

**To the Mayor and Members of the City Council****September 20, 2022**

Page 1 of 3

**SUBJECT: CITY OF FORT WORTH HIRING PROCESS**

The purpose of this report is to provide an update on the City's hiring process and the methods used to provide employment opportunities for individuals who are interested in, and qualified for, positions in the City. Human Resources (HR) is committed to hiring talented and diverse individuals and desires a workforce that reflects the community we serve. The City's recruitment efforts seek to be inclusive so that all individuals have equal employment opportunities.

**Position Creation and Recruitment Process**

Existing positions and new positions are authorized through the budgetary process approved each year by the City Council. Vacancies occur when a position is vacated or a new position is created. Vacant and filled positions have an associated job classification and are classified or reclassified as appropriate to fill a need or to better reflect the duties of an incumbent, both of which are subject to the approval of HR and City Management. The City Charter provides that the City Manager shall appoint and employ all directors of departments and employees not otherwise provided for in the Charter or by ordinance. The hiring process described below is consistent with the City Manager's procedural expectations for filling authorized positions.

The City's hiring process begins when a department has an approved open position and submits a job posting request to HR. All job announcements are posted on the City's website, other job boards, social networks, and/or specialty job sites (as applicable). The City uses valid, job-related selection criteria as methods to hire employees based on their qualifications and suitability for employment.

The hiring department and HR Talent Acquisition team work through the application process jointly, which includes an intake meeting to discuss the recruiting process, job requirements, ideal candidate profile and recruiting strategies. Once the position is posted, all interested applicants complete the online application by submitting a resume and answering a few basic questions. The HR recruiter screens applications based on minimum qualifications, preferred qualifications, consistent work history and complete application. The recruiter routes the most qualified applicants to the hiring department. The hiring manager reviews applications routed and determines who to interview based on the minimum and preferred qualifications established by the hiring manager and recruiter during the intake meeting. An alternative method to fill a position may occur through a similar process with the assistance of an executive search firm and is reserved for highly specialized or executive level positions.

The interview process consists of an interview panel, structured interview questions (same questions asked of each candidate) and may include job-related assessments. The hiring manager selects a diverse interview panel and is responsible for ensuring the panel members understand the overall goal of the recruitment. Interviews are conducted to determine an individual's qualifications as it relates to the job. Selected applicants are interviewed and the hiring manager, with input from the panel, makes the final decision for employment. The hiring manager works with the HR recruiter to complete the job offer and pre-employment requirements. Following, HR proceeds with the onboarding process for the selected applicant. The department hiring manager is responsible for

September 20, 2022

Page 2 of 3



To the Mayor and Members of the City Council

**SUBJECT: CITY OF FORT WORTH HIRING PROCESS**

contacting candidates who were interviewed but not selected for the position to inform them of the decision. The HR recruiter notifies all other applicants who applied but did not interview for the position via email to inform of non-selection. This occurs after the hiring and selection process.

Waivers to City Recruitments

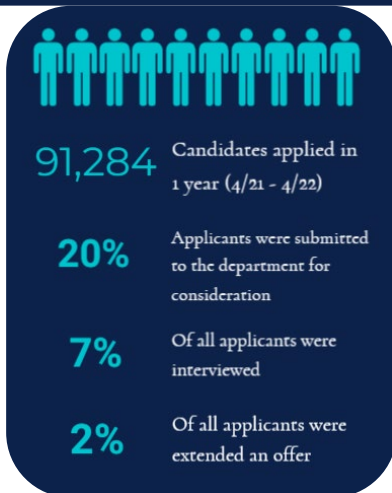
The HR Director may grant a department's request to waive participation in the City's recruitment process in the event of a demonstrated need, a specialized skill, knowledge, experience or other relevant criteria. Consideration for a waiver typically includes a current member of the City's workforce with demonstrated knowledge or ability or City program participants.

Applicant Data Summary

HR recently introduced a new Applicant Tracking System (ATS) in 2021. Below is a summary of job postings for a full year following the ATS implementation (data is from 4/2021 – 4/2022):

	Percent of All Offers
New Hires	59%
Promotions	25%
Rehires	8%
Transfers	5%
Demotions	3%

Length of Time of Open Postings		
7 days	170	13%
14 days	982	77%
3 weeks or more	128	10%



**To the Mayor and Members of the City Council****September 20, 2022**

Page 3 of 3

**SUBJECT: CITY OF FORT WORTH HIRING PROCESS**

Total applicants increased 35.7% since 2019 (pre-COVID) from 67,256 to over 91,000 candidates for approximately 1,290 job postings. Many positions are filled with internal talent as reflected above, which shows 33% of the City's advertised positions are filled by existing employees. Applicant survey results found 90% of our candidates "agreed or strongly agreed" our system was simple and easy to navigate.

Dianna Giordano, Human Resources Director at (817) 392-7783, is available for any questions.

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