

To the Mayor and Members of the City Council

May 3, 2022

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SUBJECT: MANAGEMENT DIVERSITY REVIEW

Diversity is a core value for the City of Fort Worth. As a core value, 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. Having employees who come from different demographics only furthers the City’s understanding of its customer base and enhances its execution of services. Having an internal workforce that reflects the diversity of our Community is a key focus at the City of Fort Worth.

Human Resources (HR) reports regularly on the City of Fort Worth’s total employee demographics as shown below. For several years, HR and City Management have had the following 3 goals for each selection process. They are:

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

Chart 1 (Ethnicity)

2012 / 2022

(as of 02/01/2022)

RESIDENTS	CAUCASIAN		HISPANIC		AFRICAN-AMERICAN		OTHER	
	2012	2022	2012	2022	2012	2022	2012	2022
CFW Population	42.33%	39.17%	33.62%	35.10%	18.58%	18.90%	5.47%	6.83%
Tarrant County	52.47%	46.72%	26.26%	28.81%	14.41%	16.51%	6.86%	7.96%
Tri-County	56.10%	50.61%	24.75%	27.34%	12.84%	14.39%	6.29%	7.66%
EE GROUP								
All Employees	57.24%	50.30%	21.47%	26.98%	18.26%	16.92%	3.03%	5.80%
General	47.74%	39.94%	25.95%	31.67%	22.72%	21.54%	3.56%	6.85%
Sworn Police	68.97%	60.33%	16.39%	24.67%	11.87%	10.30%	2.77%	4.69%
Sworn Fire	78.16%	76.19%	10.69%	11.35%	10.01%	9.12%	1.14%	3.34%
General Exempt	61.17%	50.97%	13.35%	20.69%	19.63%	18.44%	5.85%	9.90%
General Nonexempt	42.04%	34.73%	31.33%	36.85%	24.04%	23.01%	2.33%	5.42%
Managerial	72.92%	57.44%	9.03%	20.51%	13.89%	14.36%	4.17%	7.69%
Assistant Directors	68.42%	67.21%	12.28%	14.75%	14.04%	16.39%	5.26%	1.64%
Directors and Above	58.33%	60.00%	16.67%	13.33%	25.00%	23.33%	0.00%	3.33%
Total Management	70.04%	60.28%	11.01%	18.12%	14.98%	15.68%	3.96%	5.92%
Professional	58.98%	48.50%	13.93%	21.59%	20.78%	19.07%	6.31%	10.84%

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Chart 2 (Resident/Age/Gender)

RESIDENTS	CFW RESIDENT		Average Age		Gender			
	2012	2022	2012	2022	Male	Female	Male	Female
					2012		2022	
CFW Population			31	33	48.66%	51.33%	48.98%	51.02%
Tarrant County			33	34	49.09%	50.90%	48.92%	51.08%
Tri-County			36	37	49.25%	50.74%	49.03%	50.96%
EE GROUP								
All Employees	44.51%	48.76%	54	44	71.31%	28.69%	70.61%	29.39%
General	54.03%	56.65%	56	46	59.75%	40.25%	58.19%	41.81%
Sworn Police	31.29%	41.33%	51	41	84.90%	15.10%	85.75%	14.25%
Sworn Fire	26.05%	28.67%	52	42	97.95%	2.05%	96.15%	3.85%
General Exempt	42.93%	47.68%	58	49	55.76%	44.24%	52.92%	47.08%
General Nonexempt	58.74%	60.88%	55	45	61.44%	38.56%	60.67%	39.33%
Managerial	37.50%	41.03%	62	50	64.58%	35.42%	58.97%	41.03%
Assistant Directors	21.28%	37.04%	63	52	64.91%	35.09%	59.02%	40.98%
Directors and Above	80.56%	68.42%	63	56	62.50%	37.50%	63.33%	36.67%
Total Management	40.97%	43.90%	62	51	64.32%	35.68%	59.58%	40.42%
Professional	43.42%	49.81%	57	48	53.65%	46.35%	50.65%	49.35%

Highlights

The data demonstrates that:

- Over the last ten years, the overall workforce (All Employees) has become more racially diverse with Hispanics achieving the most notable gains.
- “General” employees (excluding Sworn Police and Fire personnel) most closely represent the demographics of the City of Fort Worth and is continuing to become more diverse.
- 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 of a department.
- 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.

