



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, and Inclusion Plan

FY 2023

Department Name:

 **WATER**

Unit Name:

 **HUMAN RESOURCES & ADMINISTRATION**

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DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **WATER**

Name of Business Unit:

 **HUMAN RESOURCES & ADMINISTRATION**

Point of Contact Name:

 **CANDI JONES**

Point of Contact Title:

 **ASSISTANT DEPUTY COMMISSIONER,
HUMAN RESOURCES**

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.

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
 - » The Philadelphia Water Department Diversity, Equity and Inclusion Team is collaborating to develop the mission statement.
- Number of staff communications related to DEI objectives
 - » Unsure
- Budget and resource allocation for DEI objectives
 - » Yes
 - » \$100,000 of class 250 funding has been allocated for DEI training and consulting services and \$38,620 of class 101 funding has been allocated for DEI Staff members with the intention of expanding staffing with the funding of future fiscal years.

ADDITIONAL STRATEGIES

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

- The \$100,000 of funding allocated in class 250 is for an RFP for diversity, equity, and inclusion for leadership and employees throughout the department.

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 –
 - » 1
 - » Fair and Equitable Interview Training was administered to the leadership team by Kimberly Ferguson. The Philadelphia Water Department Leadership is waiting for the leadership DEI training that was scheduled with the Mayor's Office of Diversity, Equity and Inclusion to be rescheduled.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Quarterly

ADDITIONAL STRATEGIES

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

- » N/A

GOAL 2

WORKFORCE EQUITY & WORKPLACE INCLUSION

1. CITYWIDE DEI OBJECTIVES

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

KEY STRATEGIES

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

- Build and sustain a diverse and inclusive leadership team
- Complete the annual Exempt Workforce Planning Document and track the anticipated hiring and vacancies in the departmental workforce for the next fiscal year, including hiring opportunities in the exempt workforce as required by EO 1-20.
- For each position, develop and implement a plan for recruitment from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.
- Ensure advertising reaches diverse communities where a wide variety of candidates are more likely to look for job postings.
- Identify 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.

METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
 - » Yes
 - » Workforce has facilitated the Working With Water event for recruitment. They have also used LinkedIn, Handshake, Smart Recruiter to amplify the open postings within the department. They have also held open house at targeting HBCU's with Engineering Programs, and Philadelphia School District Vocational Programs.
- Diverse hiring panel attestations
 - » Yes
 - » Collaboration with OHR to diversify panels for examinations; working internally to communicate with Management the need for diverse hiring panels.
- Exempt workforce metrics
 - » Yes

- Diversity of executive leadership team
 - » Yes

ADDITIONAL STRATEGIES

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

- » For the recent Operations Deputy Commissioner vacancy (January 2023 DROP) PWD developed and implemented a plan for recruitment by hiring an external search firm to recruit/advertise from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.

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.
- Encourage the creation of internal/departmental City Resource Groups, and formation of department-specific inclusion committees with representation across leadership levels.

METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Yes

GOAL 2

- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » In progress
 - » Fair and Equitable Interview Training being administered as a required class to all Supervisors and Managers internally. Started posting internal transfer opportunities; to add transparency, streamline the process and to make it accessible to all employees.
- Identification of efforts done to create an inclusive environment
 - » In progress
 - » We are planning to establish Employee Resource Groups to ensure that all employees feel included within the workplace

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.

- Conduct exit interviews to understand reasons contributing to loss of diverse talent and other DEI issues, with a plan to address and remove barriers.

METRICS AND PERFORMANCE INDICATORS

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- Number of exit interviews
 - » 14
 - » 50 exit interviews sent , 14 responses received

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

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.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of initiatives and reforms generated in response to assessment of existing policies
 - » 1
 - » In partnership with OHR, PWD HR requested and accomplished the announcement of higher-level engineering positions with an Open competitive basis of competition in an effort to recruit higher level diverse talent into the engineering pipeline. Of the 10 candidates on the eligible list, PWD HR Workforce Development Engaged with 60%
- Number and types of advancement opportunities
 - » 4
 - » Apprenticeship program allow for upskilling of internal employees laboring classes who have an interest in earning skilled trades or transitioning to driving titles within the department. In partnership with DC33 we advertised the upskilling opportunity to all employees in the Water Operations Repair Helper Class and Semi-Skilled laborer
- Mid-management strategy
 - » Yes
 - » PWD HR Workforce Development Manager provides career consultation to employee who are interested in advancing to professional/degreed titles.

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.
- » Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.
- » Train employees on implicit bias, every three years, at a minimum.

