

Fiscal Year 2019 Exempt Employee Diversity Review



City Controller
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While the majority of the City's workforce is hired through the civil service system, approximately 4,600 employees are not. The demographics of this exempt workforce are a direct reflection of the City's hiring practices and can help evaluate the City's ability to hire diverse candidates and maintain an inclusive work environment. The exempt workforce is comprised of employees at all job levels, including those in senior leadership positions, such as department and cabinet heads.

This review examines the racial breakdown of Philadelphia's exempt workforce at the end of fiscal year 2019 (FY19). It builds on the Controller's Office [diversity review from last year](#), which examined the demographics of the exempt workforce at the end of FY18. The data for this year's review was compiled by the City Controller's Office from the City's new payroll system.¹ Similar to last year's report, exempt employees are shown in relation to the department from which they are paid.²

To evaluate the City's progress toward its diversity goals and the diversity of its leadership, the data is broken out into four important categories: all exempt employees, exempt employees hired in FY19,³ exempt employees with salaries greater than \$90,000, and the subset of new hires with salaries greater than \$90,000. Data is examined separately for City departments that fall under the Mayor's authority and for independently elected offices. In FY19, departments in the Mayoral administration employed 1,584 exempt workers, with about 32% earning more than \$90,000 annually. There were 2,977 exempt employees in independent offices, concentrated primarily in the First Judicial District (2,216 employees) and the District Attorney's Office (471 employees).

Key Findings

- In FY19, diverse employees remained underrepresented in the exempt workforce relative to the city's overall population, which is 66% diverse.
- For departments under the Mayor's authority:
 - 52.8% of the exempt workforce was diverse in FY19, a 1% increase over FY18;
 - Exempt workers earning at least \$90,000 are less diverse than the overall workforce but had larger diversity gains in FY19, increasing from 41.6% diverse in FY18 to 44.6% diverse in FY19.
- Diverse employees were also underrepresented in the independently elected offices:
 - In the First Judicial District, the exempt workforce was 41.0% diverse in FY19 compared to 40.3% in FY18.
 - In the District Attorney's Office, 31.2% of the exempt workforce was diverse in FY19 as compared to 28.6% in FY18.

¹ Note that some departments disagreed with diversity data from the City's payroll system. In these cases, the Controller's Office reconciled any differences between the payroll data and department-provided data, if provided.

² Note that in some cases, most notably in the Law Department, departments will be responsible for paying employees who are hired by other departments.

³ Data for new exempt hires includes employees new to the City of Philadelphia as well as employees who have moved between City departments.

