

**Hicks-Carter-Hicks, LLC**

# **City of Webster Groves DEI Audit Report**

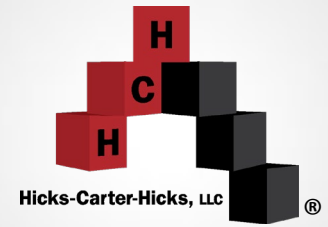
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# H-C-H DEI Audit Team



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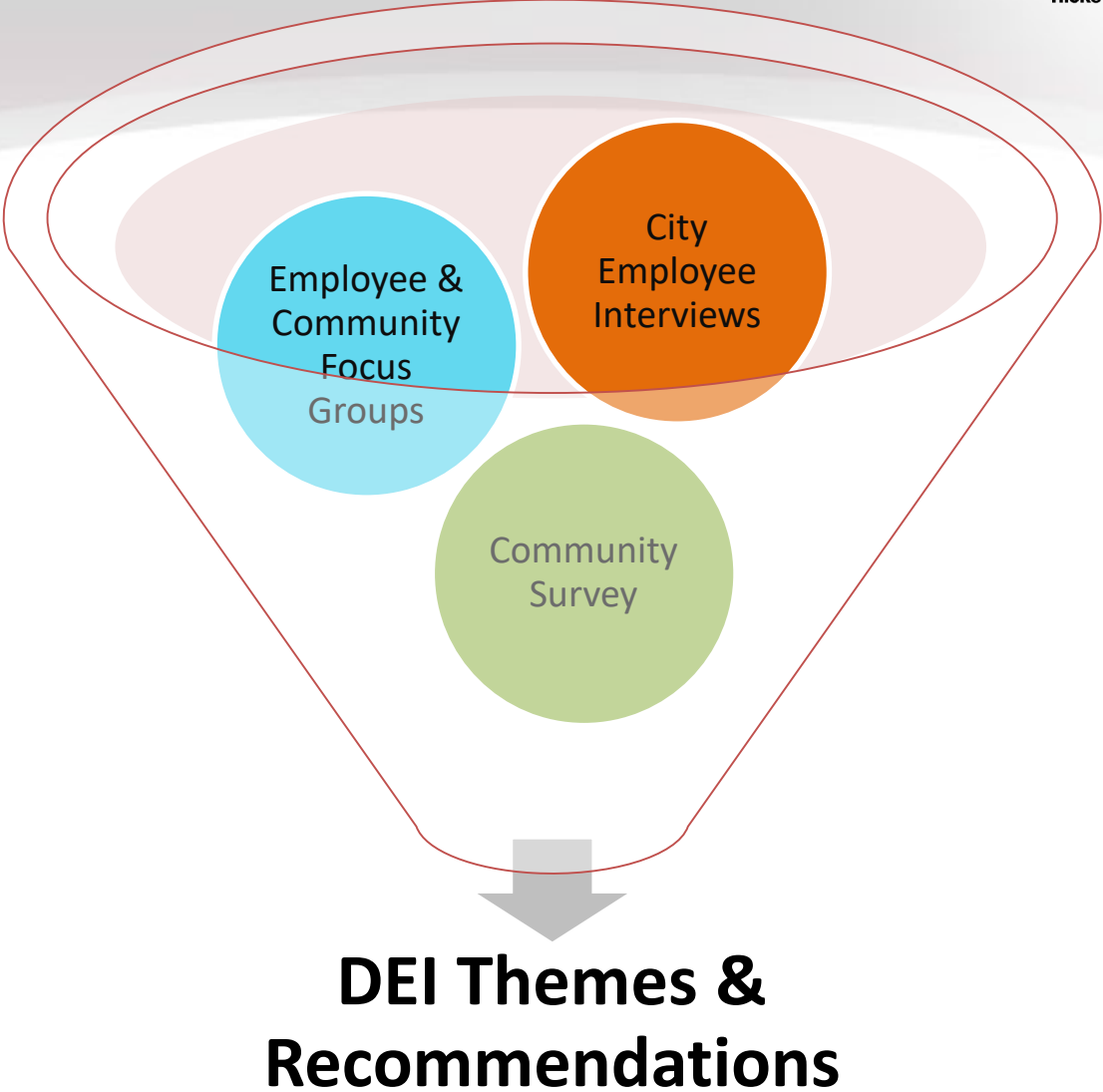
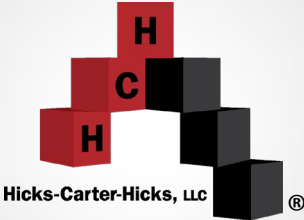
**Co-Lead  
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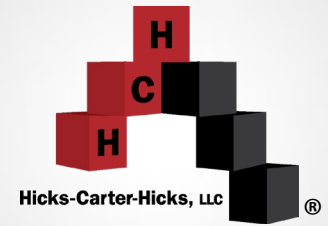
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# DEI Inventory Methodology



