

Fiscal Year 2021 Exempt Employee Diversity Review



City of Philadelphia
Office of the City Controller

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Acting City Controller

The City of Philadelphia (City) employs about 4,700 people who are not hired through the civil service system, known as exempt employees. The demographics of this exempt workforce 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 2021 (FY21). It builds on previous reports¹ by the Controller's Office that have examined the demographics of the exempt workforce since the end of FY18. The data for this year's review was compiled from the City's OnePhilly payroll system, and departments were asked to verify its accuracy before finalizing. Similar to previous reports, exempt employees are shown in relation to the department from which they are paid.²

To illustrate 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, new exempt hires in FY21,³ exempt employees with salaries of at least \$90,000 (referred to as "executive" positions), and the subset of new hires with salaries of at least \$90,000. The diversity of the City's exempt workforce is examined separately for City departments that fall under the Mayor's authority and for independent offices.

Key Observations

- In FY21, diverse employees accounted for 47.3% of the exempt workforce while the city's overall population is 67.0% diverse.⁴
- Due to hiring freezes and attrition in FY21, the size of the exempt workforce decreased in FY21. There were 109 fewer exempt employees and 181 fewer new hires in FY21 compared to FY20.
- The diversity of new exempt hires improved significantly in FY21. The demographics of new hires were largely in line with citywide census demographics, showing improvement over the last three fiscal years.
- While new executive hires continued to be less diverse than new hires overall, executive diversity has improved as compared to prior years.

¹ See the [FY18 Exempt Diversity Review](#), [FY19 Exempt Diversity Review](#), and [FY20 Exempt Diversity Review](#).

² Note that the department that hires an employee is not necessarily responsible for paying that employee. As hiring information has been unavailable in past years, employees are associated with the department that pays them to allow for year-over-year comparisons and ensure accurate data quality.

³ Data for new exempt hires includes employees new to the City of Philadelphia as well as employees who have moved between City departments in FY21. It can also include employees who have previously separated from the City and been re-hired during FY21.

⁴ Throughout the report, the diversity of the exempt workforce is compared to the demographics of the citywide population, using [2021 Census data](#) to measure the diversity of the city's population.

Diversity of the Exempt Workforce

The City's exempt workforce totaled 4,723 employees at the end of FY21 and was 47.3% diverse, an increase from 45.8% in FY20. Since the Controller's Office began analyzing diversity data in FY18, the City has incrementally increased its diverse representation among its exempt employees each fiscal year.

There were dramatic improvements in the diverse representation of new hires in FY21 compared to prior years. In FY21, 63.3% of all new hires were diverse, a significant improvement from 53.7% in FY20 and more in line with the citywide population, which is 67.0% diverse. These improvements were also seen in executive new hires, which includes positions with salaries of at least \$90,000.⁵ Diverse representation in this group increased from 47.4% in FY20 to 58.7% in FY21. These changes occurred along with a year-over-year decline in overall hires (-181), the consequence of hiring freezes and increased attrition due to the COVID-19 pandemic.

