



State of Illinois  
Illinois Department of Central Management Services

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# STATE OF ILLINOIS 2019

## *Asian American Employment Plan*



Respectfully submitted to the Illinois General Assembly  
by Central Management Services



## OFFICE OF THE GOVERNOR

207 STATE HOUSE  
SPRINGFIELD, ILLINOIS 62706

**JB PRITZKER**  
GOVERNOR

April 26, 2019

Dear Member of the Illinois General Assembly:

As the Governor of the State of Illinois, I am committed to creating an administration that is diverse and inclusive as well as transparent. It is only through a diverse set of voices and perspectives that our State government will be fully responsive to and representative of the people of Illinois.

The 2019 Asian-American Employment Plan presents our State's workforce diversity program, which is a program based in equity and best practices and customized to the State's specific selection procedures. In the Plan, the Illinois Department of Central Management Services (CMS) provides a comprehensive analysis of demographic data for applicants and employees of the State and its agencies throughout the employee lifecycle (from application to departure). In addition, CMS describes the State's diversity initiatives and sets forth several recommendations that will allow the State to further enhance the diversity of its employees in hiring, retention, and promotion.

One of the key initiatives described in the Plan is the Diversity Dashboard, which is a newly built, user-friendly, web-based tool that consolidates the State's employment demographic data. The Diversity Dashboard provides crucial transparency regarding a variety of data points, such as the diversity of the State's human resources staff, interviewers, and workforce (broken down by job type). The Diversity Dashboard will enable the State to create targeted and informed diversity initiatives and for the public to easily access important information.

I am proud to support the State's workforce diversity program and hope that Illinois will serve as a national leader in this area and as a model for other states.

Many thanks to the members of the Asian-American Employment Plan Advisory Council for their hard work throughout the year.

Sincerely,

  
Governor JB Pritzker



April 29, 2019

Dear Member of the Illinois General Assembly:

I respectfully present for your consideration the 2019 Asian-American Employment Plan. As reflected herein, the 2.7 percent representation of Asian-Americans in the State's workforce remains half that of the group's presence in the overall Illinois labor market of 5.5 percent, yet this year we are committed to making greater progress toward improving representation in our workforce.

Some indicators year-over-year are encouraging. Asian-Americans comprised two to three percent of the State's workforce throughout the employee lifecycle, yet they made up eight percent of the population receiving an "A" grade on the open competitive eligibility test. Asian-Americans also represent four percent of State employees in supervisory, technical, professional, and managerial positions, as well as nine percent of interns, a group whose representation exceeds that of the Illinois labor market's overall Asian-American population.

Last year, the State launched its first workforce diversity program through the 2018 Asian-American Employment Plan. Under the leadership of Governor Pritzker and Lt. Governor Stratton, Illinois is poised to see its program accomplish further progress.

In this 2019 Asian-American Employment Plan, CMS advances two priorities for Governor Pritzker: improving diversity within the State's workforce and delivering public transparency and accountability. Together, the 2019 Asian-American Employment Plan and accompanying Diversity Dashboard provide perspective into the State's employment data and place the power of data analytics into the hands of the public.

I invite you to review both the 2019 Asian-American Employment Plan and Diversity Dashboard and welcome your feedback.

I look forward to working with all of you to ensure that the State of Illinois' workforce equitably reflects the diversity of the public it serves.

Sincerely,

A handwritten signature in black ink that reads "Janel Forde".

Janel L. Forde  
Acting Director



*2019 Asian-American Employment Plan*

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ILLINOIS

JB Pritzker, Governor

DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Janel L. Forde, Acting Director

## 2019 Asian-American Employment Plan

*I want all the children of Illinois  
to see someone who looks like them  
in my government.<sup>1</sup>*

*Governor JB Pritzker*

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<sup>1</sup> [Inauguration Address of Governor JB Pritzker, "Possibility and Promise," \(January 14, 2019\).](#)

## *2019 Asian-American Employment Plan*

### **EXECUTIVE SUMMARY**

Data on the benefits of diversity in the workplace is compelling and well established. Statistical results indicate that 87 percent of the time diverse and inclusive business teams drive decision-making twice as fast as those without and arrive at higher quality decisions. Businesses that embrace principles of diversity and inclusion in their cultures lead their industries. Companies that do not actively pursue workforce diversity not only fail to lead; they lag.

As employee engagement and productivity rises, an organization's ability to fulfill its mission does as well. This is particularly important in the public sector, in which the State's mission focuses on delivering quality services to people across the breadth of Illinois.

Under the leadership of Governor JB Pritzker, the State of Illinois is poised to advance its workforce diversity program further. Last year, the Department of Central Management Services (CMS) laid the groundwork by analyzing demographic data at State-wide and agency-levels and throughout the employee lifecycle. CMS also employed the 2018 Asian-American Employment Plan as a vehicle to recommend equity-based diversity and inclusion strategies that were anchored in scientific research and customized to the State's unique employment selection procedures.