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# Interviews & Focus Groups



## Interviews

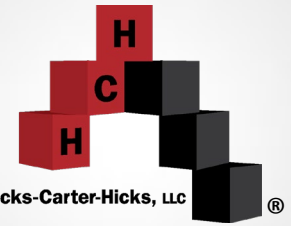
- 10 Employee Interviews
  - Selected from all areas and hierarchy levels of the organization
  - 11 total individuals

## Focus Groups

- 6 Focus Groups
  - 4 Employee Focus Groups
    - **Focus Groups:** Women, People of Color, Supervisors, New Hires
    - Semi-random, pseudostratified selection approach
    - 25 total Employees
  - 2 Community Focus Groups
    - 11 total Community Members

### Primary Goals

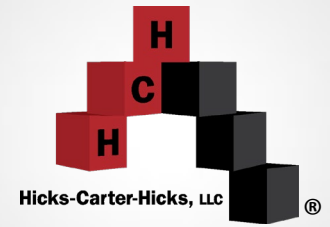
- Understand Webster Groves' DEI...
  - Strengths
  - Areas for development
  - Potential Barriers
  - Opportunities
- Gather data to guide other data collection efforts & this project
  - Interviews guide Focus Groups
  - Interviews & Focus Groups guide the Community DEI Survey
  - Data from all efforts **informs our results** and **guides our recommendations**



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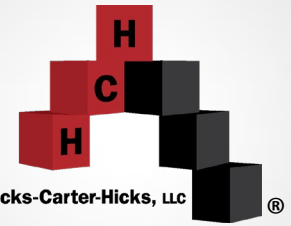
# INTERVIEW THEMES

# Employee Interview Themes

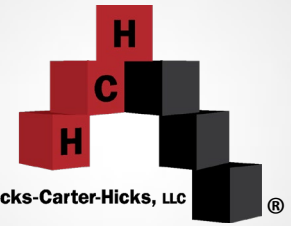


1. The City's priorities and values are not clear to all employees
2. Departments vary in their level of diversity
3. Webster Groves as a community is diverse
4. Opportunities to promote DEI in hiring and recruiting processes
5. New City Manager is taking steps to promote DEI within the City
6. Focus on inclusion, not just diversity
7. City departments are very siloed

# Employee Interview Themes



8. Departments have differing levels of resistance to DEI change
9. Gather input from women and BIPOC individuals
10. The City promotes DEI, but there is still room for growth
11. Affordable housing is attempting to promote inclusivity
12. DEI Council could help with leading and sustaining DEI efforts

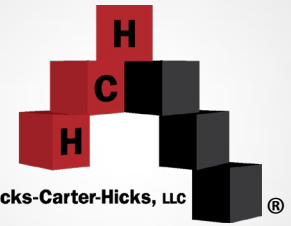


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# FOCUS GROUP THEMES



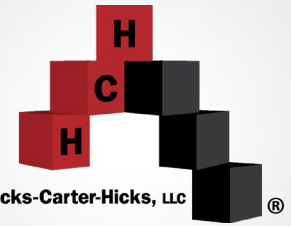
# Employee Focus Group Themes



1. The City's recruiting and hiring practices are critical for promoting DEI
2. Differing perceptions regarding City's priorities and commitment to DEI
3. The community cares about DEI
4. Lack of opportunities for interpersonal interaction among employees
5. Equal opportunities are available for all employees
6. Diversity of City employees is becoming a strength for the City
7. Important to highlight what is being done to promote DEI
8. Perception that the entire DEI process is just for show
9. Potential resistance to this project because it is a change project

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# Community Focus Group Themes



1. City Council has done a good job highlighting the importance of DEI
2. Difficult to formally engage in discussions with City officials
3. New city manager provides a different direction
4. Lack of clear messaging as to the City's DEI priorities and actions
5. Disconnect between espoused views and actual action
6. Hiring practices fail to promote DEI
7. Important to recognize the history of Webster Groves and honor that legacy

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# SURVEY

# Survey Methodology & Demographics



- **Response Statistics**
  - 610 total responses
  - 523 largely completed
  - 410 fully completed

**October 2021 – Open for 3 Weeks**

## Communicated by Webster Groves

- Electronic Distributions
  - Social media posts (3)
  - Friday Page Newsletter (3)
  - Email to city groups
- Print Distribution
  - Webster Kirkwood Times