Diversity Changes in FY19

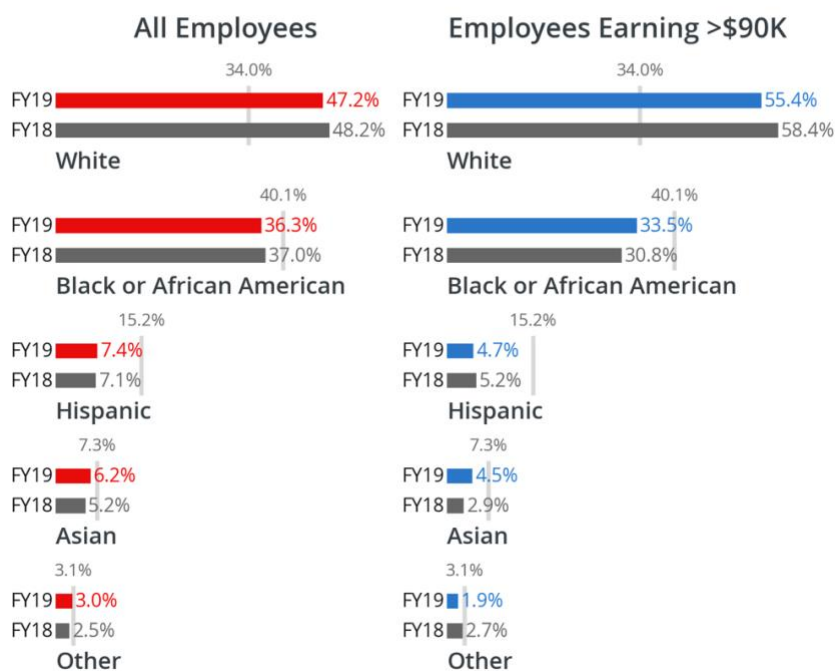
Overall Representation

In FY19, White employees were overrepresented in the exempt workforce relative to Philadelphia's overall population, with the diversity of the workforce improving slightly from last year. Representation in exempt positions remained lowest for Hispanic and African American individuals. For departments under the Mayor's authority, 47.2% of the exempt workforce was White, a modest 1% decrease from FY18. For comparison, Philadelphia's population is 34% White and 66% diverse (Black or African American: 40.1%; Hispanic: 15.2%; Asian: 7.3%; Other: 3.1%), according to 2018 Census data.⁴ Making up only 7.4% of the total exempt workforce, Hispanic employees in the Mayoral administration were the most underrepresented group relative to the overall city population, which is 15.2% Hispanic.

As seen in the figure below, the workforce in Mayoral departments becomes substantially less diverse when considering exempt employees earning at least \$90,000, with White employees making up 55.4% of workers in FY19. The diversity of this group has improved slightly from last year, increasing from 41.6% diverse in FY18 to 44.6% in FY19, but is still substantially below the city's population (66% diverse). As in the overall workforce, Hispanic representation is lowest, with only 4.7% of exempt employees in this group identifying as Hispanic, well below the city's 15.2% level.

Demographics of Departments in the Mayoral Administration

Demographics of Philadelphia residents shown as vertical gray line



⁴ Source: 2018 American Community Survey

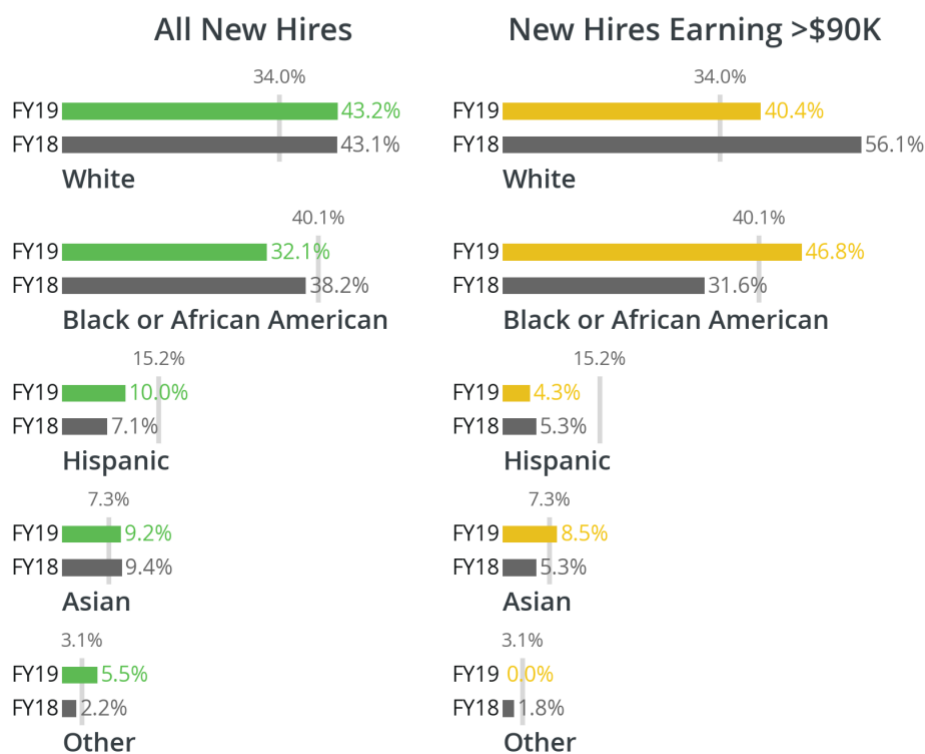
New Hires

In the Mayoral administration, White employees were also overrepresented among new hires in FY19, with 43% of new hires identifying as White, nearly the same level as FY18. While the overall diversity of new hires did not improve, there were some substantial shifts for individual races and ethnicities. Black or African American representation declined from 38.2% in FY18 to 32.1% in FY19, while Hispanic representation among new employees increased from 7.1% to 10.5%. Asian representation among new hires remained similar to FY18 levels at 9.2%, while the share of new hires of all other races increased from 2.2% in 2018 to 5.5% in 2019.

