

# Valuing Diversity, Building Inclusion

*Board Report*

December 13, 2022

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Presented by **inQUEST**  
Doing DEI. Differently.



**Tricia  
Dupilka**



**Kate  
Webster**





# Agenda

## Opening

- + Welcome
- + About inQUEST

## Current State Assessment

- + Process Overview

## Insights and Recommendations

- + Presented by Priority

## Questions



**Full-service DEI Consultancy**  
**Founded in 2011**

## WHO WE ARE

**We are recognized thought leaders, senior strategists, and business partners with a broad depth of expertise across all areas of diversity, equity, & inclusion.**

### AFFILIATIONS



*Certified Diverse Supplier*



*Lead Sponsor*



## STRATEGY & STRUCTURE

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*DEI strategy that's focused on business results.*

- + Strategy, planning and visioning
- + BRGs, ERG support and design
- + Current state and Cultural assessments



## TRAINING & EXPERIENCES

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*Energizing experiences that drive cultural change.*

- + DEI training and design
- + Leadership development and coaching
- + Conferences, events and keynotes



## BRIDGES & BREAKTHROUGHS

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*When coming together is difficult but critical.*

- + Conflict resolution and meeting facilitation
- + Post-merger alignment
- + Navigating sensitive and complex conversations

# TEAM MEMBERS



**Scott  
Hoesman**



**Gloria  
Cotton**



**David  
Stone**



**Nakia  
Green**



**Karen  
Doerr**



**Gina  
Terracina**



**Danata  
Andrews**



**Tanya  
Alderete**



**Kate  
Webster**



**Thomas  
Barnette**



**Suzanne  
Gooler**



**Tricia  
Dupilka**



**Mariah  
Glover**



**Benjamin  
Viette**

# What We Set Out to Accomplish

**VOMP has done a significant amount of work related to DEI and has engaged inQUEST to help identify “where do we go from here”.**

To do that we set out to:

1. Understand the current state by:
  - + Reviewing what you have - Village strategy, policies, process and initiatives.
  - + Understanding employee perceptions – Focus groups and interviews.
2. Provide a written report of opportunities and recommendations for action.
3. Present findings to the Village’s Leadership Team.

# Working Agreements for Today



Be curious as you process the findings



Keep an open-mind



Challenge your assumptions and biases



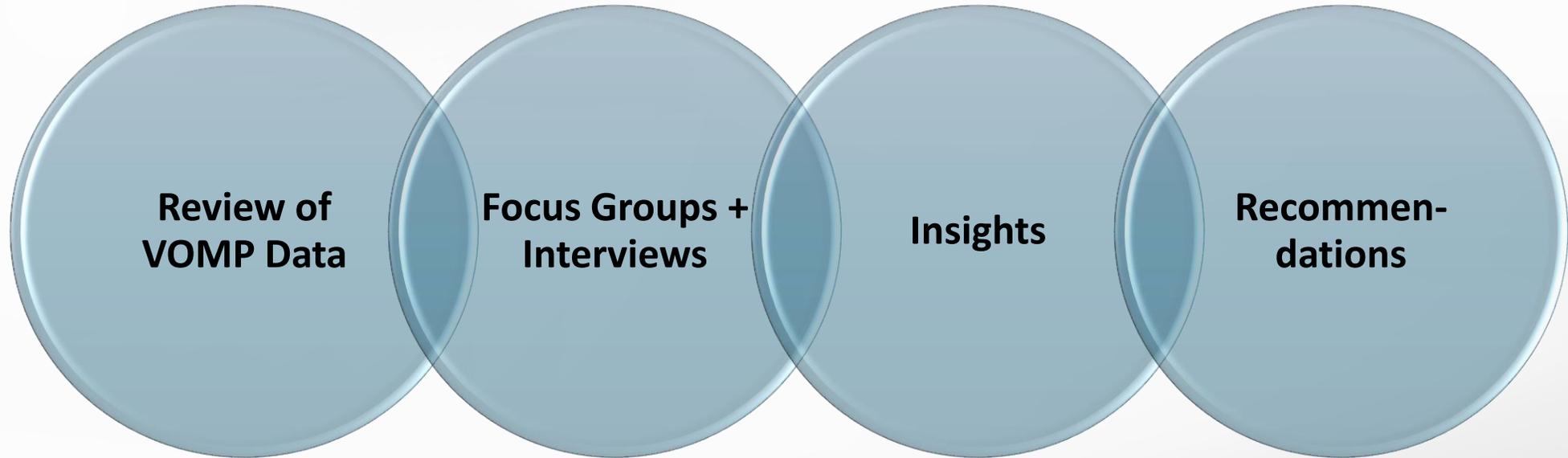
Refrain from judgement or blame



Remember...this is a perception study,  
not an investigation or research

# Assessment Process

# VOMP Current State: Process + Outcomes



- VOMP Strategic Plan
- Employee Demographic Data
- Engagement Survey
- Talent processes
- Global Diversity, Inclusion and Belonging Outcomes + Report
- Definitions of DEI
- 2020 Employee Handbook

- Focus Groups
- Interviews
- By Gender, Race, Function & Job Level

- Focus Group and Interview insights focused on:
- Culture
  - Talent Funnel

- Data analysis insights:
- Demographics
  - Previous DEI efforts

Based on *all* we've learned, recommendations based 4 priorities

# Focus Groups/Interviews: Participation Rates

There was a **strong** overall participation rate of **30%**.  
*A rate of 20% or higher provides a large enough representative sample of the VOMP employee population to develop the thematic analyses.*

## Employees

**28%** Participation Rate (88 of 311)  
 10 focus groups, 19 Interviews

## Board of Trustees + Mayor

**100%** Participation Rate (7 of 7)  
 7 Interviews

Employee Participation	Gender		Race/Ethnicity		Job Level				Department				Total
	Women	Men	POC	White	Admin	Tech	Mgr	Sr Lead	Police	Fire	PW	Other	
Total Participation	31	57	21	67	15	30	22	10	24	26	8	23	77
Total Demographics	81	230	41	270	50	157	89	15	107	81	65	58	311
Participation Rates	38%	25%	51%	25%	30%	19%	25%	67%	22%	32%	12%	40%	28%

# Focus Groups + Interviews: Terminology Key

## Job Level Categories

- + **Senior Leader** = Village Manager, Assistant Village Manager, Director, Chief Technology & Innovation Officer, Village Clerk, Police Chief, Fire Chief
- + **Manager** = Deputy Director, Deputy Chief, Commander, Sergeant, Battalion Chief, Lieutenant, Superintendent, Foreman, Project Engineer, Supervisor
- + **Technical (Tech)** = Police Officer, Firefighter/Paramedic, Electrician, Mechanic, Maintenance Personnel
- + **Administrative (Admin)** = Assistant, Specialist, Customer Service Representative, Community Service Officer, Analyst, Coordinator

## Race/Ethnicity

- + **People of Color (POC)** = staff who self-identified as Asian, Black/African American, Hispanic/Latino(a), Native Hawaiian, or Two or More Races
- + **White** = Staff who self-identified as White/Caucasian

# Methodological Rigor: **Thematic Analysis**



Our Current State Assessment utilizes **Thematic Analysis** as a method for analyzing the qualitative focus group and interview data.