Throughout the year, the Asian-American Employment Plan Advisory Council, CMS, and various State agencies discussed the 2018 Employment Plan's recommendations. Agencies explored ways to implement the suggested diversity practices they had not yet adopted, exchanged information about their own best practices, and sought guidance with respect to the challenges they faced.

This year, CMS is unveiling a new, user-friendly, interactive dashboard that consolidates employment demographic data from the past several years into a web-based tool. This "[Diversity Dashboard](#)"<sup>2</sup> allows users to quickly access State-wide and agency-level data, examine trends, and isolate agencies for focused review.

The Diversity Dashboard expedites State data review, with the ability to set parameters. This tool will provide transparency for the interested public, improving State accountability. The Diversity Dashboard also enables CMS, in partnership with the Asian-American Employment Plan Advisory Council and other stakeholders, to create diversity initiatives with the highest likelihood of success, ensuring that our government is fully responsive to and representative of Illinois residents.

According to the Dashboard, Asian-American representation in the State's workforce during fiscal year 2018, 2.73 percent, remained below that of Asian-Americans in Illinois' labor force

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<sup>2</sup> The Diversity Dashboard can be found at: <https://www2.illinois.gov/cms/personnel/DEP/Pages/AsianEP.aspx>.

5.48 percent, or 50 percent lower. We intend to aggressively address this disparity in the coming year. Asian-Americans comprised two to three percent of the population throughout the employee lifecycle but made up eight percent of the population that received an A grade on the open competitive eligibility test. Asian-Americans comprised four percent of employees in supervisory, technical, professional, and managerial positions, and nine percent of interns.

In this report, we evaluate the structural mechanisms agencies have implemented that support, promote, and reinforce their diversity efforts. We found that many agencies have already designed practices and approaches that welcome diversity and eliminate potential barriers to employment unrelated to job qualifications. Now we need to bolster our efforts to yield results.

For example, during fiscal year 2018 the number of Rutan interviews nearly doubled and nine percent of the State's Rutan interviewers were Asian-American, yet just one percent of interviews were conducted with Asian-American diversity on the interview panel. This indicates that even though the State had the resources to include Asian-American diversity on interview panels, it did so infrequently. Nevertheless, of the State employees enrolled in a career advancement and/or tuition reimbursement program, seven percent were Asian-American, which is more than twice that of the representation of Asian-Americans in the State's workforce. Moreover, agencies are beginning to offer unconscious bias training, expand their employment outreach, and dedicate resources toward diversity programs.

To make the volume of data in the Diversity Dashboard as useful as possible, this Employment Plan helps agencies leverage their workforce diversity data and translate it into meaningful diversity initiatives.

## *2019 Asian-American Employment Plan*

### **GOVERNING AUTHORITY**

#### **I. Governor Pritzker Seeks to Strengthen the Diversity of the State's Workforce**

One high priority for Governor Pritzker is to strive for equity within the State's workforce by serving Illinois through a government that is fully accessible to and representative of its public. He has directed his administration to be proactive and evidence-driven when crafting workforce diversity strategies.

#### **II. CMS Statutorily Required to Develop Plans to Enrich State Workforce**

##### **A. Civil Administrative Code**

The Civil Administrative Code of Illinois (Department of Central Management Services Law) requires the Department of Central Management Services (CMS) to develop and implement plans, in consultation with the Asian-American Employment Plan Advisory Council and other subject matter experts, to increase the number of Asian-Americans employed by State government and at supervisory, technical, professional, and managerial levels.<sup>3</sup>

##### **B. Asian-American Employment Plan Advisory Council**

The Civil Administrative Code also created the Asian-American Employment Plan Advisory Council and tasked its Governor-appointed members with examining:

- the prevalence and impact of Asian-Americans employed in State government;
- the barriers faced by Asian-American seeking employment or promotional opportunities in State government;
- and, possible incentives that may be offered to foster employment and promotion of Asian-American s in State government.<sup>4</sup>

In fiscal year 2018, the Asian-American Employment Plan Advisory Council were represented by the following subject matter expert-members:

##### **Nimish Jani, Chair**

Nasir Jahangir

Kalpesh Joshi

Grace Chan McKibben

May Saengpraseuth

Choua Vue

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<sup>3</sup> [Civil Administrative Code of Illinois \(Department of Central Management Services Law\)](#), 20 ILCS 405-120.

<sup>4</sup> *Id.*, at §25(c).

## *2019 Asian-American Employment Plan*

### **DATA SOURCES AND DIVERSITY DASHBOARD**

This 2019 Asian-American Employment Plan draws data from (a) administrative employment-related data and (b) agency responses to the 2019 Asian-American Employment Plan Survey. Data is presented via an on-line Diversity Dashboard.

#### **I. Administrative Data from State Employment Databases**

CMS is responsible for the development and administration of the State's merit employment system in accordance with the Personnel Code, Administrative Rules and current collective bargaining agreements.<sup>5</sup> CMS maintains an administrative database, which includes employee and applicant demographic data.