New exempt hires earning more than \$90,000 were substantially more diverse in FY19 compared to FY18. Black or African American individuals made up 46.8% of this group, the largest share among demographic groups and a notable increase from a share of 31.6% in FY18. Asian representation also increased, from 5.3% to 8.3%. On the other hand, Hispanic representation among these new hires decreased from 5.3% to 4.3%, well below the city's overall Census level. Just as in the overall workforce, Hispanic individuals were the most underrepresented group among new hires earning more than \$90,000.

Demographics of Departments in the Mayoral Administration

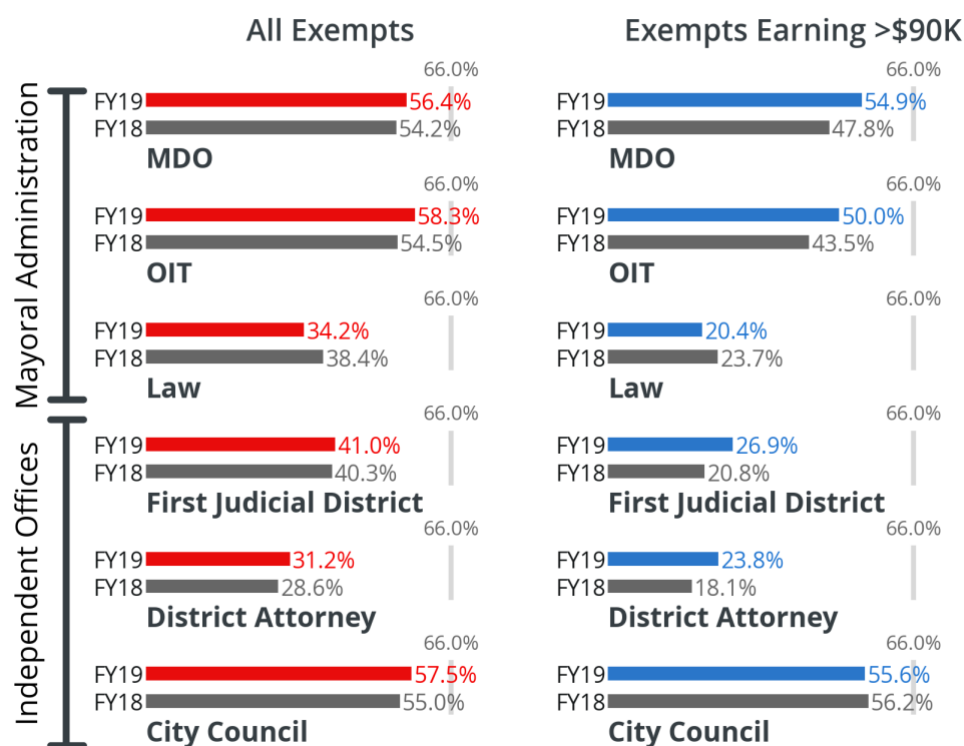
Demographics of Philadelphia residents shown as vertical gray line



Other Notable Changes

About 80% of the City's exempt employees were concentrated in just six City departments in FY19. Three of these departments fall under the Mayor's authority: the Managing Director's Office (MDO), the Office of Innovation and Technology (OIT), and the Law Department. The remaining three are independently elected offices: the First Judicial District, the District Attorney, and City Council. As seen in the figure below, diverse populations were underrepresented in each of these department workforces in FY19.

Diverse Representation in City Departments with the Largest Exempt Workforces



Note: MDO is the Managing Director's Office and OIT is the Office of Innovation and Technology

Diverse representation in the District Attorney's Office improved slightly between FY18 and FY19 (28.6% to 31.2%), while diverse representation in the First Judicial District increased by less than one percentage point. Diverse employees were significantly underrepresented in the Law Department for the past two years, making up 34.2% of Law Department employees in FY19 while making up 66% of the city's overall population.⁵ Diverse representation increased modestly in the MDO and OIT between FY18 and FY19, with OIT having the largest share of diverse employees

⁵ Note that a number of new exempt employees are hired by the Law Department but paid through other departments. For example, the Law Department was responsible for paying for 23 new exempt hires in FY19 (30% diverse), but the department hired 39 exempt employees, of which 41% were diverse.

among the six largest exempt workforces at 58.3%. City Council has the second highest share of diverse employees at 57.5% in FY19, a modest increase from 55% in FY18.

Four of the six largest exempt workforces saw increases in the shares of diverse employees making more than \$90,000. The largest increases of diverse representation among high earners were in the MDO (+7.1 percentage points) and OIT (+6.5 percentage points). The First Judicial District and District Attorney's Office also increased their shares of diverse employees making more than \$90,000; however, along with the Law Department, these departments have very small shares of diverse high earners, with diverse populations making up between 20.4% to 26.9% of high earners in these departments (vs. 66% of the city's population).

