

**To the Mayor and Members of the City Council****April 16, 2024**

Page 1 of 7

SUBJECT: MANAGEMENT DIVERSITY REVIEW

Diversity is a core value for the City of Fort Worth because the City recognizes that a diverse workforce provides many perspectives, views, and ideas that add strength to the City's ability to strategize, communicate and deliver services. Employing people who come from different demographics furthers the City's understanding of its customer base and enhances its execution of services.

A key focus at the City of Fort Worth is to have an internal workforce that reflects the diversity of our Community. Thus, for several years, HR and City Management have had the following 3 goals for each selection process:

- Find the best candidate for each position through a competitive process
- Develop a workforce that reflects the diversity of the community
- Remove bias from the selection process

Human Resources (HR) reports regularly on the City of Fort Worth's total employee demographics. A summary of the workforce statistics is also posted annually on the City's Human Resources website:

<https://www.fortworthtexas.gov/departments/hr/careers/employment-stats>. The following two tables demonstrate the current makeup of the City of Fort Worth workforce in comparison to the makeup of residents as of February 20, 2024. The first table provides data on ethnicity while the second table reflects gender and age data.



To the Mayor and Members of the City Council

April 16, 2024

Page 2 of 7

SUBJECT: MANAGEMENT DIVERSITY REVIEW

Table 1 (Ethnicity)

(Other – Includes Asian, American Indian, Non-Specified and 2 or More Races)

2014 /2024

(as of 02/20/2024)

RESIDENTS	WHITE		HISPANIC		AFRICAN - AMERICAN		OTHER	
	2014	2024	2014	2024	2014	2024	2014	2024
CFW Population	41.00%	37.71%	34.60%	35.17%	18.20%	18.88%	6.30%	8.25%
Tarrant County	50.00%	43.88%	27.60%	29.81%	14.90%	16.92%	7.50%	9.39%
Tri - County	53.68%	47.98%	26.08%	28.35%	13.35%	15.02%	6.89%	8.65%
EE GROUP								
All Employees	56.31%	48.25%	22.32%	27.97%	18.00%	17.31%	3.38%	6.47%
General	45.94%	38.32%	27.39%	32.12%	22.62%	21.87%	4.04%	7.69%
Sworn Police	68.73%	59.29%	16.88%	25.94%	11.40%	9.86%	2.99%	4.90%
Sworn Fire	78.74%	75.26%	10.16%	12.22%	9.93%	9.01%	1.17%	3.52%
General Exempt	59.10%	48.27%	15.22%	22.30%	19.56%	19.31%	6.12%	10.12%
General Non-Exempt	39.90%	32.98%	32.98%	37.31%	24.03%	23.23%	3.09%	6.48%
Managerial	73.05%	55.26%	9.22%	18.86%	12.77%	16.67%	4.96%	9.21%
Assistant Directors	72.00%	63.49%	8.00%	19.05%	14.00%	15.87%	6.00%	1.59%
Directors and Above	65.00%	56.67%	15.00%	13.33%	20.00%	23.33%	0.00%	6.67%
Total Management	72.04%	57.01%	9.48%	18.38%	13.74%	17.13%	4.74%	7.48%
Professional	56.33%	45.97%	16.24%	23.19%	20.89%	19.74%	6.54%	11.10%



To the Mayor and Members of the City Council

April 16, 2024

Page 3 of 7

SUBJECT: MANAGEMENT DIVERSITY REVIEW

Table 2 (Gender and Age)

2014 /2024

(as of 02/20/2024)

RESIDENTS	CFW RESIDENT		Average Age		Gender			
	2014	2024	2014	2024	Male	Female	Male	Female
					2014		2024	
CFW Population			32	34	48.23%	51.77%	49.67%	50.33%
Tarrant County			34	35	48.93%	51.07%	49.25%	50.75%
Tri - County			37	37	49.44%	50.56%	50.16%	49.84%
EE GROUP								
All Employees	43.58%	48.72%	45	44	71.34%	28.66%	70.12%	29.88%
General	52.82%	56.46%	47	46	59.30%	40.70%	58.63%	41.37%
Sworn Police	31.40%	40.05%	41	42	85.48%	14.52%	86.07%	13.93%
Sworn Fire	25.58%	27.74%	43	43	97.90%	2.10%	95.86%	4.14%
General Exempt	43.03%	47.74%	48	48	54.93%	45.07%	51.86%	48.14%
General Non-Exempt	57.33%	61.26%	46	44	61.31%	38.69%	61.60%	38.40%
Managerial	37.59%	45.61%	52	50	62.41%	37.59%	56.14%	43.86%
Assistant Directors	24.00%	42.86%	53	52	66.00%	34.00%	57.14%	42.86%
Directors and Above	80.00%	70.00%	54	55	80.00%	20.00%	60.00%	40.00%
Total Management	38.39%	47.35%	52	51	64.93%	35.07%	56.70%	43.30%
Professional	43.46%	47.86%	48	47	53.06%	46.94%	50.00%	50.00%