Method consists of **analyzing** data as it relates to overall VOMP employee sentiment and by job level, race and gender groups.



Qualitative data was examined to **identify prevalent or important themes** to assess the current state of the VOMP's culture

# Findings & Recommendations

# Executive Summary

## DEI Work Completed

- I. The Village of Mount Prospect has taken many initial steps in your diversity, equity, and inclusion (DEI) journey. Highlights include:**
  - a. VOMP Strategic Plan** - Incorporated actions related to DEI in the VOMP Strategic Plan.
  - b. DEI Definitions** - Developed definitions of diversity, equity, and inclusion, through a collaborative internal process.
  - c. Training**
    - a.** Provided a comprehensive series of DEI trainings for employees focusing on social equity issues, harassment and discrimination, and cultural awareness. Department and role specific training has also been conducted (e.g., bias for hiring managers, cultural competency for Human Services, racial profiling for Police).
    - b.** Gathered input and perspective from employees on DEI journey and training needed.
  - d. Hiring**
    - a.** Expanded recruiting channels in efforts to increase candidates from underrepresented demographics and incorporated an inclusion statement in all postings to encourage all to apply.
    - b.** Addressed barriers to hiring in the Fire Department to attract a wider range of demographics.
  - e. Talent Management** - Adapted performance management to include a section related to DEI which can be expanded or changed over time.
  - f. Policies** - Safeguarded non-discriminatory practices by including Employee Code of Ethics and Non-Discrimination and EEOC statements within the Employee Handbook.
  - g. Community Events** – Hosted numerous community events that successfully honor and recognize cultures within the community such as Celebration of Cultures.

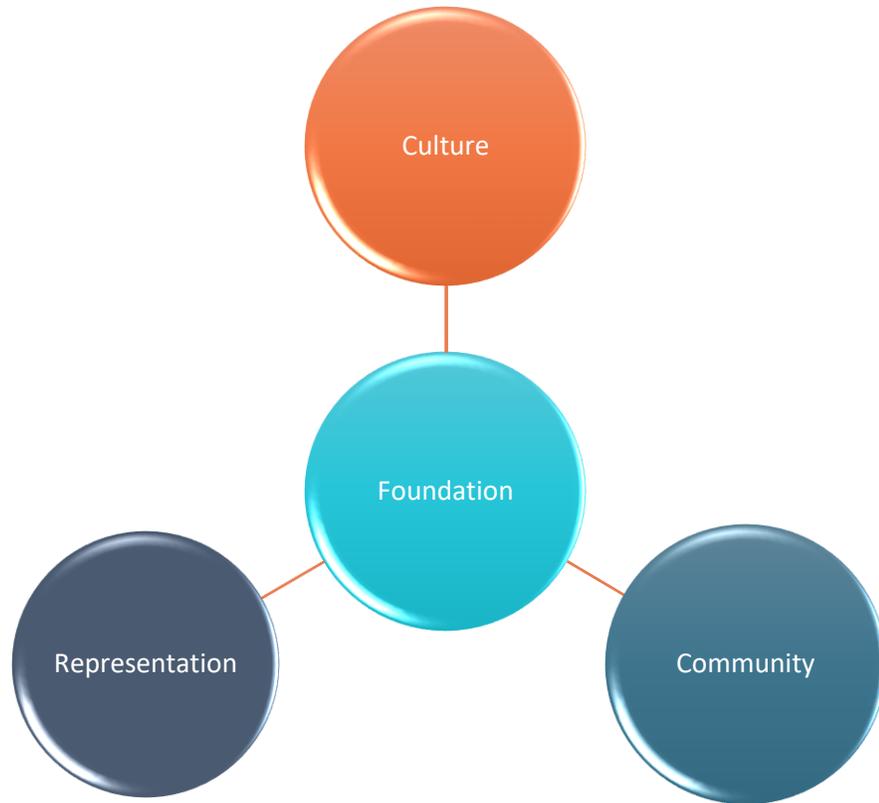
# Executive Summary

## Assessment Insights

- I.** To fully realize the value of DEI work there is opportunity to more clearly connect to an overall vision and strategy for DEI that guides future work and is communicated across the organization.
- II.** A foundation centered around accountability and communication with the infrastructure to support it will enable putting recommendations into action.
- III.** The culture of inclusion as outlined in the VOMP strategic plan can be centered on inclusive leadership behaviors that all leaders are expected to emulate. Support must be given to leaders to build this culture.
- IV.** For the employee population to reflect the demographics of the VOMP community a long-term approach is be required. Increasing the top of the hiring funnel in a strategic way and focusing on diverse candidates progressing throughout the process way will be important levers.
- V.** Once priorities and a vision for DEI are established, the community can be engaged to a) provide feedback on priorities and b) share their sense of belonging in the community. Differences in perception across demographics can provide input into focus areas within the community.

# Executive Summary

## Four Priorities



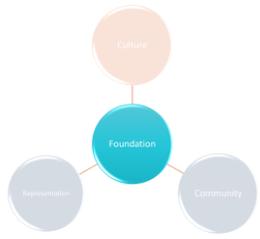
**Our Insights and Recommendations are aligned with four priorities:**

- 1. DEI Foundation:** Build alignment across the organization and community on priorities/focus, desired outcomes and progress.
- 2. Culture of Inclusion:** Create an inclusive culture for all employees that supports:
  - + Innovation and creativity,
  - + Collaboration,
  - + Professionalism and accountability, and
  - + Equity for all.
- 3. Equity in Representation:** Continue to build towards a Village workforce that reflects all the diversity of our Mount Prospect community.
- 4. Community of Belonging:** Foster a feeling of belonging within the Village for residents of the community.



# **DEI Foundation Insights**

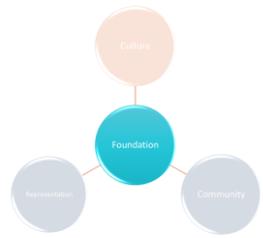
# Foundation: Insights Overview



Elements related to DEI exist across many of the goals in the **Strategic Plan**. Expanding connections across components and key messaging would assist in formalizing alignment with VOMP’s DEI work.

- + A **Vision** and **Strategic Framework** for DEI can provide focus, structure, and alignment around DEI efforts and messaging.
- + **DEI actions** are embedded in several of the strategic goals. DEI actions don’t always have a clear connection to the goals.
- + **DEI definitions** were created to focus efforts in supporting DEI goals; some adjustments would broaden their application and better align with VOMP strategic goals.
- + **DEI communication** is currently not incorporated into overall VOMP communications plan. More consistently sharing messages will help ensure stakeholders are aware of the DEI work the village is doing and set expectations, gain support, and foster inclusion.
- + The role of **leadership in DEI and accountability** for goals and ongoing behavior are not clear or fully incorporated into processes.

# DEI Strategy: Align DEI and VOMP Goals



The VOMP Strategic Plan has numerous connections to DEI. Connecting these to DEI priorities will provide the alignment needed to focus actions that address all the goals.