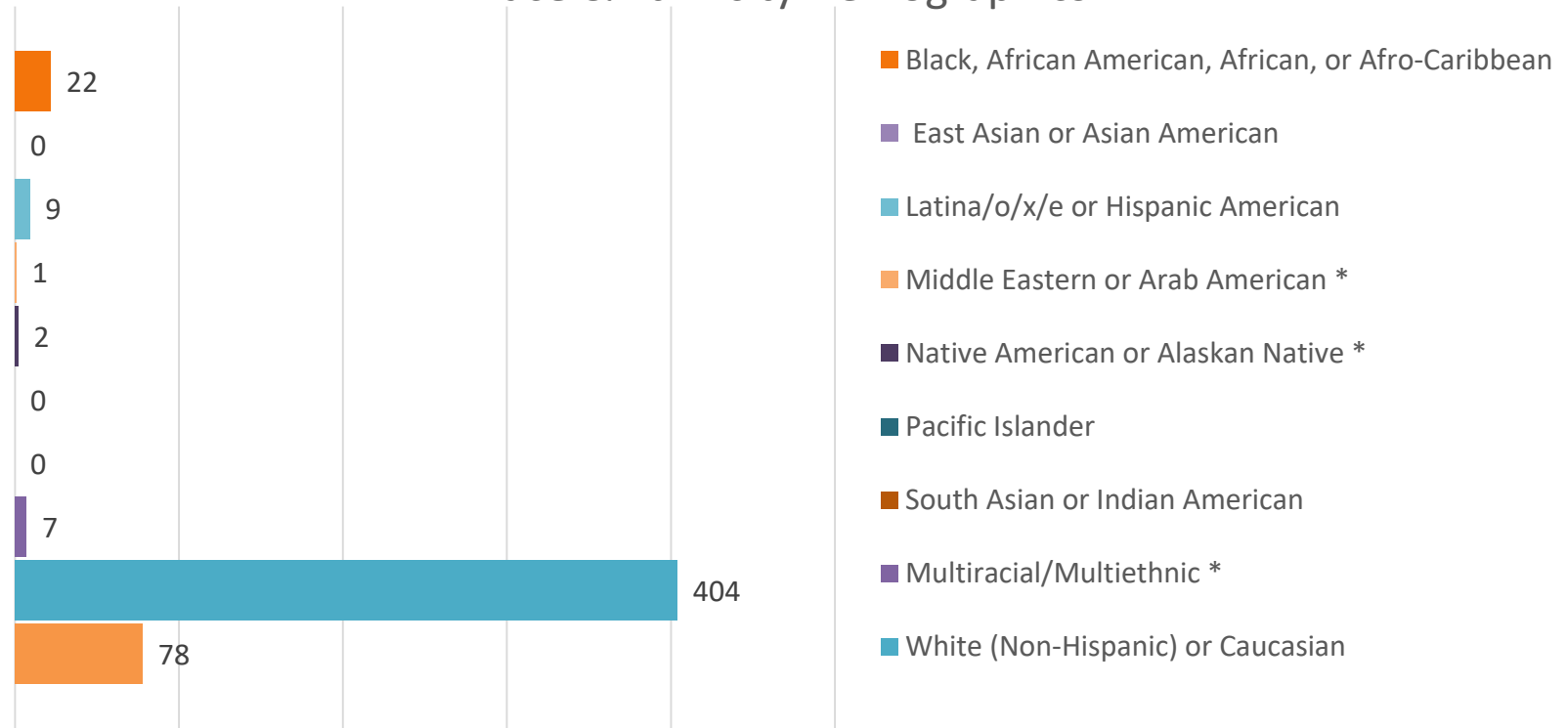
## Survey Created by H-C-H

- DEI Best Practice Questions
- Customized based on Webster Groves interview/focus group data
- Reviewed by Webster Groves
- Two Topics:
  - Webster Groves Community
  - City of Webster Groves Entity
- Agreement anchors
  - “I Don’t Know” Option

## • Demographics of Sample

- Gender Identity
  - 66% Female
  - 25% Male
  - 1% Gender Non-Conforming or Agender
  - 8% Prefer not to respond
- Age
  - Average Age: 50-51 years old
- Race and Ethnicity
  - Not a large amount of racial diversity
  - However, largely matched census demographics
  - Not represented, but represented in census:
    - Asian-American/East Asian
    - Indian-American/South Asian
- **Results Reporting**
  - Broken out by race/ethnicity
    - Low representation combined to protect anonymity

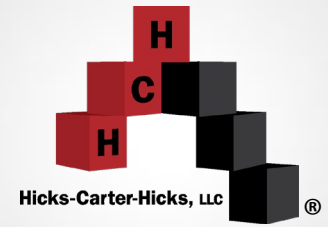
## Race & Ethnicity Demographics



*\*Included in "Aggregate Category" to protect respondent identities and associated responses*