#### **II. Asian-American Employment Plan Survey**

##### **A. Statutory Authority for Asian-American Employment Plan Survey**

CMS is statutorily designated to develop the Asian-American Employment Plan, monitor State agency compliance, and receive agencies' annual reports regarding their activities to implement the Employment Plan. To retrieve these annual reports, CMS sends State agencies an annual Asian-American Employment Plan Survey to gather the necessary data. CMS has jurisdiction over employees in positions covered by the Personnel Code ("coded positions").<sup>6</sup>

##### **B. Voluntary Participation in 2019 Asian-American Employment Plan Survey**

State agencies with employees exempted from the Personnel Code are encouraged to participate in the annual African-American, Hispanic, or Asian-American Employment Plan Surveys. This year, three non-coded agencies voluntarily participated: Executive Ethics Commission, Office of the Executive Inspector General, and Procurement Policy Board.

##### **C. Distribution of 2019 Asian-American Employment Plan Survey**

The 2019 Asian-American Employment Plan Survey was disseminated to 50 State agency heads, EEO Officers, Workforce Diversity staff, human resources staff and others, plus the three agencies that elected to voluntarily participate online via Survey Monkey from December 5-21, 2018. Extensions to submit survey responses were granted through January 11, 2019.

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<sup>5</sup> See, [CMS' website, Bureau of Personnel](#).

<sup>6</sup> [Civil Administrative Code of Illinois \(Department of Central Management Services Law\)](#), 20 ILCS 405/405-120, 121, 125.

### **III. Data Presentation: [Diversity Dashboard](#)**

This year, CMS changed how it displays and analyzes data. Rather than incorporating charts into the annual Asian-American Employment Plan, CMS used agency survey responses to develop an interactive, online tool – the Diversity Dashboard – which allows users to access State-wide and agency-level data, examine yearly trends, and isolate agencies for performance and progress review.

The Diversity Dashboard<sup>7</sup> increases the State’s transparency, accountability, and reliance on data-driven strategies. The Diversity Dashboard should be considered a component of this 2019 Asian-American Employment Plan. CMS is in the process of uploading and updating demographic data from its administrative database into the Diversity Dashboard.

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<sup>7</sup> The Diversity Dashboard can be found at: <https://www2.illinois.gov/cms/personnel/DEP/Pages/AsianEP.aspx>.

## *2019 Asian-American Employment Plan*

### INTRODUCTION

#### **I. Compelling Research Affirms Illinois' Workforce Diversity Efforts**

Statistics indicate that 87 percent of the time diverse and inclusive business teams drive decision-making twice as fast and with higher quality outcomes.<sup>8</sup> Decades of statistical research by organizational scientists, psychologists, sociologists, economists, and demographers demonstrates that diversity and inclusion initiatives improve problem-solving, decision-making, and innovation efforts.<sup>9</sup>

Businesses that are diverse and inclusive are industry-leading and better able to accomplish their mission.<sup>10</sup> Conversely, companies that do not actively pursue workforce diversity not only fail to lead, they lag.<sup>11</sup>

#### **II. Diversity and Inclusion Benefits Everyone**

Diversity and inclusion benefits everyone, regardless of race, ethnicity, or organizational level. Employees become more engaged and motivated to fully exercise their skills and talents, which sparks a more high-functioning organization in a better position to accomplish its goals.<sup>12</sup>

The success of diversity and inclusion can be attributed to biochemistry. The simple act of diversifying a group improves the quality of its work.<sup>13</sup> In groups with similar members, the collective brainstorming process can be hampered by an assumption of shared perspective. Groups with dissimilar members, however, anticipate opinion differences and expect consensus to be challenging. Diversity “jolts cognitive action”.<sup>14</sup> Collective brainstorming sessions become more valuable and lead to a more useful outcome, provided the environment invites

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<sup>8</sup> [Forbes, “New Research: Diversity + Inclusion = Better Decision Making At Work,” Erik Larson \(September 2017\), citing Cloverpop, “Hacking Diversity with Inclusive Decision Making: New Research Reveals how Inclusive Decision Making activates Diversity for Better Business Performance and a Decisive Competitive Advantage.” \(White Paper, September 2017\).](#)

<sup>9</sup> [Scientific American, “How Diversity Makes Us Smarter: Being Around People Who Are Different From Us Makes Us More Creative, More Diligent and Harder-working,” \(October 2014\).](#)

<sup>10</sup> [McKinsey & Company, “Why Diversity Matters,” \(January 2015\).](#)

<sup>11</sup> *Id.*

<sup>12</sup> [Cloverpop; U.S. Department of Veterans Affairs, Office of Diversity and Inclusion, “Diversity and Inclusion Strategic Plan: Fiscal Years 2017-2020”.](#)

<sup>13</sup> [Scientific American, “How Diversity Makes Us Smarter: Being Around People Who Are Different From Us Makes Us More Creative, More Diligent and Harder-working,” \(October 2014\).](#)

