce plan and progress toward goals identified in plan
  - » Yes
  - » Bi-annual review of complaint, worker protections and grievance data to determine increases, decreases and trends relative to protections complaint bases.
- Identification of efforts done to create an inclusive environment
  - » In Progress
  - » Establish Ombudsman; create and administer additional COP workforce training courses; Create and execute hiring plan for external and internal facing offices;

## 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

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- Onboarding policy –
  - » Unsure
  - » Hired an HR Professional<sup>2</sup> to ensure the onboarding process is standardized for the Department and integrates responsible and significant DEI and EEO considerations.



## ADDITIONAL STRATEGIES

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

- The work of the HRP 2 will incorporate employee feedback work to more effectively and timely identify racial equity improvement opportunities. Onboarding plans and employee feedback practices to be implemented by the end of FY 2023.

## 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.
- 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

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- Number and types of initiatives and reforms generated in response to assessment of existing policies
  - » 1
  - » Reviewed the non-supervisory positions with the Department to remove unnecessary qualification barriers to consideration of more diverse candidate pool.
- Number and types of advancement opportunities
  - » 2
  - » Advanced two candidates from Mayor's internship program
- Mid-management strategy
  - » Yes
  - » Use of Mayor's internship as an engagement strategy for improving candidate diversity and employment progression opportunities have been effective.

## 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.

- Periodic training for managers and supervisors on how to manage diverse, inclusive teams.
- Provide all employees with access to professional development or mentorship opportunities.

#### METRICS AND PERFORMANCE INDICATORS

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- Number and types of trainings
  - » 6
  - » Approximately 96 training classes were conducted in calendar year 2022. The training classes include EEO, Sexual Harassment Prevention, ADA, FMLA, Investigations and Civility.
- Number and types of DEI specific staff communications
  - » 3
  - » DEI supportive communications include training (e.g. EEO, SHP and civility), counseling of HR professionals and leadership teams, and written communications through the employee newsletter and departmental webpage.
- Number and types of initiatives and reforms generated in response to trainings, surveys
  - » 1

#### ADDITIONAL STRATEGIES

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

- The Department plans to launch a number of one-pager posters for display in city-building bulletin boards, coordinate and participate in EEO advisory workgroup, and launch a city-wide EEO policy.

# GOAL 4

## BUDGET EQUITY

### 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.
- 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
  - » ..\Employee Relations\Budget\FY 24 Budget Justification-122222.docx
- Number and types of inclusion and anti-racist workplace initiatives
  - » Unsure
  - » Training; investigations, policy and regulation enforcement; workplace audits; worker education and communications
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
  - » Yes
  - » Disaggregated data will be available for report out at either the A-Team or cabinet level.

#### ADDITIONAL STRATEGIES

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

- » Additional strategies include increased in training funding to ensure DOL staff maintain requisite knowledge and skill to perform worker protection, workplace investigation and counseling work

### 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.

- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting

#### 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.

- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
  - » Unsure
  - » Department will engage OEO staff in its solicitation of an online EEO Training vendor to ensure M/W/DSBE goals are satisfied.

#### 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.

#### 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.

#### 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.

- Evaluate quality of customer service being provided by department.

#### METRICS AND PERFORMANCE INDICATORS

Track progress toward the Citywide diversity, equity, and inclusion objective

#### ADDITIONAL STRATEGIES

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

- » The work of the OELR to ensure COP Officials model and employee compliant and effective EEO practices will positively effect its ability to identify and attend to responsibilities with an effective racial equity lens and leaning.

### 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 decrease the percentage of people of color living below the poverty line in Philadelphia.

#### METRICS AND PERFORMANCE INDICATORS

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#### ADDITIONAL STRATEGIES

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

- » Through worker protection regulation and enforcement work, the Department's work inherently affects racial equity outcomes. Enforcing rules that support workers within marginalized communities, particularly men and women of color, has a stabilizing and positive impact on future opportunities.

### 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

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- Number and types of inquiries and grievances handled by ADA liaison
  - » Unsure
  - » Promote the use of LaborSoft to log and track reasonable accommodation requests by beginning of FY 24.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » Unsure
  - » Install the use of LaborSoft as a mechanism for tracking reasonable accommodation requests and outcomes for COP employees by FY 2024

## 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.

- 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.

# GOAL 6

- Maintenance of Language Access Plan
  - » Unsure
- Number and types of requests for language access assistance
  - » Unsure
- Outcome of requests for language access assistance
  - » Started

## **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.

- 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
  - » Not started
  - » The Department of Labor endeavors to participate in a cohort as an independent Department to ensure Racial Equity Action plan is developed based on the specific responsibilities of the Department.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
  - » In Progress
  - » Implement policy implementation process to ensure more broad and diverse review process for city-wide policies before implementation.

#### 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
- 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**

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- Reduction and/or elimination of disparities and differential outcomes by race
  - » Yes
  - » Ongoing implementation of policies and worker protection regulations and activities.

### **ADDITIONAL STRATEGIES**

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

- » N/A