

**To the Mayor and Members of the City Council****October 22, 2024**

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**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 September 16, 2024. The first table provides data on ethnicity while the second table reflects gender and age data.



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**Table 1 (Ethnicity)**

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

**2014 /2024**

*(as of 09/16/2024)*

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%
<b>EE GROUP</b>								
All Employees	56.32%	47.45%	22.56%	28.50%	17.64%	17.43%	3.48%	6.62%
General	45.60%	37.88%	27.88%	32.31%	22.35%	21.92%	4.17%	7.89%
Sworn Police	68.81%	58.05%	16.96%	27.03%	11.22%	10.12%	3.00%	4.80%
Sworn Fire	78.48%	73.56%	10.54%	13.42%	9.53%	9.15%	1.46%	3.88%
General Exempt	58.94%	47.59%	16.32%	22.70%	18.84%	19.55%	5.90%	10.16%
General Non-Exempt	39.49%	33.14%	33.17%	37.40%	23.96%	22.80%	3.38%	6.67%
Managerial	74.29%	54.22%	10.00%	20.88%	11.43%	14.86%	4.29%	10.04%
Assistant Directors	72.92%	62.32%	8.33%	20.29%	14.58%	15.94%	4.17%	1.45%
Directors and Above	63.16%	51.85%	15.79%	14.81%	21.05%	25.93%	0.00%	7.41%
Total Management	72.95%	55.65%	10.14%	20.29%	13.04%	15.94%	3.86%	8.12%
Professional	55.99%	45.59%	17.48%	23.16%	20.06%	20.19%	6.47%	11.06%



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**Chart 2 (Gender and Age)**

2014 / 2024

(as of 09/16/2024)

RESIDENTS	CFW RESIDENT		Average Age		Gender			
					Male	Female	Male	Female
	2014	2024	2014	2024	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%
<b>EE GROUP</b>								
All Employees	43.17%	48.31%	44	43	71.64%	28.36%	69.50%	30.50%
General	52.63%	56.17%	47	44	59.20%	40.80%	57.79%	42.21%
Sworn Police	31.06%	39.32%	41	41	85.71%	14.29%	86.02%	13.98%
Sworn Fire	25.56%	27.34%	42	41	98.09%	1.91%	95.43%	4.57%
General Exempt	43.40%	47.65%	48	47	55.21%	44.79%	51.13%	48.87%
General Non-Exempt	56.85%	60.68%	46	44	61.03%	38.97%	60.82%	39.18%
Managerial	37.14%	46.18%	51	52	62.86%	37.14%	57.03%	42.97%
Assistant Directors	20.83%	47.83%	53	52	64.58%	35.42%	53.62%	46.38%
Directors and Above	78.95%	53.13%	53	53	78.95%	21.05%	62.96%	37.04%
Total Management	37.20%	48.12%	52	50	64.73%	35.27%	56.81%	43.19%
Professional	44.01%	47.52%	41	46	53.51%	46.49%	49.28%	50.72%

**Highlights**

- Growth in Hispanic and African American residents has resulted in an increase in employees for these respective ethnicities
- For Sworn Police, the diversity has improved Hispanic and Other categories while showing a slight decrease in African American category.
- For Sworn Fire, the diversity improved for the Other and Hispanic categories while showing a slight decrease for the African American category.
- For General Exempt employees, the diversity improved across all three ethnicity categories
- The average age of the workforce is continuing to trend higher than the average age of the residents.

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The data demonstrates that:

- Over the last ten years, the overall workforce (all regular employees) has become more racially diverse.
- General employees (excluding Sworn Police & Fire personnel) most closely represent the demographics of the City of Fort Worth and are more reflective of the community.
- The diversity in management positions has increased

Note: 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.

- For Management, Assistant Directors, and Directors and above; African American employees has increased across each group of management
- Professional positions include all exempt employees not designated as management above. Continued progress of minority representation exists in this group with Hispanic employees increasing the most.
- Civil Service positions, as well as Management positions, remain the focus to improve the diversity of the workforce.
- Over the last ten years, the average age of both the overall workforce (all regular employees), and each employee group reduced or stayed the same.
- The overall gender makeup of the workforce has 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.