### Goal 1:

#### Effective Village Government: Financially Sound, Exceptional Service

- + Develop a Village organization culture that is professional, creative and innovative, productive and accountable. *(Culture priority)*
- + Hire/develop/retain a top-quality Village workforce dedicated to serving the community and provide market-driven, competitive compensation and benefits. *(Culture priority)*

### Goal 2:

#### Enhancing Mount Prospect Charm / Character: Honoring History, Heritage, and Diversity, Equity and Inclusion

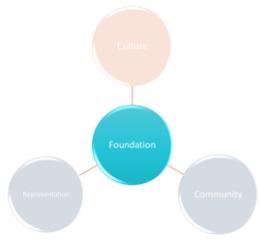
- + Define and understand our Mount Prospect community issues and opportunities related to diversity, equity and inclusion. *(Foundation priority)*
- + Have Village policies and practices honor and advance our community character as a diverse, family friendly and connected community. *(Foundation priority)*
- + Have a diverse Village workforce reflective of our Mount Prospect community. *(Representation priority)*
- + Be a community that is diverse, equitable and inclusive for all. *(Community priority)*
- + Have an inclusive community that is welcoming and with accessibility for all demographic groups. *(Community priority)*
- + Strive to understand and appreciate the diversity within our community. *(Community priority)*

### Goal 4:

#### Family-Friendly Neighborhoods: Safe and Livable for All

- + Have neighborhood events and gatherings – helping neighbors to meet and develop relationships with other neighbors. *(Community priority)*
- + Have a reputation as a great place to live and raise your family. *(Community priority)*

# DEI Strategy: Align VOMP DEI Definitions



With a new DEI strategy, there is an opportunity to refresh VOMP's DEI definitions to reflect language used within the strategy and organization. Additionally, a broader definition of diversity is critical to move focus away from specific groups.

## Diversity

means to respect, value and accept the range of similarities and differences of each individual.

**Suggest removing:** *respect, value and accept as that is part of inclusion.*

**Potential add:** *"collection of characteristics, experiences and identities" to broaden definition of diversity.*

## Equity

means to identify and implement strategies to ensure individuals have access to opportunities and resources to reach their full potential.

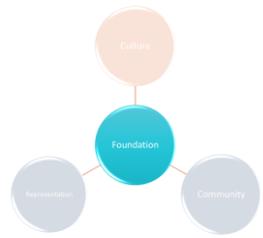
**No suggested changes**

## Inclusion

means valuing individuals in a way that shares involvement and sustains a sense of belonging.

**Potential add:** *welcomed, respected, heard*

# Communication: Awareness of DEI



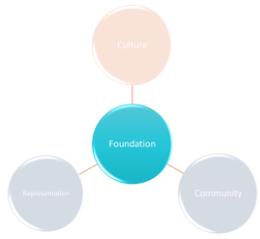
The focus group and interview findings highlighted a mixed level of awareness around VOMP's DEI work.

- + There was general awareness of and appreciation for inclusive events.
- + We heard limited understanding or consensus around the terms equity and inclusion.
- + Awareness of DEI efforts focused primarily on diversity and representation and varied on understanding and work being done.
- + Less awareness around work being done behind the scenes to create a welcoming and inclusive culture.



# **DEI Foundation Recommendations**

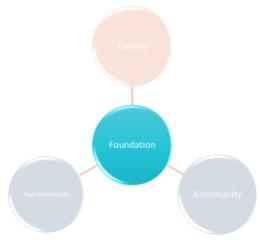
# Foundation: Recommendations Overview



DEI Foundation recommendations focus on:

- + **DEI Vision and Strategic Framework** – Create alignment and focus on DEI priorities.
- + **Communication** – Build a communication plan to proactively manage the narrative around DEI.
- + **Infrastructure** – Develop internal infrastructure to support DEI work.
- + **Accountability** – Build accountability structure for DEI for leaders and the organization.

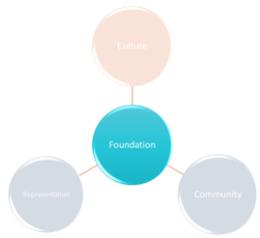
# Strategy: Develop DEI Vision and Strategic Framework



Build a Vision and Strategic Framework that documents linkages to Village strategy and leverages the work that has been completed to provide direction on next steps. This should include:

- + **Vision** to garner buy-in and create direction.
- + **Strategic Framework** that for each priority outlines desired outcomes, short- and long-term actions, timelines and measures to build upon:
  - Various commitments in Village Strategic Plan.
  - Recommendations from this report.
  - Needs identified and already acted upon in departments.
- + **Alignment** with VOMP Strategic Plan to help Trustees drive direction for the duration of the Village Strategic Plan.

# Communication: Build Plan to Focus the DEI Narrative



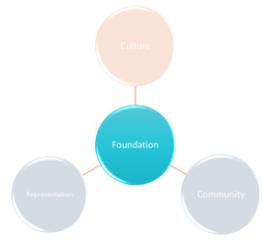
**Build a communication plan upon a suggested theme of “common-unity” to proactively focus the narrative to:**

- + Inspire leaders, employees and the community.
- + Manage expectations of Trustees, the Community and employees.
- + Reinforce the focus, priorities and progress on DEI.
- + Emphasize a holistic view of DEI, mindful of not overemphasizing representation.

**The communication plan should include content that will:**

- + Align messaging from across the organization on topics connected to DEI.
- + Celebrate successes.
- + Build understanding on DEI related issues.
- + Share progress and providing updates.
- + Connect to Village community celebrations and events such as Celebration of Cultures.
- + Increase awareness of cultural events that relate to the community and employee population (e.g. National Hispanic Heritage Month).

# Infrastructure: Assign Resources to DEI Work



### Focus responsibility for leading DEI in HR and monitor resource levels needed over time

The complexity of roles within VOMP and nature of stakeholders requires a focused role to maintain efforts.

- + We recommend the role be responsible for culture overall, not only DEI. Responsibilities could include:
  - Procurement or delivery of training.
  - Developing recruiting channels including community outreach.
  - Track progress and reporting.
  - Support department efforts to identify and address hiring barriers.
- + Success will require collaboration and alignment with all HR functions, village leadership, departments heads, communications, DEI Council, Trustees and the Community.

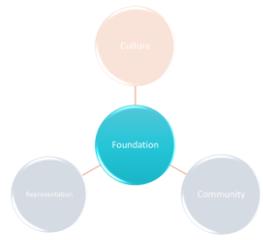
### Create a DEI Council with employees from across departments

DEI Council is employee volunteers committed to building DEI. The focus of the Council is to:

- + Collaborate to address challenges in implementing strategy and other DEI related topics.
- + Support communication planning overall and execution within their organization.
- + Provide input to the organization on DEI related topics.
- + Share experiences and best practices across departments.
- + Learn from each other and about DEI.
- + Champion DEI across the organization.

## Foundation: Recommendations

# Accountability: Build Accountability Structure



Build on Leadership Team Self-Evaluation to include accountability measures.

### + Individual leadership accountability structure should include:

- **Leadership Self-Evaluation** – Add questions on how they will/have held themselves accountable for their DEI goals. One suggestion is to have them give a pulse survey to their direct reports as to how direct reports feel they are making progress or not.
- **Promotion** - Include inclusive behavior as requirement (not nice to have) for promotion to leadership. (Note: recommendations specific to inclusive leadership behaviors are included in the Culture section).
- **Feedback** – Consider how leaders get feedback and from whom related to leadership practices / behaviors.