Notes:

1. Management positions are composed of three categories – Directors/Chiefs and above; Assistant Directors, which includes Assistant and Deputy Chiefs; and Managers that includes Police Captains, Fire Battalion Chiefs and civilian staff that typically supervise a division within a department.
2. Professional positions include all exempt employees not designated as management and above.
3. Tarrant County, Texas Population 2024 (worldpopulationreview.com)

Highlights

Since the last Management Diversity Review in October 2023 (IR 23-0760), the following noticeable changes occurred in the diversity of the workforce:

- Growth in Hispanic and African-American residents resulted in an increase in employees for these respective ethnicities.
- Diversity improved for Sworn Police across three ethnicity categories: Hispanic, African-American and Other.

**To the Mayor and Members of the City Council****April 16, 2024**

Page 4 of 7

SUBJECT: MANAGEMENT DIVERSITY REVIEW

- Diversity improved for Sworn Fire in the Other category while showing a slight decrease for the Hispanic and African-American categories.
- Diversity improved for General Exempt across three ethnicity categories: Hispanic, African-American and Other.

The data further demonstrates that:

- Over the last ten years, the overall workforce (all regular employees) has become more racially diverse.
- While the average age of the overall workforce (all regular employees) and many of the employee groups decreased over the last ten years, the age of the workforce is continuing to trend higher than the average age of the residents.
- The overall gender makeup of the workforce mostly stayed the same, with some minimal increases in the Female percentage in some employee groups. The most notable increase is in the Directors and above group
- General employees (excluding Sworn Police and Fire personnel) most closely represent the demographics of the City of Fort Worth and are continuing to become more diverse.
- Civil Service positions, as well as Management positions, remain the focus to improve the diversity of the workforce.
- The diversity in management positions increased over the past ten years.
- African-American employees increased across each group of management.
- Professional positions experienced continued progress of minority representation with Hispanic employees increasing the most.



To the Mayor and Members of the City Council

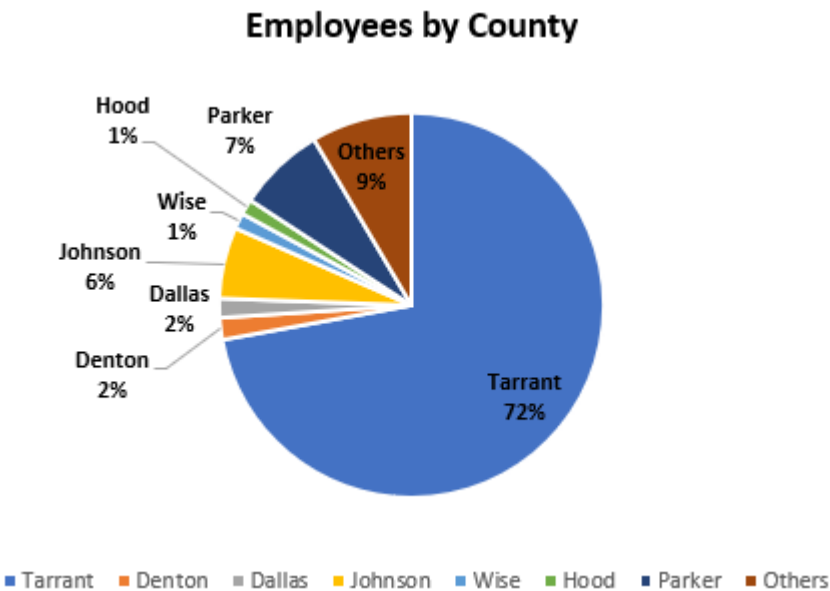
April 16, 2024

Page 5 of 7

SUBJECT: MANAGEMENT DIVERSITY REVIEW

Employee Residency by County

While the percentage of employees living in the City of Fort Worth may seem low (48.72%), the percentage is higher than it was 10 years ago (43.58%). As shown in the chart below though, the majority of employees live in Tarrant County (72%), with the remaining living predominantly in Other counties and Parker County (9% and 7% respectively).