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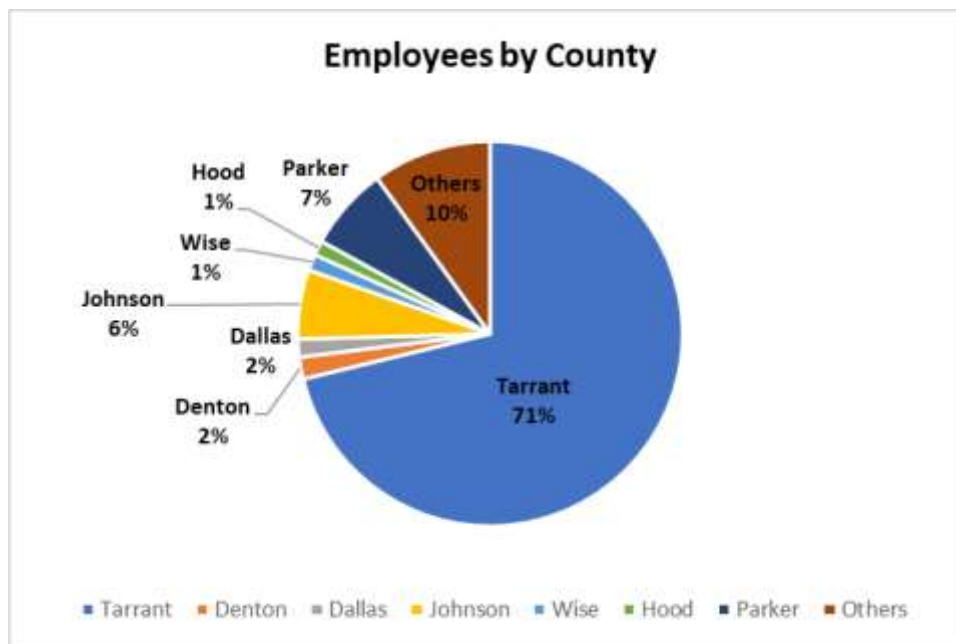
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**Employee Residency by County**

While the percentage of employees living in the City of Fort Worth may seem low (48.31%), the percentage is higher than it was 10 years ago (43.17%). As shown in the chart below though, the majority of employees live in Tarrant County (71%), with the remaining living predominantly in other counties and Parker Counties (10% and 7% respectively).



Data Source: 1. CFW Employment Statistics Report Feb. 16, 2024

2. Tarrant County, Texas Population 2024 ([worldpopulationreview.com](http://worldpopulationreview.com))



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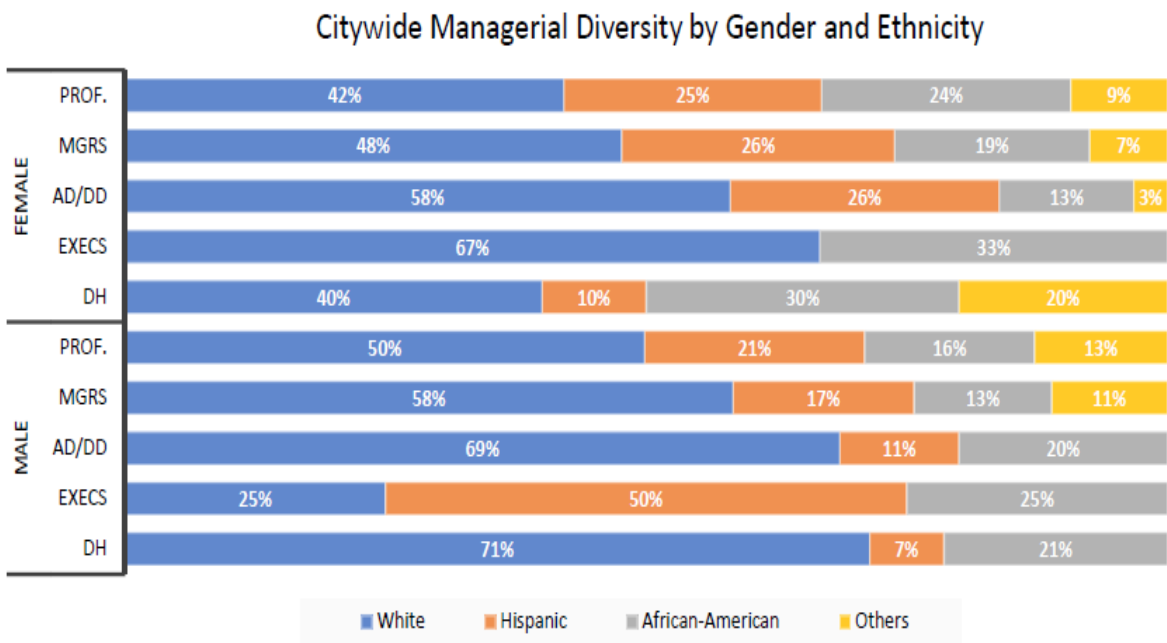
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Current Citywide Managerial Diversity by Gender and Ethnicity

In response to a request from the City Council, 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 Sept.16, 2024

Abbreviation: DH – Department Head; AD/DD – Assistant Director & Deputy Director; MGRS – Managers; Prof. – Professionals



