

To the Mayor and Members of the City Council

August 1, 2017

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SUBJECT: WORKFORCE DIVERSITY REPORT

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 who come from different demographics only furthers the City’s understanding of its customer base and enhances its execution of services. Having an internal workforce that reflects the diversity of our Community is a key focus at the City of Fort Worth.

Human Resources regularly collects and analyzes workforce data that is shared on the City’s website annually. In February, 2016, Human Resources provided a special informal report to Council indicating the racial/ethnic make-up for each employee group in 2006 and 2016 compared to 2010 census data. The information below is updated to reflect 2007 and 2017 data compared to the 2010 census. Three population benchmarks are displayed – the City of Fort Worth, Tarrant County, and the Tri-County area which included Tarrant, Parker and Johnson Counties.

2007 & 2017

EE GROUP	CAUCASIAN		HISPANIC		AFRICAN-AMERICAN		OTHER		CFW RESIDENT	
	2007	2017	2007	2017	2007	2017	2007	2017	2007	2017
CFW Population 2010	41.7%		34.1%		18.9%		5.3%			
Tarrant County 2010	51.8%		26.7%		14.9%		6.6%			
Tri-County 2010	55.5%		25.2%		13.2%		6.1%			
All Employees	57.7%	55.6%	20.2%	23.1%	19.4%	17.4%	2.6%	3.9%	52.1%	49.4%
General	50.9%	45.6%	23.2%	27.5%	22.7%	22.2%	3.1%	4.7%	58.2%	57.8%
Sworn Police	69.4%	67.3%	15.5%	18.9%	13.1%	10.5%	2.0%	3.3%	42.2%	40.9%
Sworn Fire	77.8%	79.4%	10.5%	10.7%	10.7%	8.2%	1.0%	1.6%	32.8%	27.0%
General Exempt	61.9%	58.2%	12.5%	15.1%	19.9%	19.5%	5.7%	7.2%	48.6%	49.4%
General Nonexempt	46.1%	40.4%	28.0%	32.6%	23.9%	23.3%	1.9%	3.7%	62.5%	61.2%
Managerial	70.0%	71.1%	11.9%	11.3%	15.7%	14.2%	2.5%	3.4%	38.8%	36.3%
Assistant Directors	69.1%	80.0%	12.4%	5.5%	17.2%	12.7%	1.3%	1.8%	30.3%	41.8%
Directors and Above	58.9%	63.0%	17.6%	11.1%	23.4%	25.9%	0.0%	0.0%	92.1%	74.1%
Total Management	68.4%	71.6%	12.7%	10.1%	16.9%	15.5%	1.9%	2.7%	43.9%	40.5%
Professional	60.8%	55.0%	12.3%	16.5%	20.4%	20.1%	6.5%	8.3%	49.2%	51.0%

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**SUBJECT: WORKFORCE DIVERSITY REPORT****Highlights**

Much like last year, 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. The workforce also continues the trend of less CFW residents with more living in Tarrant or other surrounding Counties.
- “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, and well as Management positions, remain a potential focus to improve the diversity of the workforce.

Changes in Talent Acquisition

While the City seeks to hire the best person for each and every position, there is a focus on promoting racial diversity. The goal is to have a workforce that reflects the diversity of the community and a hiring process that removes bias from the selection process. In 2016 and 2017, Human Resources made multiple changes in the Talent Acquisition efforts of the City to support those goals:

1. The Hiring process was changed by reworking and reducing the number of steps in the process. This has reduced the average time to fill positions from 100 days to 70 days. The changed process also removed potential bias by removing the “Candidate Matrix”, which was previously done manually by Hiring Managers. It was replaced with application screening questions that are set-up prior to the position posting, reviewed and approved by Human Resources, and allow the tracking system, which has no inherent bias, to do the initial screen of the candidates.
2. The City also changed to a new Applicant Tracking System. The new system has been easier to use for applicants, internal departments, and Human Resources. The system assisted with the improvement in time to fill and also help allow for larger, and more diverse applicant pools, as well as better reporting capabilities. Departments have reported higher quality applicant pools in addition to the higher quantity.
3. Significant changes were also made to the advertising strategy for open positions. The majority of City positions used to only be posted on the City website and in the newspaper. All positions are now posted on:
 - a. Indeed.com - #1 Job Site in the US
 - b. Glassdoor.com - #2 Job Site in the US.
 - c. ZipRecruiter – Provides advertising on over 100 additional job sites.
 - d. Careers In Government – A top Government Job Site.
 - e. CareerBuilder.com – Another Top Job Site in the US.