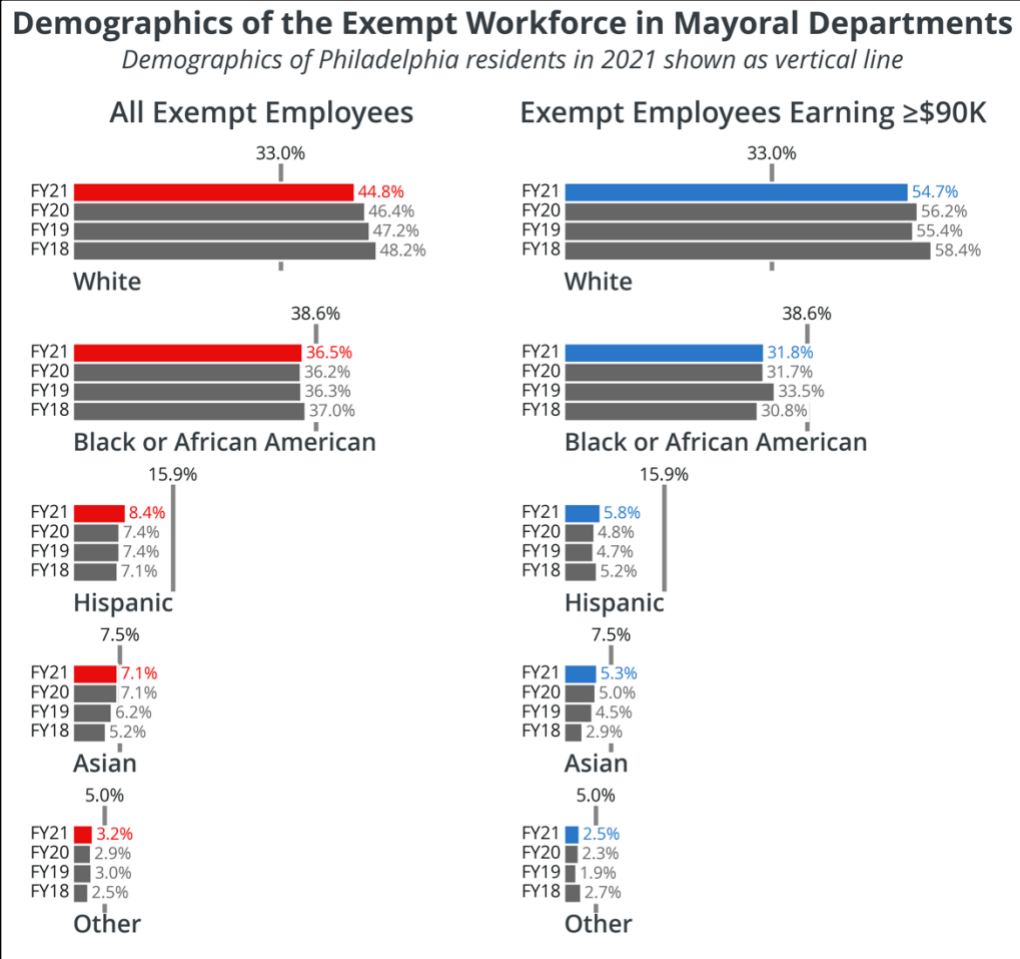
The Mayoral Administration

In 2017, Mayor Kenney's administration created the Exempt Employee Hiring Guidelines⁶ in an effort to increase diverse representation in the City's exempt workforce. While the guidelines are not mandatory, Mayoral departments are expected to follow the recommendations for all exempt hires when possible. This section focuses only on the diversity of the workforce in these Mayoral departments, which included 1,690 exempt employees in FY21, and excludes exempt employees in independent offices.

The figure below summarizes the changes in diversity for departments in the Mayoral administration for all exempts and exempts making at least \$90,000. Similar to the overall exempt workforce, White employees accounted for 44.8% of the workforce in FY21, an improvement from 46.4% in FY20. Since FY18, Asian representation has increased from 5.2% in FY18 to 7.1% in FY21 and is nearly consistent with citywide demographics (7.5% Asian). Lastly, Hispanic representation was 8.4% in FY21, compared to 15.9% of the city's population.

