

**To the Mayor and Members of the City Council****April 4, 2023**

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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 January 24, 2023. 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)

2013 / 2023

(as of 01/24/2023)

RESIDENTS	WHITE		HISPANIC		AFRICAN-AMERICAN		OTHER	
	2013	2023	2013	2023	2013	2023	2013	2023
CFW Population	41.00%	38.86%	34.60%	35.09%	18.20%	18.22%	6.30%	7.84%
Tarrant County	50.00%	45.86%	27.60%	28.99%	14.90%	16.27%	7.50%	8.88%
Tri-County	53.68%	49.81%	26.08%	27.55%	13.35%	14.50%	6.89%	8.14%
EE GROUP								
All Employees	56.46%	49.84%	22.25%	27.14%	17.96%	17.07%	3.32%	5.95%
General	46.31%	39.86%	27.25%	31.55%	22.46%	21.50%	3.98%	7.08%
Sworn Police	69.05%	60.87%	16.68%	24.42%	11.36%	10.21%	2.92%	4.50%
Sworn Fire	78.65%	75.31%	10.21%	12.24%	9.98%	9.08%	1.16%	3.37%
General Exempt	59.37%	49.61%	15.16%	21.57%	19.25%	18.86%	6.22%	9.96%
General Nonexempt	40.46%	35.16%	32.67%	36.36%	23.89%	22.78%	2.98%	5.69%
Managerial	72.54%	58.85%	9.15%	19.14%	12.68%	14.35%	5.63%	7.66%
Assistant Directors	72.55%	60.94%	7.84%	18.75%	13.73%	18.75%	5.88%	1.56%
Directors and Above	57.14%	65.12%	22.86%	13.95%	20.00%	18.60%	0.00%	2.33%
Total Management	70.18%	60.13%	10.96%	18.35%	14.04%	15.82%	4.82%	5.70%
Professional	56.77%	46.77%	16.17%	22.28%	20.51%	19.54%	6.55%	11.41%



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Chart 2 (Gender and Age)

RESIDENTS	CFW RESIDENT		Average Age		Gender			
	2013	2023	2013	2023	Male	Female	Male	Female
					2013		2023	
CFW Population			32	33	49.10%	50.90%	49.01%	50.99%
Tarrant County			34	35	49.10%	50.90%	48.89%	51.11%
Tri-County			36	37	49.57%	50.43%	49.56%	50.44%
EE GROUP								
All Employees	44.02%	47.90%	54	44	71.26%	28.74%	70.46%	29.54%
General	53.06%	55.19%	56	46	59.44%	40.56%	58.82%	41.18%
Sworn Police	31.80%	40.28%	50	42	85.46%	14.54%	85.84%	14.16%
Sworn Fire	26.22%	28.57%	52	42	97.91%	2.09%	95.92%	4.08%
General Exempt	43.44%	46.55%	58	49	55.11%	44.89%	53.24%	46.76%
General Nonexempt	57.33%	59.86%	55	45	61.37%	38.63%	61.51%	38.49%
Managerial	37.32%	43.54%	60	50	62.68%	37.32%	59.33%	40.67%
Assistant Directors	23.53%	42.19%	63	52	68.63%	31.37%	60.94%	39.06%
Directors and Above	80.00%	67.44%	63	57	57.14%	42.86%	58.14%	41.86%
Total Management	40.79%	46.52%	61	51	63.16%	36.84%	59.49%	40.51%
Professional	44.08%	46.42%	57	48	53.17%	46.83%	50.57%	49.43%