<sup>14</sup> *Id.*

various viewpoints.<sup>15</sup> Inclusion – welcoming difference – is essential to activate and leverage diversity to yield these benefits.<sup>16</sup>

### **III. Diversity is the Means to Galvanize State Government**

In the public sector, workforce diversity and inclusion are even more pertinent given our responsibilities to the people of Illinois to be transparent, accountable, ethical, and motivated. Embracing diversity and inclusion will amplify our ability to fulfill Governor Pritzker’s intention of creating a more prosperous state in which everyone is included.<sup>17</sup>

### **IV. The Demographics of Illinois and Illinois’ Workforce Must Grow Concurrently**

The State of Illinois is considered diverse by national standards. Following the population boom of people of color by over 850,000 between 2000 and 2010, 35 percent of Illinois residents are either African-American, Hispanic/Latino, or Asian-American.<sup>18</sup>

It is anticipated that people of color will become the majority, as has occurred in California, Hawaii, Nevada, New Mexico, and Texas.<sup>19</sup> As of 2012, a majority of babies born in the U.S. were people of color.<sup>20</sup> In Illinois, as of 2015, as reflected below, 40 to 50 percent of the population under eighteen years of age were people of color.<sup>21</sup>

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<sup>15</sup> [Harvard Business Review, “How Diversity Can Drive Innovation,” \(December 2013\).](#)

<sup>16</sup> [Cloverpop.](#)

<sup>17</sup> [State of Illinois website, “About the Governor”.](#)

<sup>18</sup> [Census Viewer, “Population of Illinois: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts”.](#)

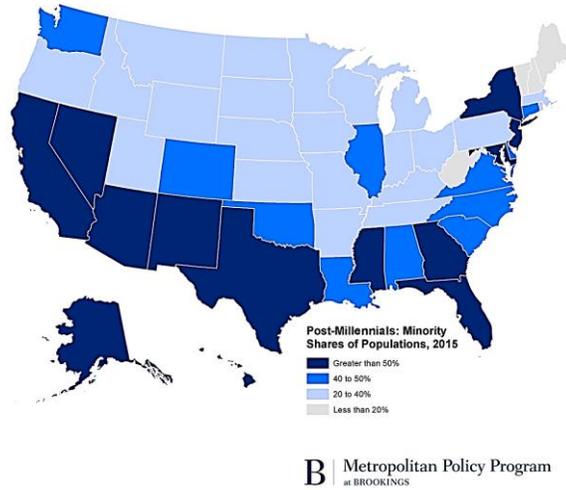
<sup>19</sup> [World Population Review, Illinois Population, \(January 2018\).](#)

<sup>20</sup> [Governing the States and Localities, “A State by State Look at Growing Minority Populations” \(June 2015\).](#)

<sup>21</sup> [The Brookings Institution, “Diversity Defines the Millennial Generation”, William H. Frey \(June 28, 2016\).](#)

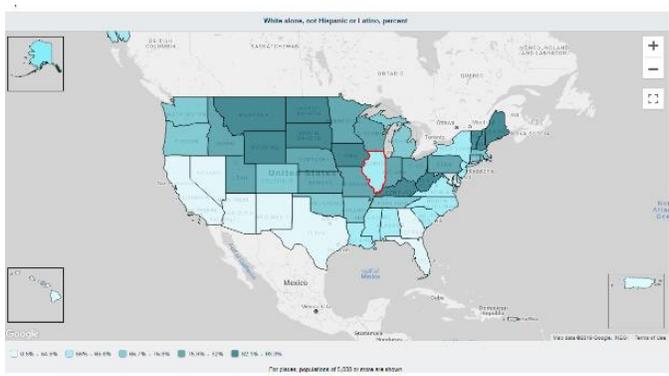
“Post-Millennials” refer to people under 18 years of age. *Id.*

Map 2: Post-Millennials: Minority Shares of State Populations, 2015

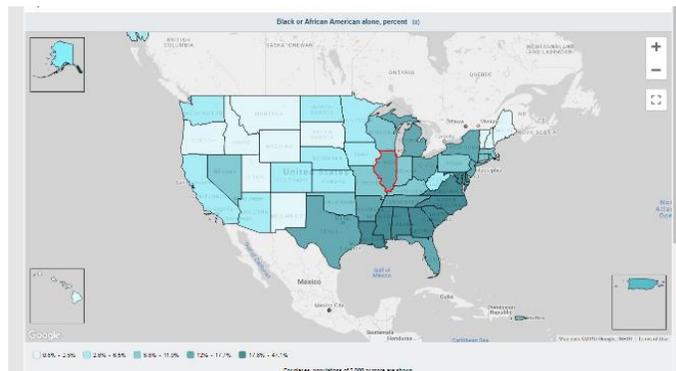


The charts below illustrate how the representation of various populations within Illinois (outlined in red) compares to other states.