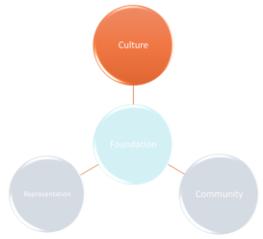
### + Department and functional accountability should include:

- **Employee Engagement surveys** – Move towards making high level results by department transparent and measure follow through on actions. (Note: recommendations on the engagement survey content are included in Culture section).
- **Community input/surveys** – For appropriate departments develop action plans based on community input and measure follow-through on actions. (Note: recommendations on community survey content are included in the Community section).



# **Culture of Inclusion Insights**

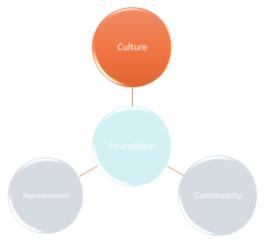
# Culture: Insights Overview



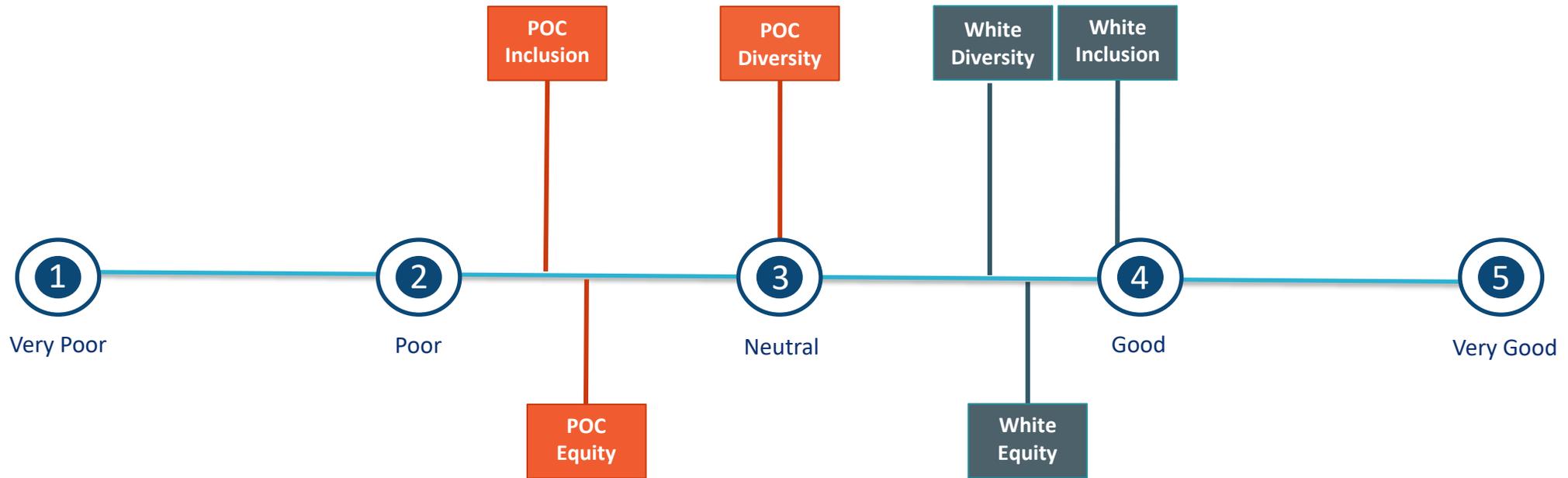
VOMP has a strong base established for an inclusive and welcoming culture to be accessed across departments with many employees desiring more consistent practices of inclusive leadership.

- + VOMP’s employees overall perceive the **culture as collegial and supportive** and feel it is a good place to work. However, hierarchical aspects within some leadership produce a “top-down” approach to work and a sense of frustration and lack of inclusion by employees.
- + **Leadership** provides, for some, a sense of welcoming and inclusive culture. There is opportunity to build on this existing welcoming culture so that *all* employees, especially People of Color, can feel a sense of inclusion and voice.
- + **Employees** perceive that firm-wide events build and develop a feeling of inclusion and there are opportunities to expand and build upon these events to broaden inclusion to all employees.
- + **A lack of diverse representation** in all levels create disconnects for some employees to effectively interact with community members.

# Perception of DEI: Varied by Demographic Group

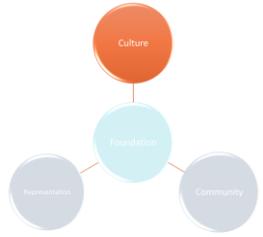


There was a difference in how People of Color versus White employees rated Diversity, Equity and Inclusion in focus groups.



Male and female employee ratings did not have as significant difference in perceptions. For both race/ethnicity and gender, the ratings for inclusion had the widest gap across groups.

# DEI Trainings: Enhance Access for All Staff

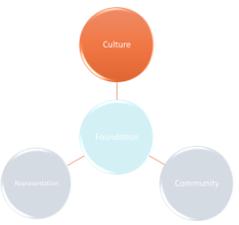


The VOMP offered a robust number of DEI-related trainings to staff in various departments. More trainings, especially those focused on inclusive behaviors, and offerings for all staff, could create alignment across all levels.

### **VOMP offered 26 DEI-related trainings between 2019 and 2021.**

- + Offerings represent VOMP's strong commitment to professional development and DEI overall.
- + Training focused on awareness and potentially skill-building without connecting to expectations in their roles.
- + Only 3 trainings were offered to all staff, resulting in a lot of messaging and awareness not being cascaded through the organization.
- + There is an opportunity to create access to more DEI-related professional development trainings by offering self-paced self-awareness online trainings.
- + Employees expressed a desire for training on an inclusive culture and social equity topics based on focus groups and Candid Conversation report.

# Focus Group Findings: VOMP in Middle of DEI Journey Work



Findings suggest that VOMP is in the middle of their DEI journey. VOMP has taken the necessary first steps in this journey by including DEI goals in several of their strategic goals. Areas of strength include the following:

### Supportive + Collegial Culture

Strengths

Employees value VOMP's collegial and supportive culture and overall feel it is a good place to work.

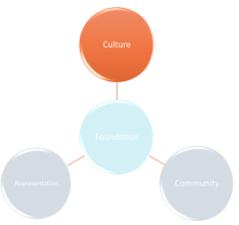
### Inclusive Leadership

Employees feel a sense of inclusion largely driven by direct and departmental leadership.

### DEI Opportunities at VOMP

Employees feel VOMP has, overall, started to improve DEI efforts especially creating firm-wide events for cross-department connections.

# Focus Group Findings: VOMP in Middle of DEI Journey Work



There were also areas of opportunities to build on the strong work and enhance an overall inclusive culture where all employees feel valued, respected, welcomed, and heard. These areas of opportunities include the following:

### Supportive + Collegial Culture

#### Opportunities

There is strong perception of a “top-down” approach with concerns that voices won’t be respected.

Some employees, across demographic groups, described a sense of low-morale and frustrations with management.