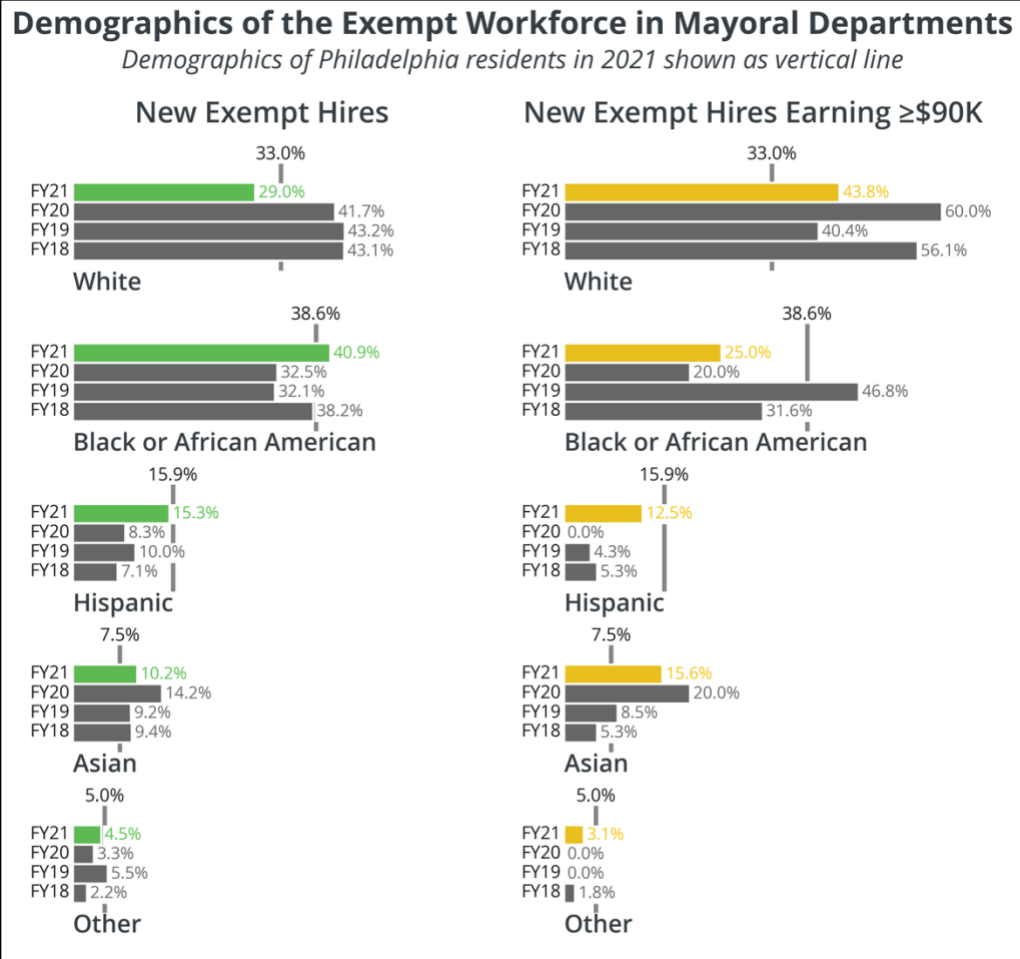
⁵ This definition of executive positions is consistent with the City's annual workforce studies, available [here](#).

⁶ See the ["Exempt Hiring Guide for Building a Talented, Diverse Workforce."](#)



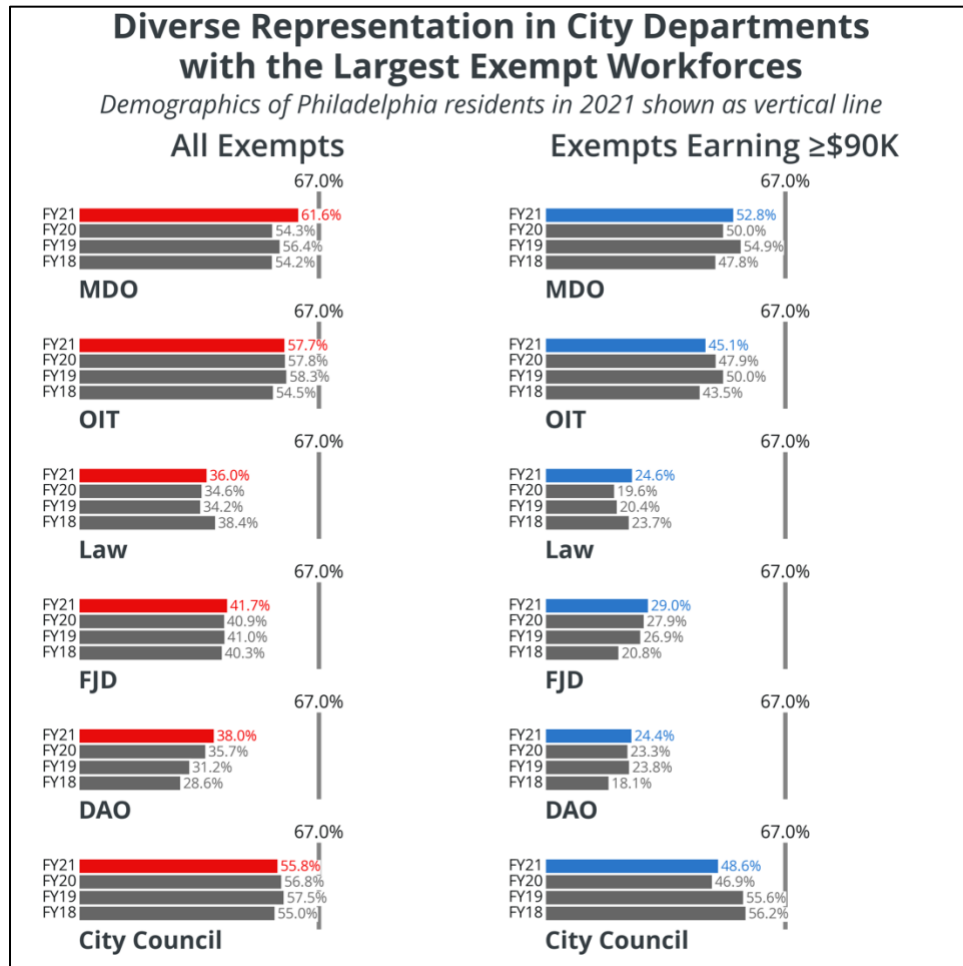
Diverse representation among new exempt hires in FY21 showed improvement over previous years, with representation among exempt employees falling in line with citywide demographics for the first time since FY18. Diverse groups made up 71.0% of new exempt hires in FY21 compared to 67.0% of the citywide population, a significant improvement from FY20 when diverse employees made up only 58.3% of new hires. Increased representation for Black and Hispanic new hires contributed to this increase: the share of Black new hires increased from 32.5% in FY20 to 40.9% in FY21, and the share of Hispanic new hires increased from 8.3% in FY20 to 15.3% in FY21. Among diverse groups, Asian employees were the only group to experience a year over year decline in diversity among new hires, from 14.2% in FY20 to 10.2% in FY21.