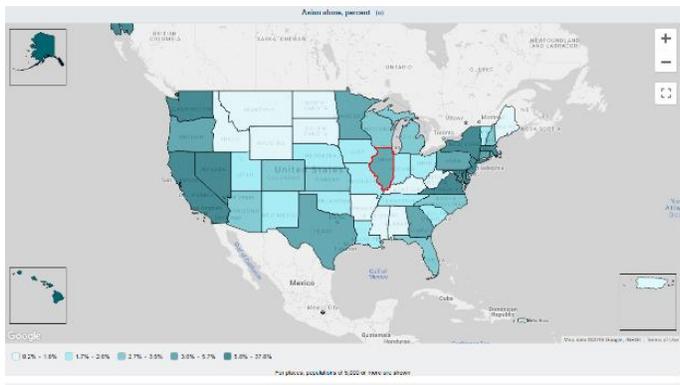
White alone



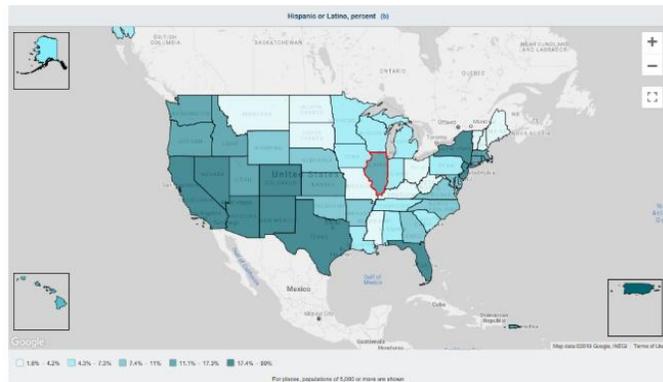
Black or African-American



## Hispanic or Latino



## Asian alone



Illinois is laying the necessary groundwork so the demographics of our workforce and our population evolve concurrently.<sup>22</sup>

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<sup>22</sup> [U.S. Census Bureau, Quick Facts: Illinois, Population Estimates, July 1, 2017, White alone; Black or African-American, Hispanic or Latino, Asian alone.](#)

## *2019 Asian-American Employment Plan*

### **THE STATE'S WORKFORCE DIVERSITY PROGRAM**

Diversity and inclusion strategies should be evidence-driven, tailored to the specific organization, and flexible. The State's workforce diversity program is data-powered, customized for the State's employment procedures and evaluates diversity not only through numerical representation, but also via policies and practices that interweave workforce diversity with the agency's core mission. Our workforce diversity program is intended to evolve and strengthen with time and experience.

Our workforce diversity program includes numerous initiatives agencies can adopt to bolster their diversity efforts, which loosely fall within three categories:

- (a) Equity in the selection process:
  - i. ensuring diversity or diversity expertise on interview panels and among the employment decision-makers
  - ii. utilizing the most equitable method of selecting job candidates from the open competitive eligibility list and
  - iii. providing unconscious bias training for employment decision-makers at regular intervals.
- (b) Dedicated resources towards advancing diversity efforts:
  - i. inclusive employment outreach
  - ii. engagement of senior leadership and
  - iii. assigning staff to serve as dedicated liaisons to the Asian-American community.
- (c) Strategic use of agency resources:
  - i. cross-departmental collaboration to maximize the value of recruitment and
  - ii. using underutilization data to drive outreach.<sup>23</sup>

To evaluate the strength of the State's workforce diversity program, CMS first review Asian-American representation within the State's workforce at State-wide and agency levels and throughout the employee lifecycle. Evaluating the depth and breadth of Asian-American representation within the State's workforce offers a significant, though limited demonstration of workforce diversity. While numeric representation is important, numbers can belie the strength or absence of a robust workforce diversity program.

Next, agencies' internal structural mechanisms designed to support, contribute to, and advance their workforce diversity efforts were examined. In this 2019 Asian-American Employment Plan, efforts are made to provide guidance for agencies on how to leverage their workforce diversity data and initiatives through the perspectives of six of the State's eleven largest coded agencies.

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<sup>23</sup> Initiatives may overlap categories.

## *2019 Asian-American Employment Plan*

### **ASIAN-AMERICAN REPRESENTATION IN THE STATE'S WORKFORCE**

This section of the 2019 State of Illinois Asian-American Employment Plan tracks the representation of Asian-Americans from application through departure.

Demographics are reviewed during the application process: the applicant pool, pass rate on selection tests, pass rate for grades A, B, and C on selection tests, and new hires.

Demographics are reviewed in the workforce: among new hires, within coded agencies, at supervisory, technical, professional, and managerial levels, and among interns.

Demographics are likewise assessed through the promotional process: the promotional applicant pool, pass rate on promotional selection tests, pass rate for grades A, B, and C on promotional selection tests, and promotions.

Lastly, the demographics of workforce departures are considered.

Representation is viewed State-wide while highlighting individual agency practices.