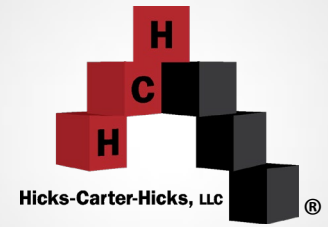
*Note: Race/Ethnicity and Gender Identity included an optional "other" option – only the race/ethnicity "other" option was utilized in the sample. All but one response was categorized into other categories based on the information provided (i.e., "Hispanic and White" was marked as both and categorized as Multiracial/Multiethnic in the above graph).*

# Survey Results - Quantitative



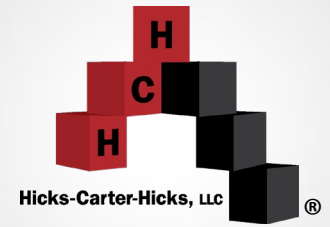
- **Webster Groves Community**
  - Most respondents agree that
    - Community should value DEI & supported DEI efforts
  - Respondents were more neutral on
    - Whether community actively includes and values individuals of all different backgrounds
- **Webster Groves as an Organizational Entity**
  - Respondents generally unaware of current DEI efforts
    - Skewed more neutral when respondents did respond to items
  - Most respondents agree that
    - City should be taking active steps towards DEI
- **Common theme between two sections**
  - High agreement on things that should be happening
  - Neutral responses on what is occurring

# By Race & Ethnicity Group



- **African-American Respondents**
  - Higher standard deviations – large variations in responses within this specific group
    - Some participants responded with high agreement, where others responded with high disagreement; led to “neutral” averages
- **Hispanic-American Respondents**
  - Responded with more agreement regarding importance of DEI than other groups
    - Note: Most other groups agreed as well, to a lesser degree
  - Less agreement/more neutral on
    - If differences were valued and included more than most other groups
    - How the City of Webster Groves(entity) is doing with respect to DEI
    - Largely disagreed that the City of Webster Groves listens to DEI issues
- **Those who opted to not identify themselves**

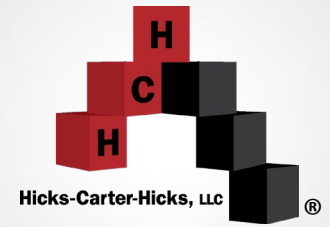
# Survey – Qualitative Themes



1. **Attempts at creating affordable housing was an opportunity for DEI**
2. **Concern that a focus on DEI was outside of the City's scope**
3. Increasing diversity within City employees and committees is important
4. Soliciting feedback from the community to hear various perspectives
5. Communication regarding the City's DEI priorities, values, and initiatives
6. Neither the City nor the community promotes DEI

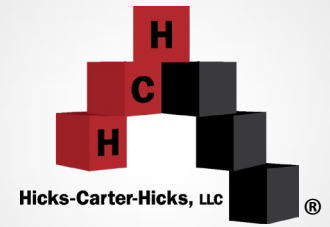


# Survey – Qualitative Themes

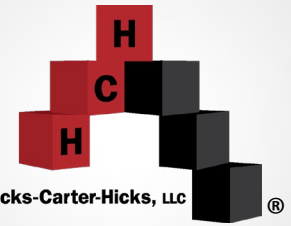


7. Pool access is an area of concern regarding DEI
8. Ensure the community understands what DEI means and why it is important
9. Webster Groves is diverse, equitable, and inclusive
10. Events and celebrations can help communicate the City's stance on DEI
11. Importance of boards and committees focused on promoting DEI
12. Police-community engagement outreach and officers promote DEI

# Survey – Qualitative Themes



13. Take steps to celebrate Webster Grove's history
14. Create incentives for businesses that are owned by minoritized individuals
15. New city manager brings a focus on DEI and has made it a priority
16. Changing to a ward system as an opportunity
17. Improvements to parks across the City has shown value placed on DEI
18. Appears that racial diversity is shrinking within the City



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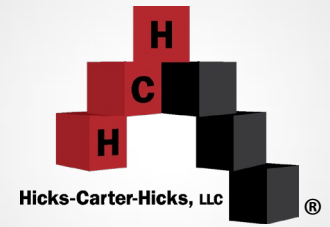
# RECOMMENDATIONS

# Recommendations



1. Develop a DEI strategy and plan to leverage strengths and address barriers
  - DEI Vision, Mission, Purpose & Importance of DEI
  - Communications to employees and community
2. Establish a DEI Council consisting of City employees and community members

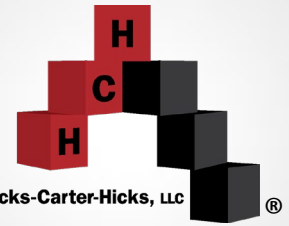
# Recommendations



3. Foster inclusivity and equity in recruitment, hiring, and retention practices
4. Hold regular listening/discussion sessions internally and externally to focus on the concepts of diversity, equity, and inclusion



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# Q&A