### Inclusive Leadership

**Aspects of inclusive leadership practices not felt uniformly across race and ethnic groups.**

Generational shifts and leadership changes have created opportunities for more inclusive behaviors.

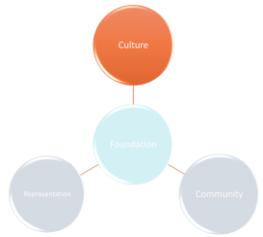
### DEI Opportunities at VOMP

**In defining DEI, staff focused mainly on issues of race/ethnicity and representation.**

Employees identified gaps in diverse representation, negatively impacting their work in the office and with residents.

# **Culture of Inclusion Recommendations**

# Culture: Recommendations Overview

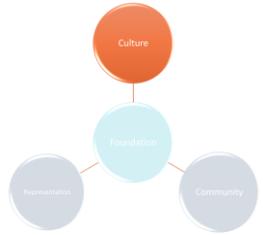


## Culture recommendations focus on:

- + **Inclusive Leadership Behaviors** – Define and develop inclusive leadership behaviors specific for VOMP.
- + **Leadership Capability** – Build and develop leaders in being an inclusive leader.
- + **DEI Training Opportunities** – Expand training offerings and consider embedding DEI training goals into review process.
- + **Engagement Survey** – Enhance survey to include demographic information.
- + **Opportunities to Connect** – Enhance and provide more Village-sponsored events.



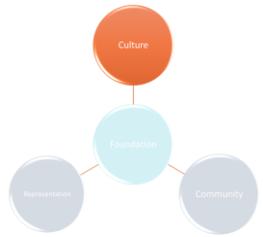
# DEI Training Opportunities: Expand Trainings for All Staff



- + Build upon the three out of 26 DEI related training opportunities that were offered to all staff from 2019-2021 to increase access to these forms of training.
- + Consider using an online platform to provide a wide variety of resources for leaders and employees to deepen their self-awareness of DEI-related topics to include:
  - Topical articles on social equity issues, best practices, and business case for DEI in the workplace.
  - Industry research on DEI in the workplace.
  - Inclusive leadership and DEI topic related books.
  - E-Learning such as Linked-In Learning DEI Certificate Paths and courses.

## Culture: Recommendations

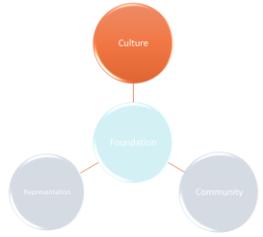
# Engagement Survey: Engage outside vendor to expand upon current Employee Engagement Survey



- + Use an external vendor to address potential confidentiality concerns of respondents.
- + Allow respondents to self-identify demographics to understand differences in perception by different groups.
- + Consider including a set of inclusion questions to understand how individuals experience inclusion and barriers (equity) within the organization that can be compared across dimensions of difference. Core topics could include:
  - + **Inclusion/belonging** – Degree one feels included (based on your definition of inclusion).
  - + **Growth** – One will be supported to learn and grow.
  - + **Challenge** – One can offer a different opinion without negative consequences.
  - + **Opportunity** – There is the possibility to succeed; opportunities are provided in a fair manner.
  - + **Voice** – One’s voice is valued and heard; input is valued and sought after within the team.
  - + **Fairness** – One is treated justly based on individual needs, and sound judgement is used in making decisions.
  - + **Decision Making** – One is included in decisions directly impacting work.
- + Hold leaders accountable to identify and take actions based on feedback provided.

## Culture: Recommendations

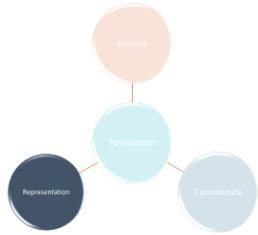
# Opportunities to Connect: Enhance Inclusiveness of Village-Sponsored Events



- + Building on existing team building activities, ensure that they are accessible to everyone and provide a focus on multiple interests.
- + Create organizational and departmental guides to serve as checklists of considerations and to-dos for events to include:
  - Plan around religious holidays and alcohol prohibitions
  - Consider room setup for accommodations
  - Consider dietary and food allergy needs
  - Consider athleticism and alternative ways to participate

# Equity in Representation Insights

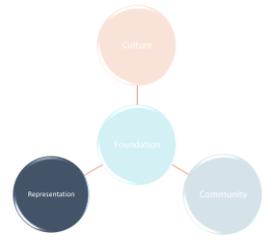
# Representation: Insights Overview



Policies and talent processes are generally supportive of DEI and have not raised obvious concerns. Job requirements and filling the top of the hiring funnel areas to focus.

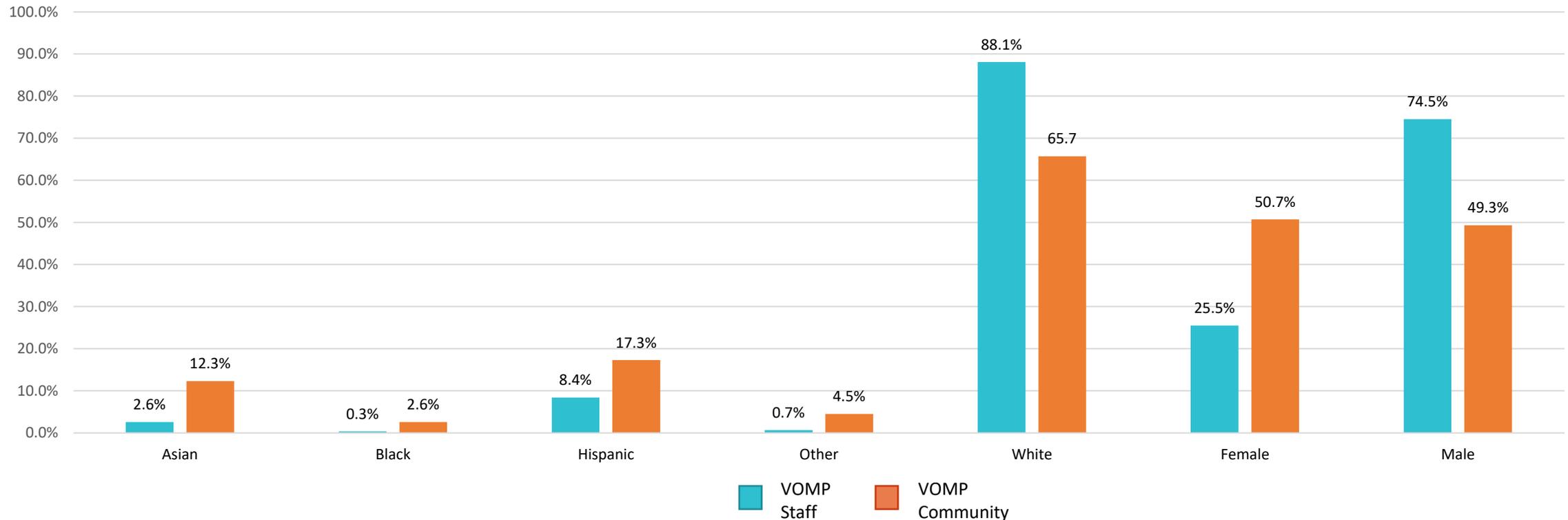
- + The VOMP employee population overall does not currently **reflect the community** but is becoming more demographically diverse. Factoring in job requirements and labor market conditions helps identify areas of focus.
- + While VOMP employs many individuals who speak **languages in addition to English**, frontline employees are challenges to respond to needs in the moment because of the diversity of languages used in the community.
- + Collecting and analyzing data from the **hiring process** would allow analysis of potential barriers in the hiring process and allow for targeted action.
  - + The **Fire Department** has incorporated changes in current hiring process.
  - + Expansion of advertising sources is resulting in an **increase of POC hires**.
- + Rates of **advancement, development and turnover** provide focus on areas to address internally to increase both inclusion and remove barriers.