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4. A new 'education substitution' policy was created and rolled out to allow applicants that have significant levels of job specific experience to be considered for positions even if they lack the educational requirements of it. This has further increased the size and diversity of the candidate pools.

Efforts to Promote Diversity

In addition to the above changes, Human Resources has done the following to increase the City's Diversity and Inclusion efforts:

1. The requirement of Departments having diverse hiring panels (ethnicity, gender, age) was expanded and improved to allow diverse experience levels (higher-level, equal-level, and lower-level classification) to participate.
2. Become a partner with the Texas Diversity Council, a multicultural resource promoting excellence.
3. Partnered with multiple Diversity focused job-sites including:
 - a. Diversity FIRST Jobs
 - b. WorkplaceDiversity.com
 - c. DiversityinEducation.com
 - d. DiversityInHigherEducation.com
 - e. OutandEqual.com
 - f. LGBTconnect.com
 - g. Diversityconnect.com
 - h. Disabilityconnect.com
 - i. HispanicDiversity.com
 - j. DiversityMBA.com
 - k. Veteransconnect.com
 - l. Veteran's Job Exchange
 - m. HireVeterans.com
 - n. Vet Jobs
 - o. Recruit Military
 - p. Job Path
 - q. Veteran.com
 - r. Veteran Enterprise
 - s. MilitarySpot.com
 - t. Soldier.com
4. Joined TheMuse.com. This site is unique in that it focuses its' content toward the Millennial generation. Although the City's average age of the workforce has increased from 43 to 45 over the last ten years, 72% of the workforce is now Generation X and Millennials. The Millennial generation will continue to enter the workforce, and therefore needs to be a focus for the City's many 'entry-level' and 'early career' positions.

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5. In addition to the sites mentioned above, Departments have been encouraged to do additional advertising for their positions with industry specific associations and publications to support their diversity recruiting efforts. Some examples of diverse industry associations are:
 - a. Black Police Officers Association
 - b. National Forum for Black Public Administrators
 - c. The Association for Women in Communications
 - d. Society of Hispanic Professional Engineers
 - e. Dallas Hispanic Bar Association

New Applicant Tracking System Statistics

These statistics represent the first 6 months of data available via the City’s new applicant tracking system.

Total Candidate Pool – (20,000 Applicants)

Caucasian	40%
African American	26%
Hispanic	21%
Other	9%
Did Not Disclose	4%

Total Hired Candidates – (400 Hires)

Caucasian	40%
Hispanic	26%
African-American	23%
Other	8%
Did Not Disclose	3%

Diversity Initiative for Current Workforce

In June 2017, the Human Relations Commission launched Diversity Matters, an initiative created to promote a greater understanding and appreciation for diversity and inclusiveness throughout the City of Fort Worth employee population. The initiative will be managed by the HRC’s Diversity and Inclusion Standing Committee which was established by resolution last year. The Diversity and Inclusion Committee will purposefully focus on programs and special events for city employees and the community that highlight and address issues related, but not limited to, race, national origin, culture, age, gender, sexual orientation, gender identity, disability, and religion, thereby fostering a culture of open-mindedness, compassion, and inclusiveness among individuals and groups. The committee is comprised of an employee representative from each city department as well as representation from city retirees. Applications are currently being sought to fill vacant positions.

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**SUBJECT: WORKFORCE DIVERSITY REPORT****Conclusion and Next Steps**

Based on the changes that Human Resources and the City has made, the latest statistics from the new system show a very positive trend. The overall candidate pool is diverse, matching the City of Fort Worth's population, and more importantly, the pool of hired candidates closely matches the Community as well. This shows that the Diversity and Inclusion efforts are working. The next three steps that Human Resources and Departments will be focusing on:

1. In the near future, the City will be able to provide electronic, off-site testing, for Police and Fire positions. It is anticipated that this will provide increased the size, quality, and diversity of the applicant pools for those positions.
2. Upper-Level Management positions are typically handled by outside consultants that have national reach. Advertising strategies and final candidate pools are reviewed and critiqued by Human Resources Management in order to ensure that diversity exists for each position. An expansion of this review effort to all Management-level positions, including those recruited for by the standard, non-consultant process, is needed.
3. Additional focus on departmental needs to determine specific positions lacking a minority presence. Once determined, work to create a recruitment plan of action to target and attract a diverse pool of candidates for those positions.

If you have any questions concerning this information, please contact Brian Dickerson, Human Resources Director at 817-392-7783.

David Cooke
City Manager