Diversity among new exempt hires for executive positions also significantly improved in FY21. The White share of these employees fell from 60.0% in FY20 to 43.8% in FY21, and the representation of Black employees among new executive hires increased from 20.0% in FY20 to 25.0% in FY21. Additionally, while the City did not hire any Hispanic employees for executive positions in FY20, Hispanic employees made up 12.5% of new executive hires in FY21.



Departments with the Largest Exempt Workforces

About 80% of the City's exempt employees were concentrated in six City departments in FY21. 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 independent offices: the First Judicial District (FJD), the District Attorney's Office (DAO), and City Council. There were a number of notable observations across these departments, as described below.

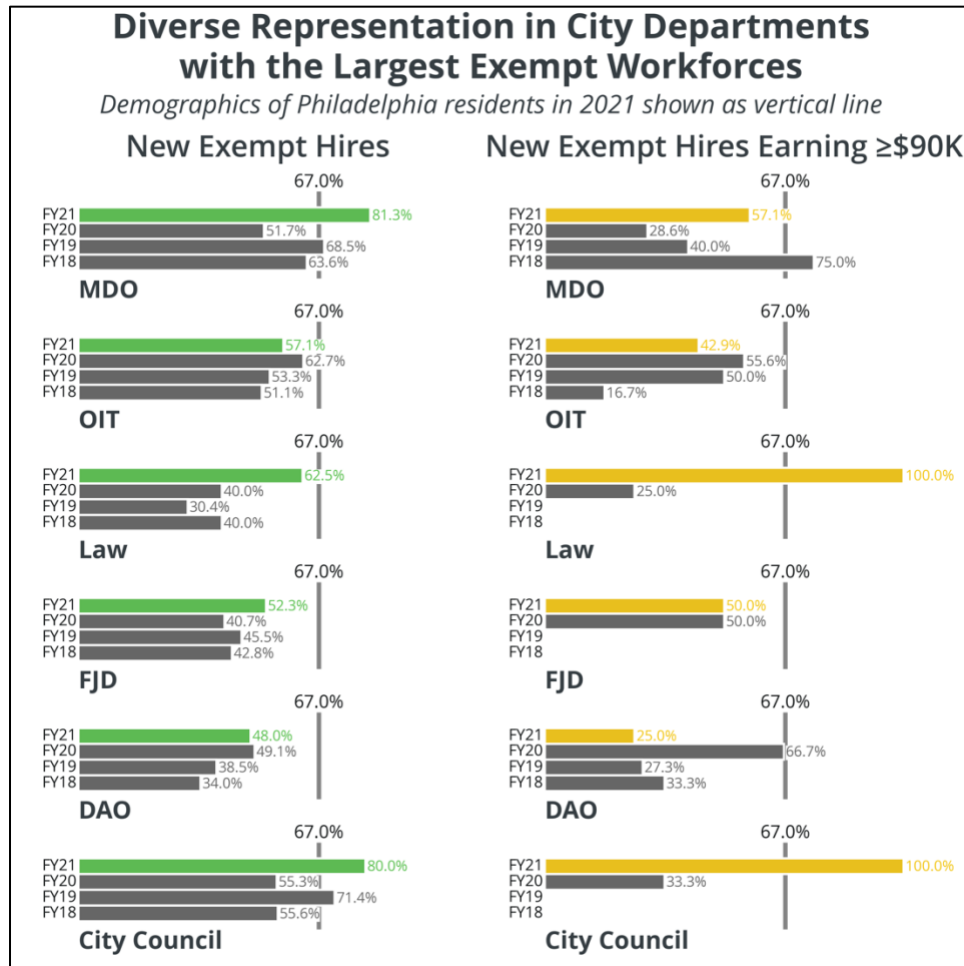


All Exempt Employees

- MDO's diverse representation was 61.6% in FY21, an increase from 54.3% in FY20.
- Diverse representation in OIT has remained relatively steady since FY19, around 58%.
- Diverse representation in the DAO has increased each year since FY18, improving to 38.0% in FY21, up from 28.6% in FY18.

Executive Exempt Employees

- MDO's diverse representation was 52.8%, which is the highest of these six departments but below the citywide benchmark of 67.0%.
- Among these six departments, diverse representation is lowest in the Law Department (24.6%) and the DAO (24.4%).
- FJD's diverse representation has increased each year since FY18, improving to 29.0% in FY21, up from 20.8% in FY18.



New Exempt Hires

- Diverse representation was strongest in MDO and City Council at 81.3% and 80.0%, respectively. MDO added 91 new employees, the most of any department; 49.5% of these new hires were Black or African American, and 19.8% were Hispanic.
- Relative to FY20, there was a substantial improvement in the diverse representation of new hires in four of these six departments: MDO (51.7% to 81.3%), City Council (55.3% to 80.0%), Law (40.0% to 62.5%), and FJD (40.7% to 52.3%).
- OIT is the only department of these six that saw a significant decline in the diversity of new hires. It added 21 new employees in FY21, and 57.1% of these employees were from diverse groups, a decrease of 5.6% from FY20.

Executive New Exempt Hires

- The Law Department hired three new executive exempt employees, all of whom were diverse.
- OIT and MDO each added seven executive employees, the most of any department. In OIT, three of these employees were diverse, while in MDO, four of these new hires were diverse.

FY21 Diversity Data for All City Departments

In the following visualizations, the diversity data for each City department or independent office is presented in two separate heatmaps, one for all departments that fall under the Mayor's authority (top) and one for independent offices (bottom). Rows of the heatmap show results for a specific department while columns represent different races and ethnicities.⁷ The data is visualized relative to Philadelphia's overall population statistics according to 2021 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 is broken out into four categories: all exempt employees, exempt employees hired in FY21, exempt employees with salaries of at least \$90,000, and the subset of new hires with salaries of at least \$90,000.

⁷ Note that rows may not add up to 100% due to rounding.