METRICS AND PERFORMANCE INDICATORS

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

- Number and types of trainings
 - » 4
 - » Cultural Compliancy Training for all Supervisors; Fair and Equitable Interviewing Training; "My Manager and Me" Managerial Communication Training and Dealignment with Difficult Behaviors trainings established FY23. Number of staff participating in training and DEI initiatives
- Number of staff participating in training and DEI initiatives
 - » Less than 50 percent of staff
- Employee inclusion surveys
 - » Survey in progress; pending approval
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » Unsure

ADDITIONAL STRATEGIES

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

- » PWD has a department wide budget of \$236,000 for Employee Training and Seminars, PWD HR's Training Unit budget \$497,336 for Training professional services (all training and development performed by Contracted Vendors), and \$286,000 is budgeted for the tuition reimbursement program annually. The tuition reimbursement program has recently rebranded to focus on upskilling of non-degreed employees attain first time associates and bachelor's degree recipients. PWD HR's Workforce Development Unit budget for all employee upskilling and apprenticeship programs for professional development budget budgets \$714,000 annually. PWD total employee training and professional budget totals an estimated 1.5M annually

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.

- 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.

METRICS AND PERFORMANCE INDICATORS

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- Allocation of resources to equity, recruitment, and training initiatives
 - » Yes
 - » \$100,000 of 250 class funding has been allocated for DEI training and consulting services; PWD Workforce Development group has primary responsibility for recruitment of diverse talent and has \$10,000 budgeted annually for direct recruitment from Historically Black Colleges and Universities.
- Number and types of inclusion and anti-racist workplace initiatives
 - » Unsure
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » Please see the document in folder

ADDITIONAL STRATEGIES

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

- » N/A

1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

KEY STRATEGIES

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

- 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
 - » FY23 Compliance Plan completed and approved. Implementation in progress – Emphasis on increased oversight (change from quarterly oversight meetings to monthly oversight meetings) on the set Economic Opportunity Plan goals on Department's capital construction contracts.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Above Goal

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.

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
 - » 30
 - » Philadelphia Water Department's Workforce Development in collaboration with city's Office of Human Resources with PowerCorps, The Free Library of Philadelphia, and The School District of Philadelphia to host recruitment events. PWD's Office of Communication and Engagement has collaborated with SEAMAAC, Councilman Henon, Councilwoman Parker, Eastwick United, St Rep Driscoll, Councilwoman Gauthier, St Rep McClinton, Sherrif's Dept, NAACP, St Rep Fitzgerald, Councilwoman Gilmore-Richardson, Rep Bullock, Mt. Moriah Church and Councilman Johnson, The Sheriff's Office, Council Person Clarke, Rep Bullock, St Rep Burgos, TTF Watershed, MDO, ESPM Shape UP, Rep. Sanchez, CW Brooks
- Community survey results
 - » Unsure

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

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- Community/customer satisfaction survey results
 - » Yes
 - » 75% of Philadelphia residents that were surveyed and expressed that they were satisfied with the Philadelphia Water Department.
- Number, types, and location of outreach events
 - » 29
 - » PWD's Office of Communication and Engagement has collaborated with SEAMAAC, Councilman Henon, Councilwoman Parker, Eastwick United, St Rep Driscoll, Councilwoman Gauthier, St Rep McClinton, Sherrif's Dept, NAACP, St Rep Fitzgerald, Councilwoman Gilmore-Richardson, Rep Bullock, Mt. Moriah Church and Councilman Johnson, The Sheriff's Office, Council Person Clarke, Rep Bullock, St Rep Burgos, TTF Watershed, MDO, ESPM Shape UP, Rep. Sanchez, CW Brooks

ADDITIONAL STRATEGIES

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

- » N/A

3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

KEY STRATEGIES

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

- 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

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- Identification and progress of department strategies identified to create more racially equitable outcomes
 - » Workforce Development is finding efficient ways to spread information about the 25% discount tuition program.

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.

- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Unsure
- Number and types of inquiries and grievances handled by ADA liaison
 - » 1

GOAL 6

- » An administrator from The Philadelphia High School for the Deaf requested an American Sign Language interpreter be available for their June 8th trip to the pool at Fairmont Water Works.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » 1
 - » The accommodation was granted. A translator from the Mayor's Office for People with Disabilities accompanied the tour.

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.

- » Track performance of 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 Office of Communications and Engagement submitted an update to the Language Access Plan in March of 2022. Please refer to the folder for the document.
- Number and types of requests for language access assistance
 - » N/A
 - » The call center has 29,996 minutes associated with conversations that required the interpretation software: Telephonic Interpretation.

GOAL 6

- Outcome of requests for language access assistance
 - » Completed
 - » All language access request sent out in the last fiscal year have been accommodated

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.

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
 - » The team has been meeting on the 4th Wednesday of every month.
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » In Progress
 - » Hire a fulltime DEI Officer
 - » Review job titles for education requirements and if training can be substituted
 - » Shift resources and attention to internship and apprenticeship program that services BIPOC college and high school graduates
 - » Add contractual mechanisms to Public Works contract procurements that incentivizes BIPOC and women from project area resident's pool

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.

METRICS AND PERFORMANCE INDICATORS

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- Reduction and/or elimination of disparities and differential outcomes by race
 - » Unsure

ADDITIONAL STRATEGIES

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

- » N/A