## Demographics: Staff Compared to Community Representation



Without considering specific roles and qualifications, it appears VOMP Staff do not reflect the People of Color and females within the community.

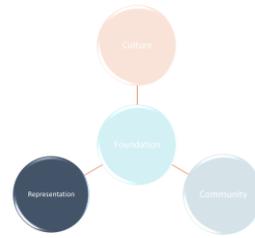
### VOMP Staff vs Community - Gender + Race/Ethnicity



- Other = Native Hawaiian/Pacific Islander, 2 or more races.
- MP community info from US Census July 2021.
- VOMP Staff is of February 2022.

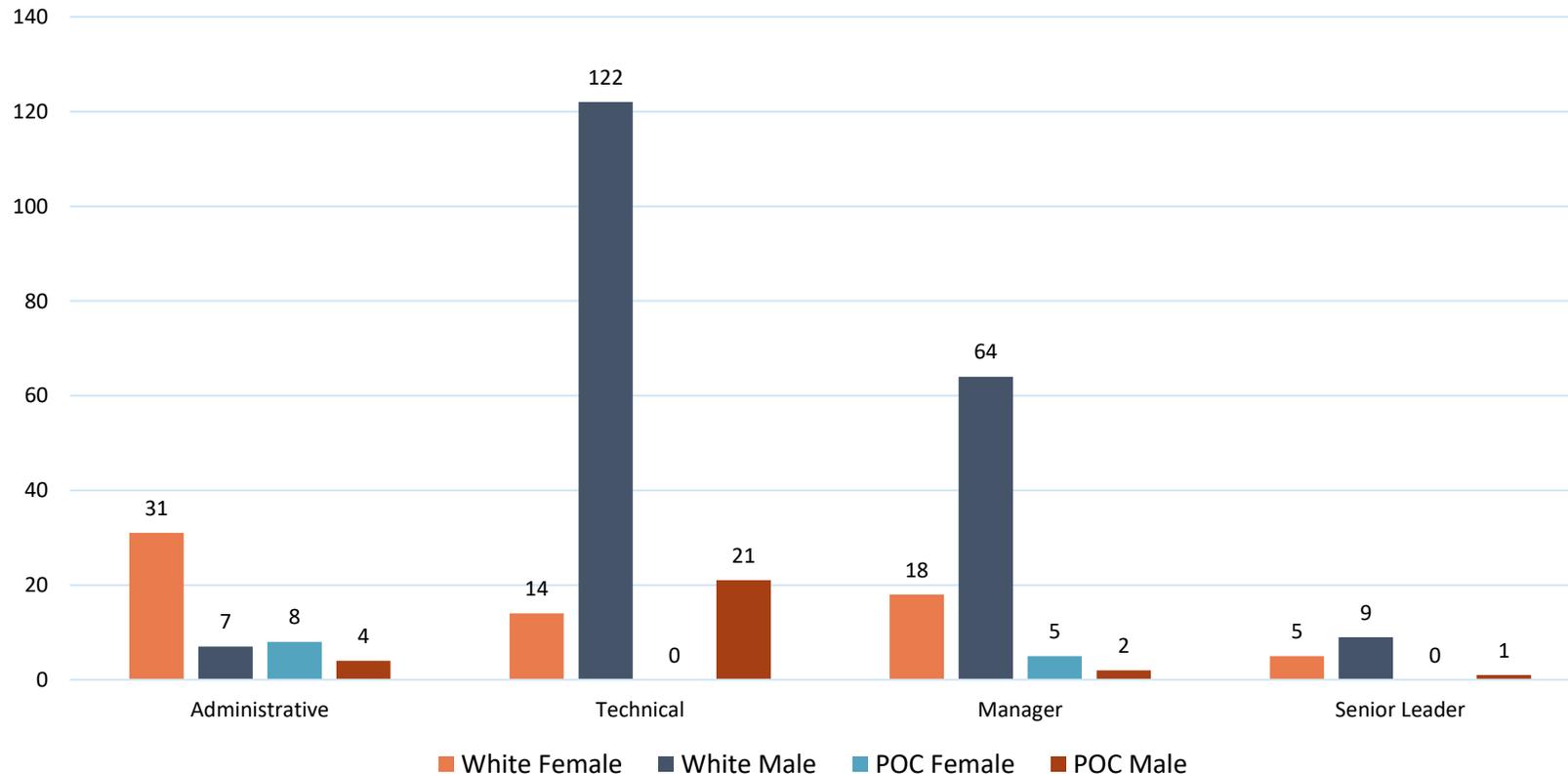
# Representation: Insights

## Demographics: Leadership and Technical Roles



Females and POC are underrepresented in Management and Technical roles, which are the largest groups at VOMP.

VOMP Staff: Gender + Race/Ethnicity by Job Level



**Key:**

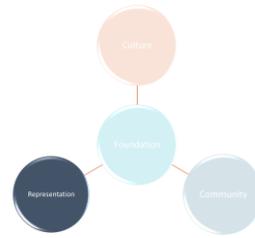
**Job Level**

- **Senior Leader** = Director, CTIO, Asst/Asst to/Exec Asst to Village Manager, Village Clerk
- **Manager** = Deputy Director, Superintendent, Supervisor
- **Technical** = Police Officer, Firefighter/Paramedic, Electrician, Mechanic, Maintenance
- **Admin** = Administrative, Assistant, Specialist, Coordinator, Analyst, Compliance Inspector, Customer Service Rep.

**Race/Ethnicity**

- **POC (People of Color)** = staff who self-identified as Asian, Black/African American, Hispanic/Latino(a), Native Hawaiian, or Two or More Races.

## Representation: Organization is Changing as Talent Moves



VOMP is becoming more demographically diverse, however Hispanic/Latino(a) employees are not advancing and are leaving the organization at a higher rate than expected.

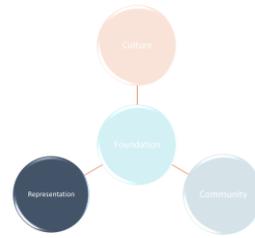
	Asian	Black	Hispanic/ Latino(a)	Other	White	Total
VOMP Community	12.9%	3.3%	14.6%	4.5%	66.7%	102%
Employee Representation	2.6%	0.3%	8.4%	0.7%	88.0%	100%
Hiring	<b>5.1%</b>	0.0%	<b>15.3%</b>	<b>1.7%</b>	77.9%	100%
Promotion	5.7%	0.0%	<b>5.7%</b>	0.0%	88.6%	100%
Overall Turnover	2.9%	0.0%	10.1%	0.0%	87.0%	100%
Voluntary Turnover	2.9%	0.0%	<b>14.3%</b>	0.0%	82.8%	100%

- **Hiring** trends over the last three years are making VOMP more racially diverse.
  - The most significant differences in the employee population and resident population (5%) is with the Asian and Hispanic/Latino(a) groups.
- Underrepresented groups are **advancing** within the organization, the Hispanic/Latino(a) employees are advancing at a lower rate than expected.
- Hispanic/Latino(a) employees **leave the organization** at a higher rate than expected.