#### **I. Asian-Americans Represent 5.48% of the Available Labor Market and 2.73% of the State's Workforce**

The representation of Asian-Americans in the State's workforce should be comparable to the representation of Asian-Americans in Illinois' available labor market.<sup>24</sup>

The "Proportions" tab in the Diversity Dashboard includes three heatmaps showing the geographic distribution of Asian-Americans by Illinois county for the State's workforce, the Illinois labor force, and the general population. The fourth window depicts the percentage of Asian-Americans in the State's workforce, Illinois labor force, and general population for the past four years.

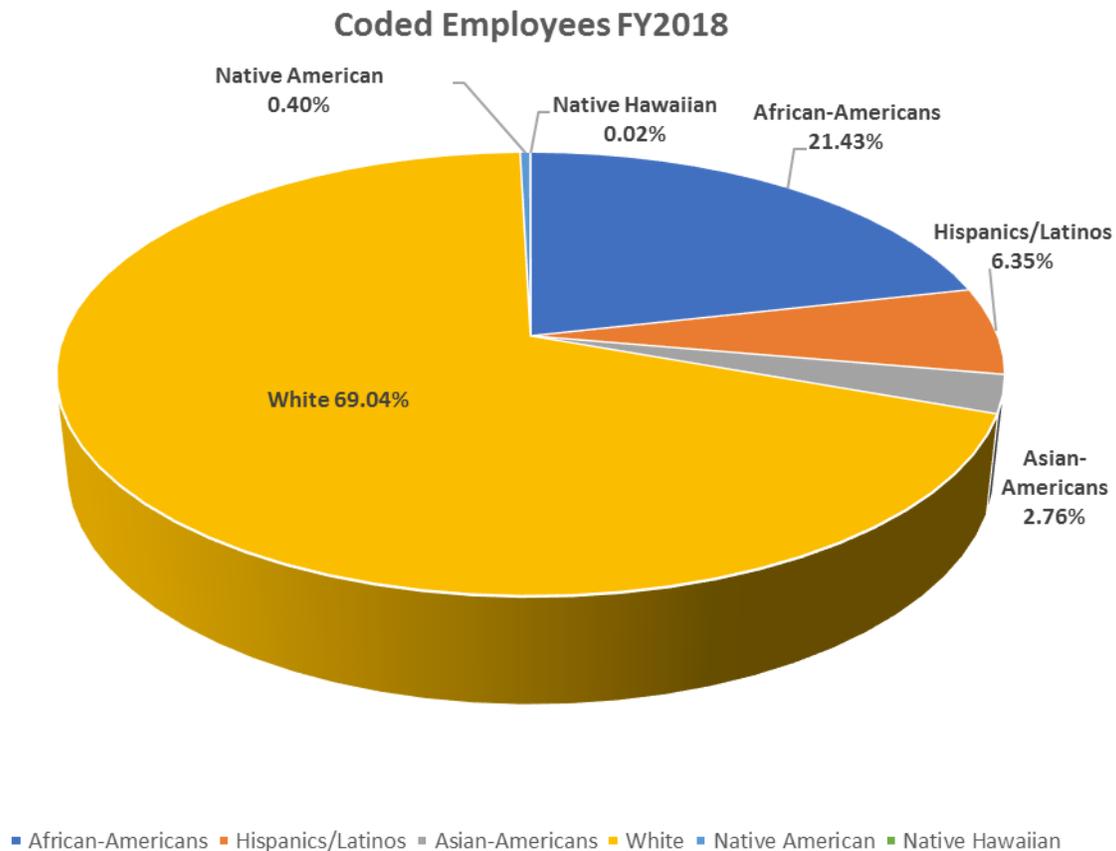
The Diversity Dashboard shows that over the past four years the representation of Asian-Americans in the State's workforce and the Illinois labor market have both increased, but the representation of Asian-Americans in the State's workforce has increased more slowly. Currently, the representation of Asian-Americans in the State's workforce is 50 percent less than the representation of Asian-Americans in Illinois' labor force.

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<sup>24</sup> The Illinois Department of Human Rights monitors agencies' progress in meeting their affirmative action goals by measuring their success at reducing the gap between the representation of an affirmative action group in the agency's workforce compared to the availability of that affirmative action group in the labor force, called "underutilization." See, [56 Ill. Admin. Code §§2520.700-797](#) and the definition of "underutilization" in the [Illinois Department of Human Rights, "Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies."](#)

## II. Asian-American Representation within the State's Workforce

At the end of fiscal year 2018, 50,052 employees were in coded positions in the State's workforce, up from fiscal year 2017 by 12 percent. The demographic breakdown of the State's workforce was 69 percent White and 2.76 percent Asian-American.



### A. Asian-American Representation by State Agency

The chart below reflects the Asian-American representation within State agencies that have employment positions covered by the Personnel Code.<sup>25</sup>

<sup>25</sup> The data in this chart derives from CMS' administrative database and differs from the data in the Diversity Dashboard which derive from agencies' survey responses.