Philadelphia's Workforce in FY21 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
Philadelphia Census	33%	39%	16%	7%	0%	5%	
All Departments	45%	37%	8%	7%	0%	3%	1,690
MDO	38%	41%	12%	4%	0%	4%	370
OIT	42%	35%	5%	14%	0%	3%	310
Law	64%	27%	3%	5%	0%	2%	150
DHS	47%	32%	14%	5%	1%	2%	133
Revenue	52%	19%	16%	10%	0%	3%	79
Office of the Mayor	40%	30%	17%	6%	0%	6%	63
CAO	29%	56%	4%	9%	0%	2%	45
Commerce	29%	58%	7%	7%	0%	0%	45
Finance	33%	40%	7%	20%	0%	0%	45
Parks & Recreation	56%	20%	5%	15%	0%	5%	41
L&I	42%	36%	9%	6%	0%	6%	33
Public Health	55%	42%	3%	0%	0%	0%	33
Homeless Services	23%	57%	0%	7%	0%	13%	30
CEO	21%	62%	14%	3%	0%	0%	29
DBHIDS	41%	34%	17%	7%	0%	0%	29
Planning & Development	60%	24%	4%	8%	0%	4%	25
Aviation	56%	20%	4%	8%	0%	12%	25
Streets	50%	39%	6%	0%	0%	6%	18
Inspector General	53%	41%	0%	6%	0%	0%	17
Labor Relations	59%	24%	0%	18%	0%	0%	17
Police	67%	33%	0%	0%	0%	0%	15
Prisons	13%	80%	7%	0%	0%	0%	15
Water	47%	53%	0%	0%	0%	0%	15
Public Property	71%	7%	14%	0%	0%	7%	14
Fire	58%	42%	0%	0%	0%	0%	12
Property Assessment	50%	42%	0%	8%	0%	0%	12
BRT	67%	33%	0%	0%	0%	0%	12
Sustainability	70%	20%	10%	0%	0%	0%	10
Mural Arts	25%	62%	12%	0%	0%	0%	8
Treasurer	57%	29%	14%	0%	0%	0%	7
Board of Ethics	83%	17%	0%	0%	0%	0%	6
Fleet	60%	20%	0%	20%	0%	0%	5
Human Resources	40%	60%	0%	0%	0%	0%	5
Procurement	20%	60%	20%	0%	0%	0%	5
Free Library	50%	50%	0%	0%	0%	0%	4
Children & Families	67%	0%	33%	0%	0%	0%	3
Records	33%	67%	0%	0%	0%	0%	3
Human Relations	100%	0%	0%	0%	0%	0%	2

Independents

Philadelphia Census	33%	39%	16%	7%	0%	5%	
First Judicial District	58%	34%	5%	2%	0%	1%	2,223
District Attorney	62%	22%	6%	8%	0%	2%	513
City Council	44%	41%	7%	4%	0%	4%	165
Register of Wills	43%	47%	10%	0%	0%	0%	68
Sheriff	7%	83%	7%	0%	0%	3%	30
City Controller	48%	39%	4%	9%	0%	0%	23
City Commissioners	55%	27%	9%	9%	0%	0%	11

Philadelphia's Workforce in FY21 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
Philadelphia Census	33%	39%	16%	7%	0%	5%	
All Departments	55%	32%	6%	5%	0%	2%	570
OIT	55%	29%	3%	11%	0%	2%	102
Law	75%	14%	5%	5%	0%	0%	57
MDO	47%	38%	8%	4%	0%	4%	53
DHS	43%	34%	16%	2%	0%	5%	44
Revenue	76%	8%	12%	4%	0%	0%	25
Finance	36%	40%	4%	20%	0%	0%	25
Office of the Mayor	52%	24%	16%	0%	0%	8%	25
Aviation	57%	24%	0%	5%	0%	14%	21
L&I	50%	29%	14%	0%	0%	7%	14
Streets	50%	36%	7%	0%	0%	7%	14
Commerce	29%	71%	0%	0%	0%	0%	14
Planning & Development	79%	14%	0%	7%	0%	0%	14
Parks & Recreation	64%	14%	7%	14%	0%	0%	14
Public Health	62%	38%	0%	0%	0%	0%	13
Police	69%	31%	0%	0%	0%	0%	13
CAO	42%	42%	0%	17%	0%	0%	12
Water	64%	36%	0%	0%	0%	0%	11
Public Property	78%	11%	11%	0%	0%	0%	9
Homeless Services	33%	56%	0%	0%	0%	11%	9
Labor Relations	88%	12%	0%	0%	0%	0%	8
DBHIDS	25%	75%	0%	0%	0%	0%	8
Fire	43%	57%	0%	0%	0%	0%	7
Prisons	14%	86%	0%	0%	0%	0%	7
Property Assessment	50%	50%	0%	0%	0%	0%	6
Inspector General	50%	50%	0%	0%	0%	0%	6
Fleet	60%	20%	0%	20%	0%	0%	5
CEO	40%	60%	0%	0%	0%	0%	5
Procurement	20%	60%	20%	0%	0%	0%	5
Free Library	50%	50%	0%	0%	0%	0%	4
Human Resources	25%	75%	0%	0%	0%	0%	4
Treasurer	75%	0%	25%	0%	0%	0%	4
Board of Ethics	100%	0%	0%	0%	0%	0%	3
Sustainability	67%	33%	0%	0%	0%	0%	3
Children & Families	50%	0%	50%	0%	0%	0%	2
Records	50%	50%	0%	0%	0%	0%	2
BRT	0%	100%	0%	0%	0%	0%	1
Human Relations	100%	0%	0%	0%	0%	0%	1