- Voluntary Turnover does not include retirements.
- Other = Native Hawaiian/Pacific Islander, 2 or more races.
- MP Community demographic info from US Census July 2021, in which Hispanic or Latino may be of any race so are also included in race categories.
- Includes Hiring, Promotions and Turnover between 01/01/19 and 02/25/22.

# Representation: Insights

## Employee Experience: Police Department



VOMP Police department representation is largely reflective of POC Police Officers across the US and have a higher percentage of female officers than US average. However, Hispanic/Latino(a) and female Police Officers, are not advancing at expected rates.

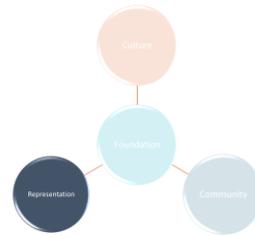
Police	Asian	Black	Hispanic/Latino(a)	Other	White	Female	Male	Race/Gender Total
MP Community	12.9%	3.3%	14.6%	4.5%	66.7%	50.3%	49.7%	102/100%
US – Police Officers*	1.6%	11.5%	14.6%	n/a	83.3%	15.3%	84.7%	111/100%
Department Representation	2.8%	<b>0.9%</b>	11.3%	1.9%	83.1%	26.4%	74.6%	100/100%
Hiring	0.0%	0.0%	<b>9.5%</b>	4.8%	85.7%	<b>33.3%</b>	66.7%	100/100%
Promotion	5.7%	0.0%	<b>5.7%</b>	0.0%	88.6%	<b>22.9%</b>	77.1%	100/100%

- Several years of efforts to hire **female** police officers have resulted in strong representation and hiring rates. Similar efforts to create equity for POC were not identified.
  - Given the **Black** population in VOMP and labor market of police officers, the low representation of Black employees is expected.
  - As **female** hires continue to develop and gain experience it is expected promotion rates will be more reflective of the overall population.
  - Employees raised a concern of **lowering standards** in hiring.
  - Based on moves over the last three years, hiring is not increasing the **Hispanic/Latino(a)** population and they are not advancing at expected rates.
- There is a perception of **favoritism** in being provided opportunities and mentoring, giving favored employees an advantage in the promotion process.
- Promotion process is **transparent**; however, it includes **subjectivity**.

- MP Community demographic info from US Census July 2021, in which Hispanic or Latino may be of any race so are also included in race categories.
- Bureau of Labor Statistics employment by occupation, 2021 in which Hispanic or Latino may be of any race so are also included in race categories.
- Employee population, February 2022.

# Representation: Insights

## Employee Experience: Fire Department



Efforts to better reflect the community are underway. Any comparisons should consider the nature of the role and National comparisons rather than the Mount Prospect Community.

Fire	Asian	Black	Hispanic/ Latino(a)	Other	White	Female	Male	Race/Gender Total
US Working population	6.6%	12.3%	18.9%	n/a	77.5%	47.0%	53.0%	102/100%
US – Firefighters*	2.6%	8.9%	11.0%	n/a	84.3%	5.1%	94.9%	107/100%
MP Community	12.9%	3.3%	14.6%	4.5%	66.7%	50.3%	49.7%	102/100%
Department Representation	1.2%	0.0%	2.4%	0.0%	<b>96.4%</b>	6.1%	93.9%	100/100%
Hiring	0.0%	0.0%	0.0%	0.0%	100.0%	20.0%*	80.0%	100/100%

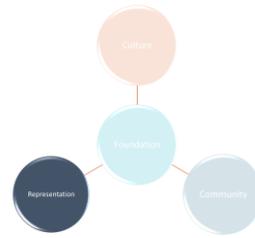
- There is awareness and support across the department of efforts to **reduce barriers in hiring** of firefighters and paramedics due to the trend of declining number of applicants in these roles.
  - The Fire Department has implemented a number of changes to **address barriers** and attract more candidates and more demographically diverse candidates. These are positive and sound efforts and should continue to be evaluated for effectiveness and be part of a long-term strategy.
- Employees perceive that training and opportunities are available and **supported**.
- Promotion process is perceived to be **fair and transparent** with union and leadership perspectives being included reducing biases.

\* Hiring has occurred in non firefighter roles

- Promotions not included due to small numbers to protect anonymity.
- MP Community demographic info from US Census July 2021, in which Hispanic or Latino may be of any race so are also included in race categories.
- Bureau of Labor Statistics employment by occupation, 2021 in which Hispanic or Latino may be of any race so are also included in race categories.
- Employee population, February 2022.

# Representation: Insights

## Employee Experience: Other Departments



Continued focus on describing job requirements in an unbiased way is critical, but with the range of roles and needs in this group, broad efforts to identify and reduce barriers is not efficient. This should be handled on a case-by-case basis as openings come up.

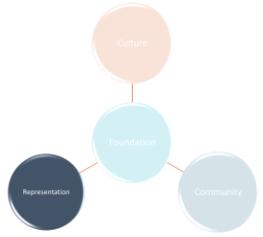
Other Dept	Asian	Black	Hispanic/ Latino(a)	Other	White	Female	Male	Race / Gender Total
MP Community	12.9%	3.3%	14.6%	4.5%	66.7%	50.3%	49.7%	102/100%
Employee Representation	3.3%	0.0%	9.8%	0.0%	86.9%	37.7%	62.3%	100/100%
Hiring	13.0%	0.0%	30.4%	0.0%	56.6%	39.1%	60.9%	100/100%
Promotions	0.0%	0.0%	6.7%	0.0%	<b>93.3%</b>	33.3%	66.7%	100/100%

- The **wide range of roles and job levels** within this group as well as certification and/or licensing requirements make it difficult to draw specific conclusions from findings.
  - Employees expressed belief that there is desire to hire more race/ethnically diverse candidates, but that there are few candidates.
- While efforts to attracting and hiring POC are having positive results, **advancement** remains predominantly White and to a lesser extent male.
  - Employees expressed that development and training is largely reactive, outside of certifications.
- Several employees had **lack of clarity** on the promotion process and had perception that there was lack of fairness hiring decisions.

- Other = Native Hawaiian/Pacific Islander, 2 or more races.
- MP Community demographic info from US Census July 2021, in which Hispanic or Latino may be of any race so are also included in race categories.
- Includes Hiring, Promotions and Turnover between 01/01/19 and 02/25/22.