Asian-American Representation in State's Workforce by Agency			
AGENCY	Employees		
	Asian-American	TOTAL	% Asian-American
A LINCOLN PRES LIB & MUS	0	82	0%
AGING	1	135	1%
AGRICULTURE	4	370	1%
ARTS COUNCIL	1	14	7%
CAPITAL DEVELOPMENT BD	1	30	3%
CENTRAL MANAGEMENT SVCS	9	845	1%
CHILDREN & FAMILY SVCS	53	2,594	2%
CIVIL SERVICE COMMISSION	0	3	0%
COMM & ECON OPPORTUNITY	7	245	3%
COMMERCE COMMISSION	0	58	0%
CORRECTIONS	78	12,275	1%
CRIMINAL JUSTICE AUTH	2	46	4%
DEAF & HARD OF HEARING COM	0	2	0%
DEV DISABILITIES COUNCIL	0	6	0%
EMERGENCY MGMT AGENCY	4	64	6%
EMPLOYMENT SECURITY	36	1,068	3%
ENVIRONMENTAL PROTECTION	41	604	7%
FIN & PROF REG	11	380	3%
GAMING BOARD	3	148	2%
GUARDIANSHIP & ADVOCACY	1	100	1%
HEALTHCARE & FAMILY SRV	42	1,585	3%
HUMAN RIGHTS COMMISSION	0	14	0%
HUMAN RIGHTS DEPARTMENT	3	119	3%
HUMAN SERVICES	599	12,583	5%
IL TORTURE INQRY RLF COM	0	3	0%
INDEPENDENT TAX TRIBUNAL	1	1	100%
INNOVATION & TECHNOLOGY	97	1,270	8%
INSURANCE	8	208	4%
INVESTMENT BOARD	1	3	33%
JUVENILE JUSTICE	8	917	1%
LABOR	2	73	3%
LABOR REL BD EDUCATIONAL	0	10	0%
LABOR RELATIONS BD IL	2	13	15%
LAW ENF TRNG & STANDARD BD	1	22	5%
LOTTERY	4	141	3%
MILITARY AFFAIRS	1	133	1%

<b>Asian-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b>Employees</b>		
	<b>Asian-American</b>	<b>TOTAL</b>	<b>% Asian-American</b>
NATURAL RESOURCES	10	1,277	1%
POLLUTION CONTROL BOARD	0	18	0%
PRISONER REVIEW BOARD	0	19	0%
PROPERTY TAX APPEAL BD	0	29	0%
PUBLIC HEALTH	80	1,097	7%
RACING BOARD	0	2	0%
REVENUE	58	1,366	4%
STATE FIRE MARSHAL	0	124	0%
STATE POLICE	21	919	2%
STATE POLICE MERIT BOARD	0	7	0%
STATE RETIREMENT SYSTEMS	3	94	3%
TRANSPORTATION	10	2,127	0%
VETERANS AFFAIRS	25	1,263	2%
WORKERS COMPENSATION COM	4	116	3%
<b>STATE WIDE TOTALS:</b>	<b>1,232</b>	<b>44,622</b>	<b>3%</b>

Below is the same chart in rank, rather than alphabetical, order.

<b>Asian-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b>Employees</b>		
	<b>Asian-American</b>	<b>TOTAL</b>	<b>% Asian-American</b>
INDEPENDENT TAX TRIBUNAL	1	1	100%
INVESTMENT BOARD	1	3	33%
LABOR RELATIONS BD IL	2	13	15%
INNOVATION & TECHNOLOGY	97	1,270	8%
PUBLIC HEALTH	80	1,097	7%
ARTS COUNCIL	1	14	7%
ENVIRONMENTAL PROTECTION	41	604	7%
EMERGENCY MGMT AGENCY	4	64	6%
HUMAN SERVICES	599	12,583	5%
LAW ENF TRNG & STANDARD BD	1	22	5%
CRIMINAL JUSTICE AUTH	2	46	4%
REVENUE	58	1,366	4%
INSURANCE	8	208	4%
WORKERS COMPENSATION COM	4	116	3%
EMPLOYMENT SECURITY	36	1,068	3%

<b>Asian-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b>Employees</b>		
	<b>Asian-American</b>	<b>TOTAL</b>	<b>% Asian-American</b>
CAPITAL DEVELOPMENT BD	1	30	3%
STATE RETIREMENT SYSTEMS	3	94	3%
FIN & PROF REG	11	380	3%
COMM & ECON OPPORTUNITY	7	245	3%
LOTTERY	4	141	3%
LABOR	2	73	3%
HEALTHCARE & FAMILY SRV	42	1,585	3%
HUMAN RIGHTS DEPARTMENT	3	119	3%
STATE POLICE	21	919	2%
CHILDREN & FAMILY SVCS	53	2,594	2%
GAMING BOARD	3	148	2%
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CORRECTIONS	78	12,275	1%
TRANSPORTATION	10	2,127	0%
A LINCOLN PRES LIB & MUS	0	82	0%
CIVIL SERVICE COMMISSION	0	3	0%
COMMERCE COMMISSION	0	58	0%
DEAF&HARD OF HEARING COM	0	2	0%
DEV DISABILITIES COUNCIL	0	6	0%
HUMAN RIGHTS COMMISSION	0	14	0%
IL TORTURE INQRY RLF COM	0	3	0%
LABOR REL BD EDUCATIONAL	0	10	0%
POLLUTION CONTROL BOARD	0	18	0%
PRISONER REVIEW BOARD	0	19	0%
PROPERTY TAX APPEAL BD	0	29	0%
RACING BOARD	0	2	0%
STATE FIRE MARSHAL	0	124	0%
STATE POLICE MERIT BOARD	0	7	0%
<b>STATE WIDE TOTALS:</b>	<b>1,232</b>	<b>44,622</b>	<b>3%</b>