Independents

Philadelphia Census	33%	39%	16%	7%	0%	5%	
District Attorney	76%	13%	5%	6%	0%	1%	86
First Judicial District	71%	21%	2%	5%	0%	2%	62
City Council	51%	37%	6%	3%	0%	3%	35
City Controller	50%	25%	12%	12%	0%	0%	8
Register of Wills	50%	50%	0%	0%	0%	0%	6
City Commissioners	75%	25%	0%	0%	0%	0%	4
Sheriff	33%	67%	0%	0%	0%	0%	3

Philadelphia's Workforce in FY21 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
Philadelphia Census	33%	39%	16%	7%	0%	5%	
All Departments	29%	41%	15%	10%	0%	5%	176
MDO	19%	49%	20%	7%	0%	5%	91
OIT	43%	38%	0%	10%	0%	10%	21
Law	38%	38%	25%	0%	0%	0%	8
Finance	0%	14%	14%	71%	0%	0%	7
Office of the Mayor	33%	50%	17%	0%	0%	0%	6
CEO	50%	50%	0%	0%	0%	0%	6
Revenue	50%	33%	0%	17%	0%	0%	6
Public Health	100%	0%	0%	0%	0%	0%	5
DHS	25%	0%	75%	0%	0%	0%	4
Labor Relations	0%	33%	0%	67%	0%	0%	3
Homeless Services	50%	0%	0%	0%	0%	50%	2
Sustainability	50%	50%	0%	0%	0%	0%	2
DBHIDS	50%	50%	0%	0%	0%	0%	2
Commerce	50%	50%	0%	0%	0%	0%	2
Parks & Recreation	50%	0%	0%	50%	0%	0%	2
Planning & Development	0%	50%	50%	0%	0%	0%	2
Public Property	100%	0%	0%	0%	0%	0%	1
CAO	100%	0%	0%	0%	0%	0%	1
Property Assessment	100%	0%	0%	0%	0%	0%	1
Mural Arts	0%	100%	0%	0%	0%	0%	1
L&I	0%	0%	0%	100%	0%	0%	1
Free Library	0%	100%	0%	0%	0%	0%	1
Treasurer	0%	0%	100%	0%	0%	0%	1

Independents

Philadelphia Census	33%	39%	16%	7%	0%	5%	
First Judicial District	48%	34%	6%	7%	0%	6%	88
District Attorney	52%	21%	13%	9%	0%	4%	75
Register of Wills	31%	69%	0%	0%	0%	0%	13
City Council	20%	60%	0%	20%	0%	0%	10
Sheriff	0%	100%	0%	0%	0%	0%	10
City Commissioners	0%	100%	0%	0%	0%	0%	2
City Controller	0%	50%	0%	50%	0%	0%	2

Philadelphia's Workforce in FY21 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
Philadelphia Census	33%	39%	16%	7%	0%	5%	
All Departments	44%	25%	12%	16%	0%	3%	32
MDO	43%	29%	0%	14%	0%	14%	7
OIT	57%	29%	0%	14%	0%	0%	7
Finance	0%	0%	25%	75%	0%	0%	4
Law	0%	33%	67%	0%	0%	0%	3
Public Health	100%	0%	0%	0%	0%	0%	3
CEO	100%	0%	0%	0%	0%	0%	2
Commerce	50%	50%	0%	0%	0%	0%	2
DBHIDS	0%	100%	0%	0%	0%	0%	1
Free Library	0%	100%	0%	0%	0%	0%	1
Revenue	100%	0%	0%	0%	0%	0%	1
Treasurer	0%	0%	100%	0%	0%	0%	1

Independents

	White	Black or African American	Hispanic	Asian	American Indian	Other	Total Number
Philadelphia Census	33%	39%	16%	7%	0%	5%	
District Attorney	75%	0%	0%	0%	0%	25%	4
City Controller	0%	50%	0%	50%	0%	0%	2
First Judicial District	50%	50%	0%	0%	0%	0%	2
Register of Wills	50%	50%	0%	0%	0%	0%	2
Sheriff	0%	100%	0%	0%	0%	0%	2
City Commissioners	0%	100%	0%	0%	0%	0%	1
City Council	0%	100%	0%	0%	0%	0%	1