



To the Mayor and Members of the City Council

June 6, 2023

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SUBJECT: MARKET PAY ADJUSTMENTS FOR HARD TO FILL POSITIONS

Due to various city departments experiencing ongoing challenges with recruitment and retention, the Human Resources (HR) Department recently completed an internal study to identify specific positions that are considered hard-to-fill in the City of Fort Worth. Hard-to-fill positions were classified into four (4) categories identified below:

1. **High Turnover** – positions with more than ten (10) recruitments in the past twelve (12) months.
2. **Pay and/or License Requirements** – positions that require specific licenses or specialized skills as part of the minimum qualifications resulting in lower applicant pools or where job offers have been declined due to pay.
3. **Internal Movement** – entry level positions or positions with high transferrable skills where turnover occurs due to internal promotional opportunities for employees advancing their career in the City, thus causing a constant need to recruit for these roles.
4. **Limited Applicant Pool** – preferred experience levels of ideal candidates are not always readily available in the applicant pool.

Listed below are the jobs identified in the four (4) categories above.

High Turnover

Community Center Aide
Customer Service Rep I
Environmental Specialist
Field Service Rep
Food & Beverage Attendant
Library Assistant
Maintenance Worker
Property Control Specialist
Recreation Assistant
Sr Customer Service Rep

Pay and/or License

Code Compliance Technician
Engineering Technician II
Equipment Operator
Librarian
Lifeguard
Professional Engineer
Skilled Trades Tech I
Skilled Trades Tech II
Sr Combination Inspector
Sr Planner
Sr Professional Engineer

Internal Movement

Account Technician
Administrative Assistant
Administrative Technician
Contract Compliance Spec.
Customer Service Rep II
Management Analyst II
Office Assistant
Recreation Programmer
Sr Account Technician
Sr Accountant
Sr Administrative Assistant

Limited Applicant Pool

Assistant Field Operations Supervisor
Field Operations Supervisor
Sr Equipment Operator
Sr Maintenance Worker
Training Specialist



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The results from this study were presented to the City Manager's Office (CMO) with a recommendation to adjust employee salaries with the goal of increasing employee retention, decreasing turnover and creating a talent acquisition environment to attract candidates with competitive pay. A 2.5% base pay salary adjustment will be applied for all existing employees in the job classifications above.

Listed below is the annual financial impact of the 2.5% salary adjustment for the 37 jobs identified in the study that will impact 1,504 general employees.

Chart 1: Proposed Pay adjustment Option to Address Hard-to-Fill jobs

Hard-to-Fill Job Category			2.50%	
	Jobs Identified	Employees Impacted	GF	Other Funds
High Turnover	10	476	\$ 364,990	\$ 177,239
Pay and/or License Requirement	11	341	\$ 508,504	\$ 138,705
Internal Movement	11	507	\$ 728,061	\$ 144,407
Limited Applicant Pool	5	180	\$ 211,218	\$ 101,993
Grand Total	37	1504	\$ 1,812,773	\$ 562,345

Note: Calculations based on personnel data as of May 8, 2023.

The proposed salary adjustments were implemented on June 3, 2023.

This compensation initiative increased base pay for over 1,500 employees in their respective classifications, promoting employee retention and market competitive pay. By increasing base pay for current employees, this positions the City to extend competitive job offers for the above referenced hard-to-fill positions.

Dianna Giordano, Human Resources Director, is available for any questions (dianna.giordano@fortworthtexas.gov).

David Cooke
City Manager