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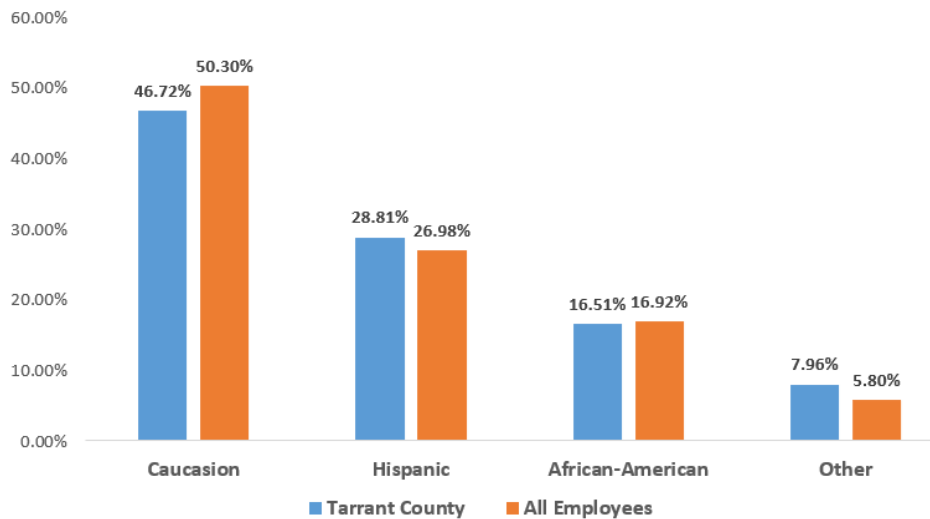


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- Civil Service positions, as well as Management positions, remain the focus to improve the diversity of the workforce.
- Over the last ten years, both the overall workforce (All Employees), and each employee group, has become younger.
- The overall 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 Assistant Director group.
- Civil Service positions remain the focus in order to improve the gender diversity of the workforce.

This second chart below was added to show the specific comparison of the Tarrant County/CFW Employee ethnicity as it exists today.

**TARRANT COUNTY & CFW
DEMOGRAPHICS**



Employees by County

While the percentage of employees living in the City of Fort Worth may seem low (48.76%), the percentage is higher than it was 10 years ago (44.51%). Also, as shown below, once we look at where employees live by county, the majority (73%) live in Tarrant County, with the remaining living predominantly in Parker and Johnson Counties (9% and 7% respectively).

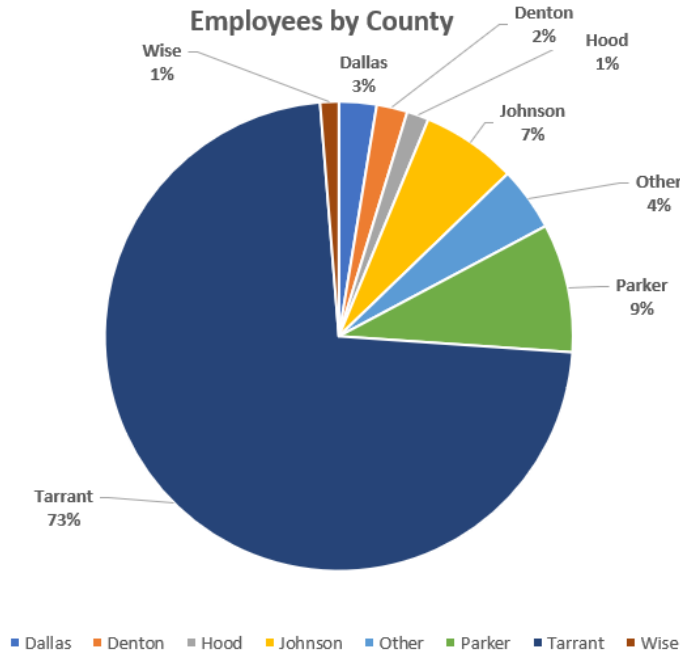
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Professional Recruiting

In order to find the top talent nationally for our highest-level positions, and increase the diversity of the candidate pools, the City of Fort Worth has increasingly used an active recruitment model. This model has proven to be very successful, both in the quality of the candidate pools, as well as the diversity of them. The City’s agreements, with any recruitment firms it has used, is that City Management and Human Resources will not move forward with a finalist pool of candidates unless it meets the diversity standards of this organization. In every instance, the recruitment firms have delivered on that agreement. In a review of both the diversity of the candidates presented, as well as the diversity of the finalist pools that the City chose to move forward with, the percent of diverse candidates presented averaged 55%, and the percent of diverse candidates the City chose as finalists averaged 70%.

In closing, there continues to be a focus on removing bias from the 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 thru a competitive process, hire a workforce that reflects the diversity of the community, and remove bias from the selection process.

Please contact Human Resources Director Dianna Giordano at (817) 392-7783 with questions.

David Cooke
City Manager