Data Source: 1. CFW Employment Statistics Report 20th February, 2024



To the Mayor and Members of the City Council

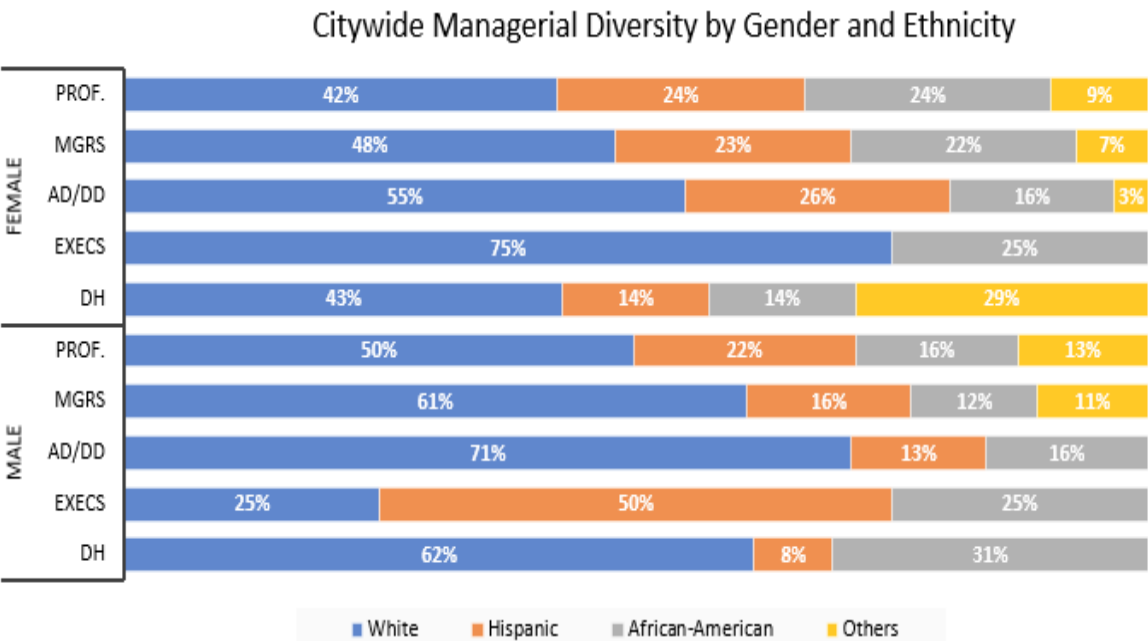
April 16, 2024

Page 6 of 7

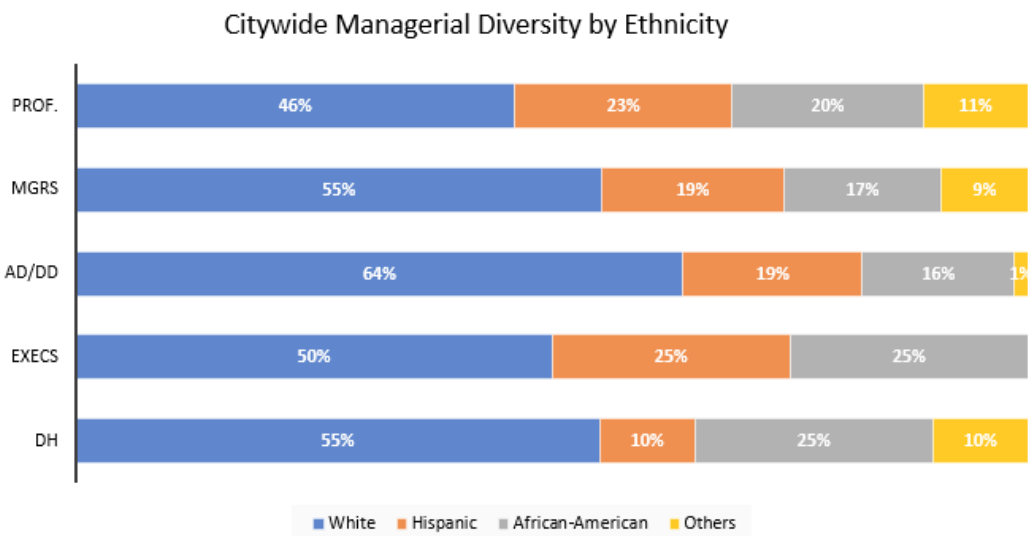
SUBJECT: MANAGEMENT DIVERSITY REVIEW

Current Citywide Managerial Diversity by Gender and Ethnicity

A detailed breakout of the demographics for the top four levels of the organization are shown in the following chart. This information is also provided at the department level on Exhibit 1 attached.



Data Source: CFW Jobmaster Report 17th March, 2024
Abbreviation: DH – Department Head; AD/DD – Assistant Director & Deputy Director; MGRS – Manager; PROF. – Professional





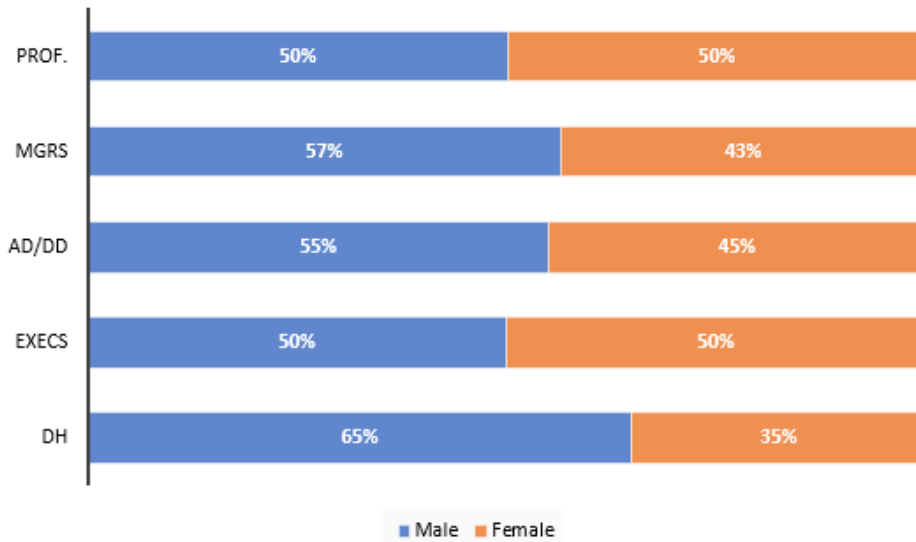
To the Mayor and Members of the City Council

April 16, 2024

Page 7 of 7

SUBJECT: MANAGEMENT DIVERSITY REVIEW

Citywide Managerial Diversity by Gender



Highlights

- Current citywide managerial diversity by gender and race confirms that improvements are still being made by the organization to create a more diverse workforce in the Managerial, Assistant Director, Director and Total Management groups.
- As the City's demographics continue to shift with increased population growth, there is an opportunity to continue improving the diversity of the workforce to reflect the composition of the population in the region.

Overall, the City continues to attract applicants from all demographic backgrounds. Actions have been taken to improve recruitment and retention of employees such as, but not limited to, increasing the minimum entry wage, conducting market studies to improve pay competitiveness, providing hiring incentives and extending other benefits like paid maternity and parental leave.

In closing, there continues to be a focus on removing bias from the hiring process by the use of diverse panels, including in many cases, others outside of the hiring department to be a part of the interview process. The candidate pools, as well as the results of each recruitment, are always reviewed by Human Resources. The City will continue in its efforts to find the best candidates for each position through a competitive process, hire a workforce that reflects the diversity of the community, and remove bias from the selection process.

For questions, please contact Dianna Giordano, Director of Human Resources, via e-mail to dianna.giordano@fortworthtexas.gov.

David Cooke
City Manager

EXHIBIT
Citywide Managerial Diversity by Department

Legend	Abbreviation
Department Head	DH
Assistant Director & Deputy Directors	AD/DD
Managers	Mgrs
Professionals	Prof.