Highlights

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 and Fire personnel) most closely represent the demographics of the City of Fort Worth and are continuing to become more diverse.
- 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.
- 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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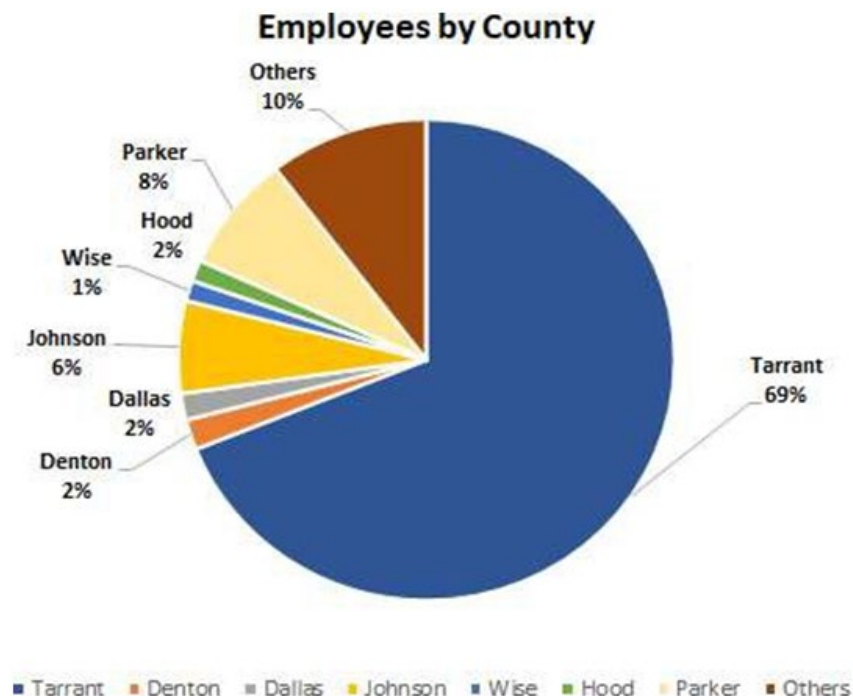
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- Civil Service positions, as well as Management positions, remain the focus to improve the diversity of the workforce.
- Over the last ten years, the average age of both the overall workforce (all regular employees), and each employee group, decreased.
- 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.

Employee Residency by County

While the percentage of employees living in the City of Fort Worth may seem low (47.90%), the percentage is higher than it was 10 years ago (44.02%). As shown in the chart below though, the majority of employees live in Tarrant County (69%), with the remaining living predominantly in Other (39 counties) and Parker Counties (10% and 8% respectively).



Data Source: 1. CFW Employment Statistics Report 17th January, 2023
 2. Tarrant County, Texas Population 2023 (worldpopulationreview.com)



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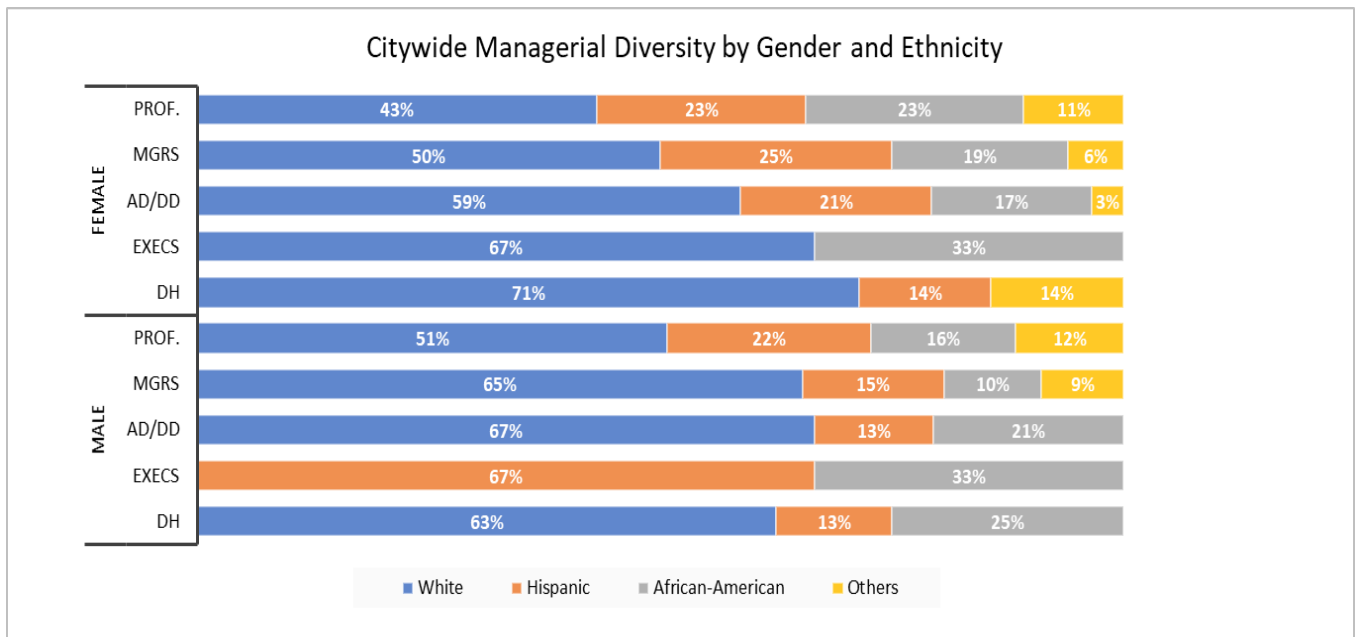
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Current Citywide Managerial Diversity by Gender and Ethnicity

