


**To the Mayor and Members of the City Council**
**February 4, 2020**

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**SUBJECT: MANAGEMENT DIVERSITY REVIEW**

Diversity is a core value for the City of Fort Worth. Talent Acquisition recognizes the importance of this core value and understands the benefits of having a diverse workforce as it leads to improved innovation, reduced employee turnover, and assists the city in attracting top talent. Having an internal workforce that reflects the diversity of our community is a key focus at the City of Fort Worth. Talent Acquisition is making efforts to hire diverse candidates with a focus not just on obvious identifiers like race, gender, and sexual orientation but also includes factors like age, physical and mental ability, and religion.

Human Resources (HR) periodically reports on the City of Fort Worth's total employee demographics as shown below. This informal report will also provide an update specifically about the recruitment efforts of Senior Management, meaning Assistant Directors and higher, at the City. 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 thru a competitive process
- The workforce reflects the diversity of the community
- Remove bias from the selection process

**2009 – 2019 Calendar Year Data**

RESIDENTS	CAUCASIAN		HISPANIC		AFRICAN-AMERICAN		OTHER		CFW RESIDENT	
CFW Population 2019	39.50%		35.00%		19.00%		6.50%			
Tarrant County 2019	45.90%		29.20%		17.50%		7.40%			
Tri-County 2019	66.67%		21.33%		7.63%		4.37%			
EE GROUP	2009	2019	2009	2019	2009	2019	2009	2019	2009	2019
All Employees	56.34%	53.01%	22.64%	24.30%	17.63%	17.39%	3.39%	5.30%	49.88%	49.11%
General	48.30%	43.04%	25.10%	28.47%	23.60%	22.02%	3.00%	6.47%	60.90%	57.07%
Sworn Police	69.20%	65.13%	15.80%	20.78%	12.60%	10.27%	2.50%	3.82%	41.50%	39.91%
Sworn Fire	77.80%	78.96%	10.80%	10.63%	10.30%	8.08%	1.10%	2.33%	31.60%	27.46%
General Exempt	62.40%	53.93%	13.40%	18.76%	19.00%	18.38%	5.20%	8.93%	50.80%	60.51%
General Nonexempt	42.40%	38.39%	30.00%	32.61%	25.50%	23.61%	2.10%	5.39%	65.20%	39.49%
Managerial	76.00%	61.62%	9.30%	17.84%	11.50%	14.59%	3.30%	5.95%	44.80%	43.24%
Assistant Directors	68.60%	73.21%	11.80%	14.29%	17.60%	7.14%	2.00%	5.36%	35.30%	33.93%
Directors and Above	62.50%	60.00%	12.50%	12.00%	22.50%	24.00%	2.50%	4.00%	85.00%	76.00%
Total Management	72.60%	63.91%	10.20%	16.54%	14.20%	13.91%	2.90%	5.64%	48.90%	44.36%
Professional	59.10%	51.31%	12.60%	19.53%	21.40%	19.16%	6.90%	10.00%	50.56%	50.37%



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**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.
- Civil Service positions, as well as Management positions, remain the focus to improve the diversity of the workforce.
- Caucasians continue to be over represented in all employee groups but their numbers have gone down in all but Police and Fire Sworn personnel and Assistant Directors.
- Hispanics improved over the ten-year period, but are still below their City of Fort Worth representation.
- African-Americans in the General and Director employee groups are above their City of Fort Worth representation, but improvement is needed in the Assistant Director and Sworn Fire and Police employee groups.

**Sr. Management Recruitment**

The first chart below shows the current gender and ethnicity information of Sr. Management at the City of Fort Worth. The second chart shows how the focus on diversity has improved the hiring statistics from 2018 to present.

<b><u>Current Sr. Management</u></b> (CMO, Directors, Assistant Directors)	
<b><u>Gender</u></b>	
Female	37%
Male	63%
<b><u>Ethnicity</u></b>	
Caucasian	66%
African-American	16%
Hispanic	15%
Other	3%

<b><u>Hired 2018 to Present</u></b> (CMO, Directors, Assistant Directors)	
<b><u>Gender</u></b>	
Female	38%
Male	62%
<b><u>Ethnicity</u></b>	
Caucasian	38%
African-American	46%
Hispanic	8%
Other	8%

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**SUBJECT: MANAGEMENT DIVERSITY REVIEW****Recruiting Efforts**

The Talent Acquisition division of Human Resources continuously assesses current hiring practices to develop more strategic ways of recruiting for a diverse pool of candidates and hires. One of the most recent steps taken towards this initiative is removing any micro-inequity information from the application, such as historical and current salary, as well as removing the application ranking from the hiring department view. In order to ensure we are investing in the right job boards and our job advertisements are attracting a diverse group of applicants we have implemented the use of analytics which allows the recruiting team assess the effectiveness of job boards to provide diverse candidates.

Talent Acquisition has also increased presence at job fairs geared to attract diverse groups, such as veterans. Other diverse recruiting strategies include attending local community events and job fairs, partnering with local colleges and universities, and participating in fellowship programs, such as ICMA Veterans. This month we are attending the Re-entry Community Job Fair which focuses on providing employment opportunities for individuals with challenged backgrounds. We also advertise in over 30 job boards that are diversity focused recruitment sites such as LGBTConnect.com, Women's Job Network, African American Job Network, WorkplaceDiversity.com, Disability Job Network, VetJobs.com and VeteransConnect.com to name a few. In addition, 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 in-house recruiters.

Other continued efforts include working on a stronger brand and improving our career page on the website to attract and encourage top diverse talent to apply and get hired. Talent Acquisition will be partnering with the new Diversity and Inclusion department closely to enhance diversity recruitment efforts. Individual departments such as Fort Worth Police Department are also working on promoting programs that attract minorities through recruitment efforts by developing promotional recruitment videos, collaborating with local community, promoting practice tests for the physical agility exam and by enhancing the community interest through current programs such as Explorer program, Cadet Program, Police Trainee Program, and Police Volunteer Program.

In closing, Talent Acquisition is working towards creating a truly diverse and inclusive workplace by strongly encouraging the participation of all hiring managers in the recruitment process and ensuring a collaborative effort with all those involved in hiring decisions. We understand that a diverse and inclusive workforce is more productive, engaged and adaptable and therefore we continue our efforts to target diverse candidates and work to ensure that our all our hiring continue to reflect the diversity of the community.

If you have any questions, please call Brian Dickerson, Director of Human Resources at 817-392-7783.

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