

**To the Mayor and Members of the City Council**

**August 11, 2015**

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**SUBJECT: WORKFORCE RACIAL DIVERSITY**

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. The City and surrounding community, like the United States as a whole, continues to evolve as an increasingly multicultural society. Having employees that come from different demographics, including different races/ethnicities, ages, sex, educational backgrounds and experience, furthers the City’s understanding of its customer base and enhances its execution of services.

Routinely, the Human Resources Department collects and analyzes workforce data and is sharing the information in response to a request about racial makeup of the workforce. There are three population benchmarks displayed – the City of Fort Worth, Tarrant County and the Tri-County area which includes Tarrant, Parker and Johnson Counties.

The chart below indicates the racial/ethnic make-up for each employee group in 2005 and 2015 compared to 2010 census data. It further describes both management and professional positions.

**2005 & 2015**

EE GROUP	CAUCASIAN		HISPANIC		AFRICAN-AMERICAN		OTHER		CFW RESIDENT	
	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015
CFW Population 2010	41.7%		34.1%		18.9%		5.3%		N/A	
Tarrant County 2010	51.8%		26.7%		14.9%		6.6%		N/A	
Tri-County 2010	55.5%		25.2%		13.2%		6.1%		N/A	
All Employees	60.6%	56.3%	18.5%	22.6%	19.1%	17.6%	1.8%	3.4%	54.4%	49.9%
General	52.9%	45.9%	21.6%	27.8%	23.3%	22.3%	2.1%	4.0%	64.0%	58.5%
Sworn Police	71.8%	68.7%	14.1%	17.2%	12.4%	11.1%	1.7%	3.0%	41.0%	41.2%
Sworn Fire	76.5%	78.5%	11.6%	10.4%	11.2%	9.6%	0.6%	1.5%	32.8%	28.7%
General-Exempt	65.2%	59.2%	11.9%	16.4%	19.1%	18.5%	3.8%	5.8%	54.8%	50.6%
General-Nonexempt	47.7%	39.8%	25.8%	33.0%	25.1%	24.0%	1.4%	3.2%	67.9%	62.1%
Managers	70.2%	76.4%	8.4%	8.9%	16.8%	11.0%	4.6%	3.7%	51.9%	39.8%
Assistant Directors	71.4%	72.9%	2.9%	10.4%	22.9%	12.5%	2.9%	4.2%	54.3%	37.5%
Directors/Chiefs and Above	56.7%	62.5%	20.0%	16.7%	23.3%	20.8%	0.0%	0.0%	93.3%	79.2%
Total Management	68.7%	74.5%	8.7%	9.9%	19.0%	12.2%	3.6%	3.4%	58.9%	43.0%
Professional	64.6%	56.3%	12.4%	17.5%	19.1%	20.0%	3.9%	6.2%	53.4%	50.9%

\*2015 data as of January 1

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**SUBJECT: WORKFORCE RACIAL DIVERSITY****Analysis of Positions**

- The overall workforce (“All Employees”) has become more racially diverse since 2005. Employment gains were achieved for Hispanic employees, increasing 22.2 percent (18.5% to 22.6%) and “Other” employees increased 88.8 percent (1.8% to 3.4%); however representation did decline slightly for African-American employees by approximately 7.9 percent (19.1% to 17.6%).
- “General” employees (excludes Sworn Police & Fire personnel) most closely represent the demographics of the City of Fort Worth.
- Management positions are separated into three categories, Directors/Chiefs and above; Assistant Directors that also include Assistant and Deputy Chiefs who oversee multiple divisions of the organization; and Managers that include Captains (Police), Battalion Chiefs (Fire) and civilian staff that typically supervise a division of a department.
- Professional positions include all exempt employees not designated as management above. This group has made significant improvement over the last ten years, strengthening the City’s promotional “bench” for management positions in the future. As a group, minority representation has increased over fourteen percent in professional positions. Specifically, Hispanic employees have seen an over forty percent increase (12.4% to 17.5%) and “Other” employees increased nearly fifty-nine percent (3.9% to 6.2%). African-Americans also increased almost five per cent (19.1% to 20%) from 2005 to 2015.
- There are additional opportunities to improve the number of minorities in Civil Service positions.

**Recruitment – General and Sworn**

As stated previously, as a core value the City maintains very strict standards in the hiring process to promote racial diversity for general government employees. All interview questions and screening criteria are submitted to Human Resources and reviewed prior to applications being forwarded to supervisors in an effort to remove bias and achieve our goal of hiring the most qualified applicant. Interview panel participants are also screened to ensure they contain diversity.

Director and Assistant Director positions are typically handled by an outside consultant because we recruit on a national basis. Advertising strategies and candidate pools are critiqued to ensure diversity is addressed.

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Human Resources, Police and Fire management and related associations continually discuss means to improve workforce diversity for Police and Fire sworn personnel. For example, the Police Captain promotional process is, by statute, typically a written test. However, per the recent Meet and Confer Agreement, a pilot assessment center was used earlier this year, similar to the process for Assistant and Deputy Chief positions. Additionally, there are current discussions occurring about targeting testing sites that would encourage more minority participation.

**Additional Measures**

Having a diverse workforce is critical to Fort Worth's effort to be inclusive. One of the established objectives of the Staffing Services Manager is to analyze the City's workforce by department and work with the departments to build a strategy to address diversity weaknesses. This objective should be completed by the end of the calendar year.

**David Cooke  
City Manager**