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 27th February, 2023

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

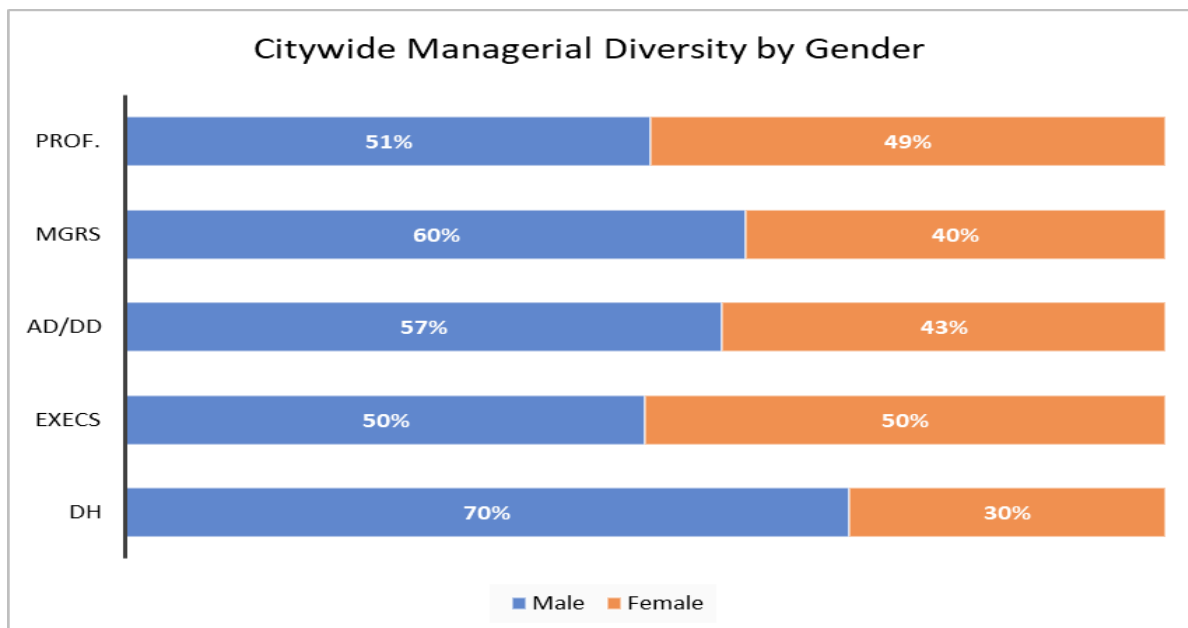
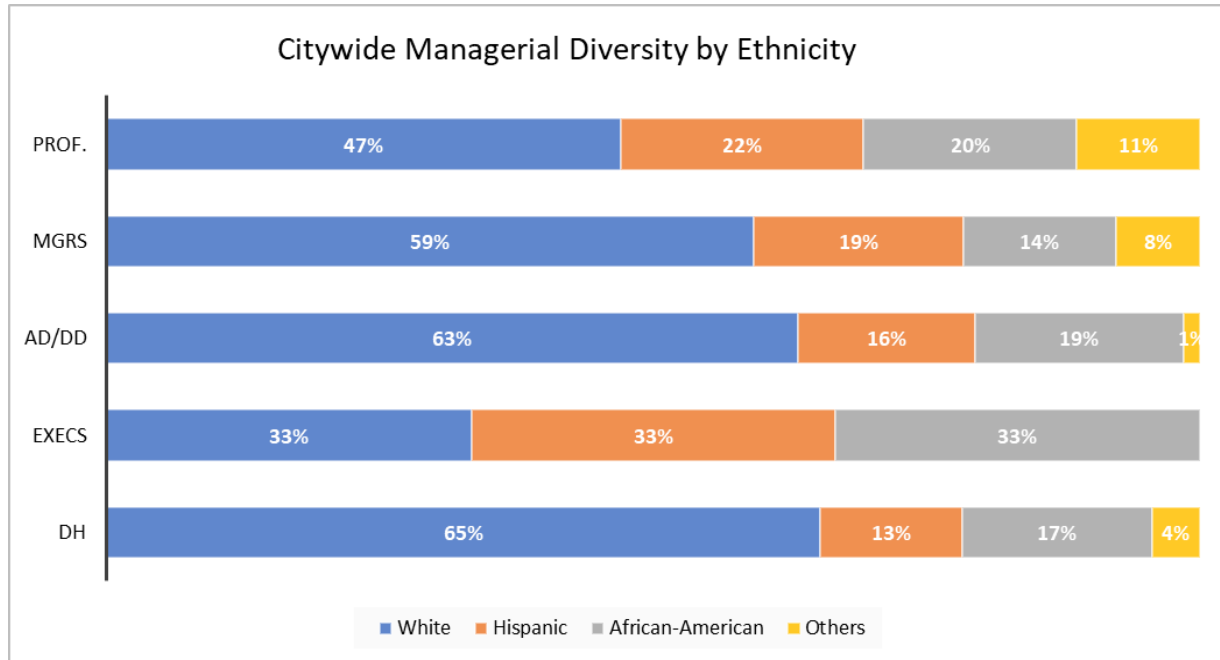