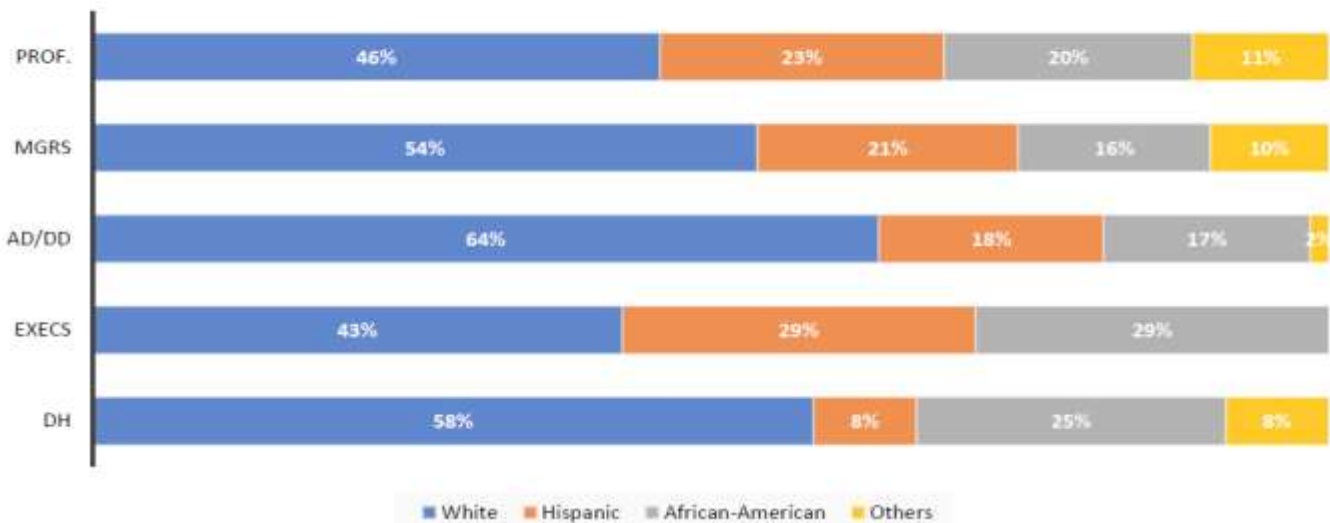
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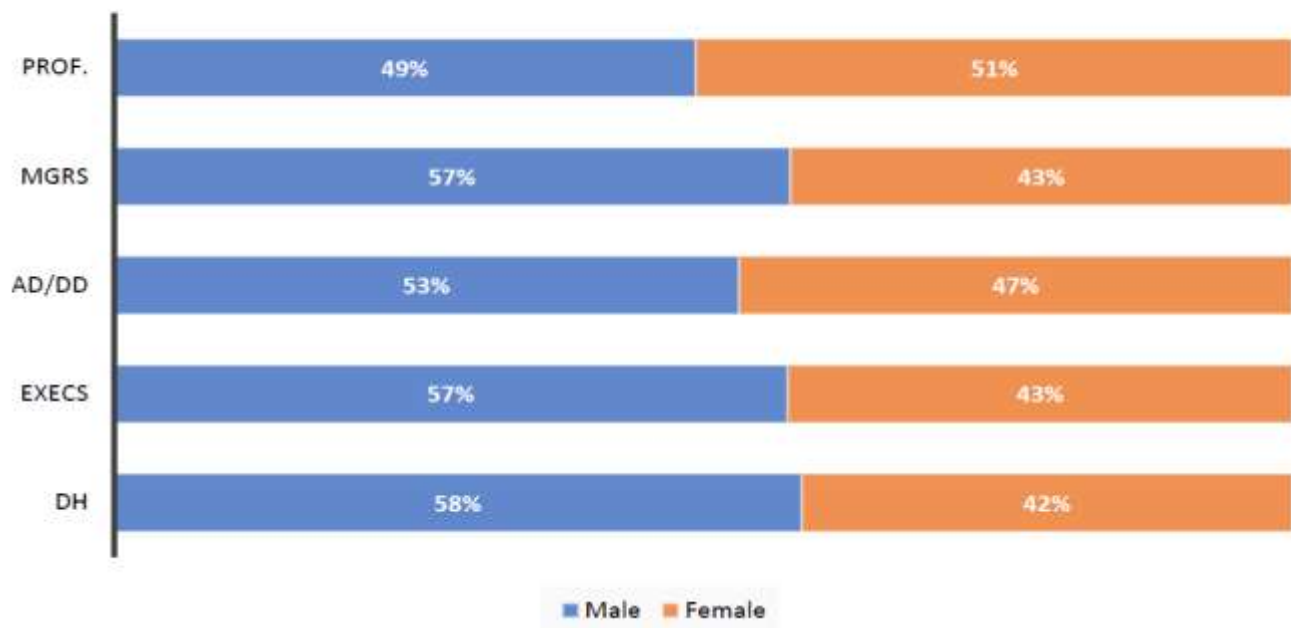
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Citywide Managerial Diversity by Ethnicity



Citywide Managerial Diversity by Gender



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**SUBJECT: MANAGEMENT DIVERSITY REVIEW****Highlights**

- Current citywide managerial diversity by gender and race confirms that strides have been made by the organization in the last 10 years 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 and actions have been taken to improve recruitment and retention of employees through market competitiveness in pay, a robust benefit package and offerings like parental and maternity leave benefits.

In closing, the focus on eliminating implicit bias from the hiring process includes diverse interview panels and involving participants from outside the hiring department. Human Resources reviews all the candidate pools and the results of each recruitment. The City remains dedicated to finding the most qualified candidates through a competitive process, building a workforce that reflects the community's diversity, and minimizing bias in the selection process.

Please contact Human Resources Director Dianna Giordano with questions.

**David Cooke**  
**City Manager**