A few other smaller departments had notable changes in diverse representation among their employees. The Commerce Department's exempt staff was made up of 67% diverse employees in FY19, meeting the Census threshold of diverse representation. In FY19, the Commerce Department had a net increase of 20 employees, 80% of which were diverse. Similarly, the Office of the Mayor had substantial diversity gains with a net increase of 16 exempt employees, 75% of which were diverse. On the other hand, the exempt workforces became less diverse from FY18 to FY19 in Parks & Recreation (45.2% to 43.2%) and the Department of Human Services (52.6% to 49.0%). Of the six new exempt hires in Parks & Recreation, five were White.

FY19 Diversity Data for All City Departments

In the following visualizations, the diversity data for each City department or elected office is presented in two separate heatmaps, one for all departments that fall under the Mayor's authority (left) and one for independently elected offices (right). Rows of the heatmap show results for a specific department while columns represent different races and ethnicities. The data is visualized relative to Philadelphia's overall population statistics according to 2018 Census data. The color gray indicates that a particular race or ethnicity is represented at the same level as the city's Census, while the colors red and blue indicate overrepresentation and underrepresentation, respectively.

Data can be broken out into four categories: all exempt employees, exempt employees hired in FY19, exempt employees with salaries greater than \$90,000, and the subset of new hires with salaries greater than \$90,000.

Philadelphia's Workforce in FY19 All Exempt Employees

	Overrepresented vs. Census
	Parity with Census
	Underrepresented vs. Census

Mayoral Administration

	White	Black or African American	Hispanic	Asian	American Indian	Other	Total Number
City Census	34%	40%	15%	7%	0%	3%	
All Departments	47%	36%	7%	6%	0%	3%	1,584
MDO	44%	36%	10%	4%	1%	5%	305
OIT	42%	39%	7%	11%	0%	2%	266
Law	66%	23%	3%	5%	0%	3%	149
DHS	51%	32%	10%	6%	1%	1%	104
Revenue	54%	18%	16%	9%	0%	4%	80
Office of the Mayor	34%	34%	7%	10%	0%	14%	58
Commerce	33%	50%	10%	6%	0%	0%	48
CAO	43%	43%	7%	4%	0%	2%	46
Parks & Recreation	57%	30%	3%	5%	0%	5%	37
Finance	43%	43%	6%	9%	0%	0%	35
L&I	52%	29%	10%	10%	0%	0%	31
DBHIDS	47%	40%	10%	3%	0%	0%	30
Homeless Services	33%	60%	0%	0%	0%	7%	30
Public Health	41%	48%	3%	7%	0%	0%	29
Office of Education	38%	52%	7%	0%	0%	3%	29
Planning & Development	68%	24%	0%	8%	0%	0%	25
Labor Relations	50%	42%	4%	0%	0%	4%	24
Aviation	54%	25%	4%	12%	0%	4%	24
CEO	14%	68%	14%	5%	0%	0%	22
Streets	47%	37%	16%	0%	0%	0%	19
Inspector General	61%	28%	0%	11%	0%	0%	18
Prisons	17%	72%	6%	0%	0%	6%	18
Water	47%	53%	0%	0%	0%	0%	15
Fire	50%	50%	0%	0%	0%	0%	14
Public Property	57%	29%	14%	0%	0%	0%	14
Mural Arts	42%	50%	8%	0%	0%	0%	12
BRT	67%	33%	0%	0%	0%	0%	12
Property Assessment	58%	42%	0%	0%	0%	0%	12
Police	73%	27%	0%	0%	0%	0%	11
Sustainability	67%	22%	11%	0%	0%	0%	9
Treasurer	38%	62%	0%	0%	0%	0%	8
Arts, Culture, & Creative Economy	38%	25%	12%	25%	0%	0%	8
Free Library	86%	14%	0%	0%	0%	0%	7
Board of Ethics	86%	0%	0%	14%	0%	0%	7
Fleet	67%	17%	0%	17%	0%	0%	6
City Rep	50%	33%	0%	17%	0%	0%	6
Procurement	20%	60%	20%	0%	0%	0%	5
Human Resources	20%	80%	0%	0%	0%	0%	5
Records	33%	67%	0%	0%	0%	0%	3
Human Relations	67%	0%	33%	0%	0%	0%	3