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Highlights

- 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.

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- 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.

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.

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

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	
	Hispanic				1						
	African-American										
	Others										
City Manager	White	1				3		2		1	7
	Hispanic		2			1					3
	African-American		1		1	4		1		1	4
	Others										2
City Secretary	White				1	1	1				4
	Hispanic			1		1					1
	African-American										
	Others										
Code Compliance	White	1		3	6	17			1	4	18
	Hispanic				3	8					5
	African-American				1	6					7
	Others					1					2
Communication & Public Engagement	White					5	1			2	5
	Hispanic					1					2
	African-American					1				1	2
	Others										1
Development Services	White			1	9	17			2	3	13
	Hispanic			1	1	5			1	1	7
	African-American	1				3					10
	Others					9					3
Diversity and Inclusion	White								1		1
	Hispanic					1				1	3
	African-American				1	3			1		
	Others					1	1				1
Economic Development	White					2					4
	Hispanic								1		2
	African-American	1				1					1
	Others					1					1
Financial Management Services	White			2	1	12				3	13
	Hispanic				1	2				1	11
	African-American	1				2				1	15
	Others				2	1					3
Fire	White	1		2	3	6					7
	Hispanic					2				2	3
	African-American			2						1	2
	Others					1					1
Human Resources	White			1	2	2			1	1	9
	Hispanic					1	1			3	14
	African-American					3			1		8
	Others				1	3					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.
Information Technology	White	1		1	13	30			2	3	5
	Hispanic				1	9				1	5
	African-American			1	3	10					3
	Others					16					2
Internal Audit	White			1		2					2
	Hispanic	1								1	1
	African-American					1					2
	Others										3
Law	White				5	12	1				7
	Hispanic					2			1		1
	African-American				1	1			1		4
	Others					2					1
Library	White				1	6	1		1	1	26
	Hispanic					9			1	1	10
	African-American										10
	Others					1					4
Municipal Court	White	1		1		2				1	1
	Hispanic			1		2					2
	African-American					3					3
	Others					1					
Neighborhood Services	White				1	4			1	2	5
	Hispanic					2					6
	African-American	1				3			1	4	13
	Others				2						3
Park and Recreation	White			2	5	34			2	3	17
	Hispanic	1			1	13					5
	African-American				2	4					4
	Others					4				1	2
Planning and Data Analytics	White			1		3				3	6
	Hispanic					2					1
	African-American					1					1
	Others				1						1
Police	White	1		2	3	12				6	29
	Hispanic			1	1	2			1		10
	African-American			1							10
	Others					1				1	8
Property Management	White	1		3	3	14					5
	Hispanic			1	1	5				3	5
	African-American					2				1	6
	Others				1	1					1
Public Events	White	1		1		5					6
	Hispanic					3			1		1
	African-American					3			1	1	3
	Others				1						

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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	9	31	1		3	4	17
	Hispanic				6	10				4	11
	African-American			2	2	16				1	7
	Others				2	11				1	8
Water / WW	White	1		2	18	69			3	3	36
	Hispanic				3	45				3	18
	African-American			2	2	23				5	17
	Others				1	13			1	2	13
Total		16	3	39	124	575	7	3	29	84	563
	White	10	0	26	81	292	5	2	17	42	243
	Hispanic	2	2	5	19	126	1	0	6	21	127
	African-American	4	1	8	13	90	0	1	5	16	132
	Others	0	0	0	11	67	1	0	1	5	61