# **Equity in Representation Recommendations**

# Representation: Recommendations Overview

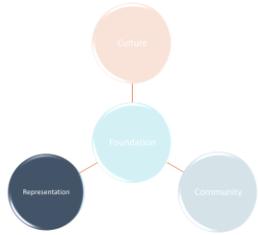


## Equity of Representation recommendations focus on:

- + **Top of Funnel** – Across the organization, focus on reducing barriers and increasing representation at the top of the funnel.
- + **Focus on Advancement and Development in Police** – Take steps to identify and address barriers for underrepresented groups.
- + **Build Upon Efforts in Fire** – Learn from efforts within Fire to reduce barriers external hiring and apply learning to other departments as appropriate.
- + **Internal Transparency in other Departments** – Increase transparency for internal openings, especially into management positions.

## Representation: Recommendations

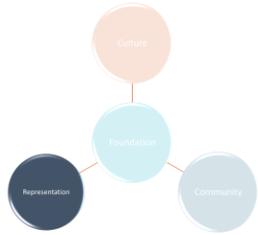
# Top of Funnel: Focus on Attraction + Recruiting



- + **Long term approach** – Recognize the time necessary to build towards having Village employees reflect the community.
- + **Do NOT set representation targets / goals** – Focus on attracting candidates.
- + **Identify hotspots and address** – Track applicant data and identify areas where the proportion of demographically diverse candidates in the process decreases.
- + **Employer Brand** – Update/create employer brand material to incorporate focus on DEI and desire to reflect the community and actively market VOMP as a local employer across all functions.
- + **Outreach to communities** – Continue to build upon examples from Police focused on building relationships within target populations.
- + **Provide volunteer and intern opportunities to individuals identified in outreach** – Make efforts to keep them involved and stay connected post.
- + **Continue efforts to broaden advertising** – Set expectations for postings for all positions, including reasonable efforts for increasing applications from underrepresented groups.

## Representation: Recommendations

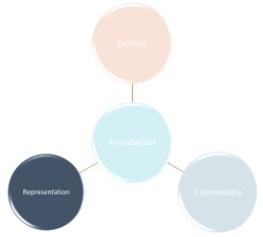
# Police: Focus on Development and Advancement



All efforts within the Police Department will be supported by a focus on building a more inclusive culture, particularly for females and People of Color. Specific efforts to support development and advancement include:

- + Provide **multiple or alternate ways to communicate opportunities** to build comfort among females and People of Color. Consider options for targeted communication to particular groups and one-on-one or small group communication.
- + Ensure all employees **receive feedback and support navigating promotion process** in a way that meets their needs. Recognize and address that for underrepresented populations it may require being proactive.
  - + This does *not* mean giving them advantage, but ensuring they get the feedback and support that others may receive through other informal relationships.
- + To identify specific issues and challenges have **one-on-one career development discussions** with all female and People of Color officers with a senior officer chosen by the individual.

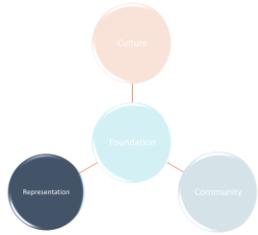
# Fire: Build Upon Efforts to Address Barriers in Hiring



The effort and thoughtfulness that Fire has taken to increase diversity across several dimensions provides an approach to learn from.

- + Share efforts and results from efforts to reduce barriers. Adapt within Fire for the future, and apply what is learned to other areas where appropriate.
- + Expectations to increase race/ethnic diversity in hires should be aligned with the time it takes to build a long-term pipeline of demographically diverse candidates. Benchmark considering the National Firefighter comparisons rather than the Mount Prospect Community.
- + Bring similar lens of equity to promotion process within 3-5 years (depending on typical tenure before first promotion. Do one year before that type to ensure changes are in place).
- + Continue to focus on inclusion within Fire. As Fire becomes more diverse in race/ethnicity and gender different challenges around inclusion could emerge.

# Other Departments: Internal Transparency Related to Movement

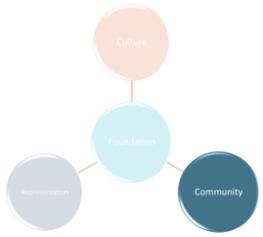


With the wide variety of roles and associated qualifications and union contracts, it is recognized movement across departments may be limited.

- + An increase of communication on internal practices and transparency on actions should mitigate concerns from employees.
  - Ensure expectations for when and how openings are advertised is clear and readily available.
  - Posting roles internally does not have to be a requirement.
  - Ensure it is clear who makes decisions regarding internal posting and expectations on timeframe and location(s).
- + Conduct exit interviews with questions geared towards continuing to collect data to understand inclusion and equity perceptions.
  - If volume and time is an issue to complete exit interviews, focus on those of less tenured employees and those who are in underrepresented groups for their role.

# Community of Belonging Insights + Recommendations

# Community: Recommendations Overview

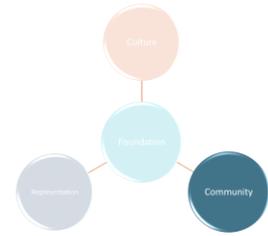


Community events such as the Celebration of Cultures have been in place for several years and support the direction of DEI internally as well as within the community.

Once an overall DEI vision and strategic framework are finalized, conduct a Community Survey to gauge support and feedback related to:

- + **Feeling of Belonging** – Determine the degree residents of different demographic backgrounds feel like they belong in the Village of Mount Prospect.
- + **Priorities** – Get input and feedback on components of DEI priorities that relate to the community, including attracting candidates.

# Community Survey: Feelings of Belonging



## Include Self-identification

- + Include self-identification categories to be able to consider differences in perception across demographic groups:
  - Race/Ethnicity
  - Gender Identity
  - LGBTQ+
  - Veteran
  - Disability
  - Age
  - Languages Spoken
  - Others to consider: neighborhood, education

## Example Questions Related to Belonging

- + To what degree do you feel you belong within the Village of Mount Prospect? Why?
- + What would create a greater sense of belonging for you? (examples) (Rank order or choose 2).
  - Celebrations of my heritage
  - Events that celebrate diversity of all types
  - Village employees in public facing positions reflecting the community
  - Village employees speaking my native language
  - Belief that biases are not involved in services
- + To what degree do you feel VOMP is a fair and equitable community? Why?

## Community: Recommendations

# Community Survey: Define Priorities

### Example Questions Related to VOMP Practices and Barriers in Attracting and Recruiting

- + To what degree are you aware of employment opportunities at the VOMP?
- + Have you applied for employment at the VOMP in the last year?
  - If yes, what made you apply (pick all that apply):
    - Salary, Benefits, Opportunity to contribute to my community, Reputation as a good place to work, Work culture / environment, Attractive as a career, etc.
  - + If not, why not (pick all that apply):
    - No positions that fit my background, Salary too low, I don't feel I'd fit in, Culture doesn't appeal to me, Positions aren't interesting to me, Not aware of opportunities, etc.

### Example Questions Related to Feedback on Priority Areas

- + How important is it to you that:
  - Overall VOMP employee population reflects the community?
  - Public facing positions at VOMP reflect the community?
  - I can see myself in the VOMP employee population?
  - I feel like I belong in the Village of Mount Prospect?
  - The Village is welcoming to all individuals, across all races, ethnicities, identities, sexual orientations, and all other dimensions?



Questions?

# Thank you!

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