		Male					Female				
		DH	Execs	AD/DD	Mgrs	Prof.	DH	Execs	AD/DD	Mgrs	Prof.
Aviation	White	1		2	1	3				2	2
	Hispanic				1						
	African-American										
	Others										
City Manager	White	1				3		2		1	9
	Hispanic		2			1					7
	African-American		1		1	3	1	1		2	7
	Others										1
City Secretary	White				1	1	1			1	3
	Hispanic			1		1					1
	African-American										
	Others										
Code Compliance	White			1	4	9			1	2	10
	Hispanic				2	2					5
	African-American					2					4
	Others					1					
Communication & Public Engagement	White					7				2	5
	Hispanic					1					4
	African-American					1				1	4
	Others										2
Development Services	White			2	6	19			1	3	15
	Hispanic				1	6			1	1	7
	African-American	1			1	4			1	2	14
	Others				1	10					2
Diversity and Inclusion	White								1		1
	Hispanic									2	2
	African-American					3			1	1	1
	Others					1	1				
Economic Development	White					1					5
	Hispanic								1		4
	African-American	1				1					2
	Others					1					1
Environmental Services	White			2	1	7				3	9
	Hispanic				1	5				1	5
	African-American				1	5					1
	Others					2					2
Financial Management Services	White			2	3	8			1	3	15
	Hispanic				1	4				1	13
	African-American	1				1					12
	Others				2	3					5
Fire	White	1		2	2	5					7
	Hispanic					3			1	1	3
	African-American			1		1				1	2
	Others				1	1					1
FWLab	White			1	1	8	1		1	3	5
	Hispanic					4					1
	African-American					1					1
	Others				1					1	1
Human Resources	White			1	2	5			1	1	9
	Hispanic				1		1			2	13
	African-American					3			1	2	10
	Others				1	2					

EXHIBIT
Citywide Managerial Diversity by Department

Legend	Abbreviation
Department Head	DH
Assistant Director & Deputy Directors	AD/DD
Managers	Mgrs
Professionals	Prof.

		Male					Female				
		DH	Execs	AD/DD	Mgrs	Prof.	DH	Execs	AD/DD	Mgrs	Prof.
Information Technology	White	1		1	15	30			2	3	6
	Hispanic				1	9				3	4
	African-American			1	2	12				1	6
	Others				1	18					4
Internal Audit	White			1	1	1					2
	Hispanic									1	1
	African-American					1					1
	Others					1					1
Law	White				5	12	1				7
	Hispanic					1			1		3
	African-American				1	1			1		6
	Others					2					1
Library	White					8			1	1	26
	Hispanic					8			1	1	11
	African-American					1					9
	Others					2	1				4
Municipal Court	White	1		1		2				1	2
	Hispanic			1		2					2
	African-American					2					2
	Others										
Neighborhood Services	White				1	5			1	2	6
	Hispanic					3					7
	African-American	1				3				4	15
	Others				2						3
Park and Recreation	White			2	6	33			2	3	16
	Hispanic	1			1	17					9
	African-American				2	7					6
	Others					4				1	2
Police	White	1		2	2	13				9	29
	Hispanic			2		4			1	2	12
	African-American										13
	Others					2					7
Property Management	White			2	3	16					3
	Hispanic			1	2	7			1	3	7
	African-American					3				1	4
	Others				1	2					2
Public Events	White	1		1		4					8
	Hispanic					2			1		1
	African-American					3			1	1	2
	Others				1						

EXHIBIT
Citywide Managerial Diversity by Department

Legend	Abbreviation
Department Head	DH
Assistant Director & Deputy Directors	AD/DD
Managers	Mgrs
Professionals	Prof.

		Male					Female				
		DH	Execs	AD/DD	Mgrs	Prof.	DH	Execs	AD/DD	Mgrs	Prof.
Transportation Public Works	White			1	8	33	1		3	3	21
	Hispanic				7	11				2	10
	African-American			2	5	16				1	10
	Others				2	12				2	8

Water / WW	White	1		3	17	77			2	5	40
	Hispanic				3	44				3	17
	African-American			2	3	25				5	17
	Others				1	15			1	3	11

Total		13	4	38	130	623	8	3	31	100	617
	White	8	1	27	79	310	4	2	17	48	261
	Hispanic	1	2	5	21	135	1	0	8	23	149
	African-American	4	1	6	16	99	1	1	5	22	149
	Others	0	0	0	14	79	2	0	1	7	58