Independents

City Census	34%	40%	15%	7%	0%	3%	
First Judicial District	59%	34%	5%	1%	0%	1%	2,216
District Attorney	69%	19%	5%	7%	0%	0%	471
City Council	42%	39%	8%	5%	0%	5%	153
Register of Wills	61%	30%	10%	0%	0%	0%	71
Sheriff	22%	70%	4%	0%	0%	4%	27
City Controller	44%	48%	4%	4%	0%	0%	25
City Commissioners	57%	21%	7%	7%	0%	7%	14

Philadelphia's Workforce in FY19 Exempt Employees with Salaries >\$90K

	Overrepresented vs. Census
	Parity with Census
	Underrepresented vs. Census

Mayoral Administration

	White	Black or African American	Hispanic	Asian	American Indian	Other	Total Number
City Census	34%	40%	15%	7%	0%	3%	
All Departments	55%	33%	5%	4%	0%	2%	514
OIT	50%	36%	3%	9%	0%	1%	86
Law	80%	13%	2%	6%	0%	0%	54
MDO	45%	43%	8%	0%	0%	4%	51
DHS	44%	38%	13%	3%	0%	3%	39
Office of the Mayor	48%	30%	4%	4%	0%	13%	23
Aviation	55%	25%	5%	15%	0%	0%	20
Revenue	70%	15%	15%	0%	0%	0%	20
Finance	44%	44%	0%	12%	0%	0%	16
Planning & Development	79%	14%	0%	7%	0%	0%	14
Parks & Recreation	62%	23%	8%	8%	0%	0%	13
L&I	67%	25%	0%	8%	0%	0%	12
Police	73%	27%	0%	0%	0%	0%	11
CAO	55%	36%	0%	0%	0%	9%	11
Homeless Services	45%	45%	0%	0%	0%	9%	11
Streets	55%	36%	9%	0%	0%	0%	11
Public Property	70%	20%	10%	0%	0%	0%	10
Public Health	56%	33%	0%	11%	0%	0%	9
Water	67%	33%	0%	0%	0%	0%	9
Fire	33%	67%	0%	0%	0%	0%	9
Commerce	44%	44%	11%	0%	0%	0%	9
Property Assessment	50%	50%	0%	0%	0%	0%	8
DBHIDS	29%	71%	0%	0%	0%	0%	7
Prisons	17%	83%	0%	0%	0%	0%	6
Office of Education	17%	50%	17%	0%	0%	17%	6
Fleet	67%	17%	0%	17%	0%	0%	6
Labor Relations	83%	17%	0%	0%	0%	0%	6
Free Library	80%	20%	0%	0%	0%	0%	5
Procurement	25%	50%	25%	0%	0%	0%	4
Treasurer	50%	50%	0%	0%	0%	0%	4
Board of Ethics	100%	0%	0%	0%	0%	0%	4
Inspector General	100%	0%	0%	0%	0%	0%	4
City Rep	67%	33%	0%	0%	0%	0%	3
CEO	0%	100%	0%	0%	0%	0%	3
Human Resources	0%	100%	0%	0%	0%	0%	3
Sustainability	100%	0%	0%	0%	0%	0%	2
Mural Arts	100%	0%	0%	0%	0%	0%	1
Records	100%	0%	0%	0%	0%	0%	1
Human Relations	100%	0%	0%	0%	0%	0%	1
BRT	0%	100%	0%	0%	0%	0%	1
Arts, Culture, & Creative Economy	0%	100%	0%	0%	0%	0%	1

Independents

	White	Black or African American	Hispanic	Asian	American Indian	Other	Total Number
City Census	34%	40%	15%	7%	0%	3%	
District Attorney	76%	12%	5%	7%	0%	0%	84
First Judicial District	73%	23%	2%	2%	0%	0%	52
City Council	44%	42%	6%	6%	0%	3%	36
City Controller	50%	38%	12%	0%	0%	0%	8
City Commissioners	71%	14%	0%	0%	0%	14%	7
Register of Wills	71%	14%	14%	0%	0%	0%	7
Sheriff	50%	50%	0%	0%	0%	0%	4

Philadelphia's Workforce in FY19 New Exempt Hires

	Overrepresented vs. Census
	Parity with Census
	Underrepresented vs. Census

Mayoral Administration

	White	Black or African American	Hispanic	Asian	American Indian	Other	Total Number
City Census	34%	40%	15%	7%	0%	3%	
All Departments	43%	32%	10%	9%	0%	6%	271
MDO	31%	33%	17%	4%	0%	15%	54
OIT	47%	27%	13%	13%	0%	0%	45
Commerce	33%	42%	12%	12%	0%	0%	24
Law	70%	17%	4%	4%	0%	4%	23
Revenue	56%	12%	12%	6%	0%	12%	16
DHS	50%	30%	10%	10%	0%	0%	10
Aviation	22%	44%	0%	33%	0%	0%	9
DBHIDS	22%	56%	22%	0%	0%	0%	9
Office of the Mayor	29%	14%	0%	29%	0%	29%	7
CAO	50%	33%	0%	17%	0%	0%	6
Parks & Recreation	83%	17%	0%	0%	0%	0%	6
Office of Education	40%	40%	20%	0%	0%	0%	5
L&I	40%	40%	0%	20%	0%	0%	5
Labor Relations	60%	20%	20%	0%	0%	0%	5
Public Health	50%	25%	0%	25%	0%	0%	4
Prisons	25%	25%	25%	0%	0%	25%	4
Arts, Culture, & Creative Economy	50%	0%	0%	50%	0%	0%	4
Homeless Services	25%	50%	0%	0%	0%	25%	4
Fire	50%	50%	0%	0%	0%	0%	4
Finance	50%	50%	0%	0%	0%	0%	4
Mural Arts	0%	100%	0%	0%	0%	0%	3
CEO	33%	33%	0%	33%	0%	0%	3
Procurement	33%	67%	0%	0%	0%	0%	3
BRT	67%	33%	0%	0%	0%	0%	3
Inspector General	50%	50%	0%	0%	0%	0%	2
Free Library	100%	0%	0%	0%	0%	0%	2
Planning & Development	50%	50%	0%	0%	0%	0%	2
Board of Ethics	100%	0%	0%	0%	0%	0%	1
Public Property	0%	100%	0%	0%	0%	0%	1
Sustainability	0%	100%	0%	0%	0%	0%	1
Treasurer	100%	0%	0%	0%	0%	0%	1
Water	0%	100%	0%	0%	0%	0%	1

Independents

	34%	40%	15%	7%	0%	3%	
City Census	34%	40%	15%	7%	0%	3%	
First Judicial District	55%	35%	2%	3%	0%	5%	143
District Attorney	61%	23%	7%	8%	0%	1%	135
City Council	29%	21%	21%	7%	0%	21%	14
Register of Wills	33%	67%	0%	0%	0%	0%	3
City Controller	50%	50%	0%	0%	0%	0%	2
Sheriff	0%	100%	0%	0%	0%	0%	2

Philadelphia's Workforce in FY19 New Exempt Hires with Salaries >\$90K

■ Overrepresented vs. Census
■ Parity with Census
■ Underrepresented vs. Census

Mayoral Administration

	White	Black or African American	Hispanic	Asian	American Indian	Other	Total Number
City Census	34%	40%	15%	7%	0%	3%	
All Departments	40%	47%	4%	9%	0%	0%	47
OIT	50%	30%	10%	10%	0%	0%	10
Aviation	22%	44%	0%	33%	0%	0%	9
MDO	60%	40%	0%	0%	0%	0%	5
Procurement	33%	67%	0%	0%	0%	0%	3
Office of Education	33%	33%	33%	0%	0%	0%	3
Finance	50%	50%	0%	0%	0%	0%	2
Fire	0%	100%	0%	0%	0%	0%	2
DHS	0%	100%	0%	0%	0%	0%	2
DBHIDS	0%	100%	0%	0%	0%	0%	2
Board of Ethics	100%	0%	0%	0%	0%	0%	1
Office of the Mayor	100%	0%	0%	0%	0%	0%	1
Parks & Recreation	100%	0%	0%	0%	0%	0%	1
Prisons	0%	100%	0%	0%	0%	0%	1
Commerce	0%	100%	0%	0%	0%	0%	1
Public Health	100%	0%	0%	0%	0%	0%	1
Revenue	100%	0%	0%	0%	0%	0%	1
Treasurer	100%	0%	0%	0%	0%	0%	1
Water	0%	100%	0%	0%	0%	0%	1

Independents

City Census	34%	40%	15%	7%	0%	3%	
District Attorney	73%	18%	0%	9%	0%	0%	11