**B. Asian-American Representation within the State’s Largest Agencies**

Eleven of the State’s coded agencies have more than 1,000 coded employees; the rest have fewer than 1,000. Section IX of this 2019 Asian-American Employment Plan highlights the diversity programs in six of these eleven largest State agencies. Please see the Diversity Dashboard to explore supplemental information.

The charts below reflect the eleven largest agencies ranked by (1) size and (2) Asian-American representation.

**1. Large Agencies: Ranked by Size**

<b>Asian-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b>Employees</b>		
	<b>Asian-American</b>	<b>TOTAL</b>	<b>% Asian-American</b>
HUMAN SERVICES	599	12,583	5%
CORRECTIONS	78	12,275	1%
CHILDREN & FAMILY SVCS	53	2,594	2%
TRANSPORTATION	10	2,127	0%
HEALTHCARE & FAMILY SRV	42	1,585	3%
REVENUE	58	1,366	4%
NATURAL RESOURCES	10	1,277	1%
INNOVATION & TECHNOLOGY	97	1,270	8%
VETERANS AFFAIRS	25	1,263	2%
PUBLIC HEALTH	80	1,097	7%
EMPLOYMENT SECURITY	36	1,068	3%
<b>STATE WIDE TOTALS:</b>	<b>1,088</b>	<b>38,505</b>	<b>3%</b>

**2. Large Agencies: Ranked by Asian-American Representation**

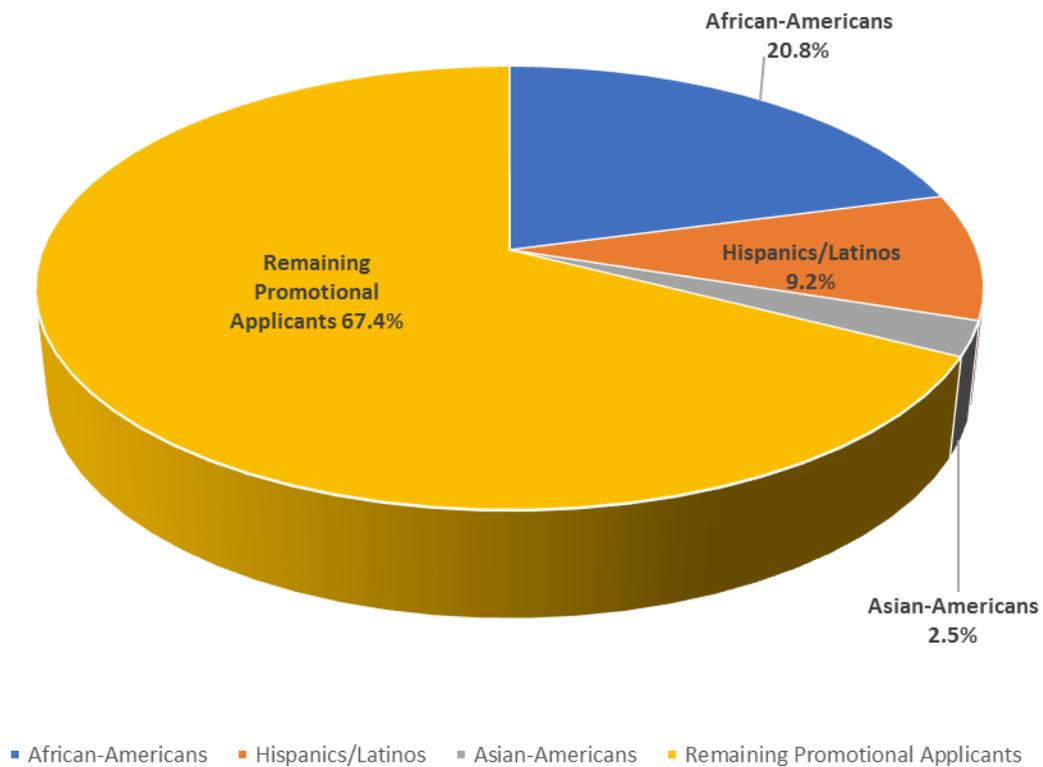
<b>Asian-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b>Employees</b>		
	<b>Asian-American</b>	<b>TOTAL</b>	<b>% Asian-American</b>
INNOVATION & TECHNOLOGY	97	1,270	8%
PUBLIC HEALTH	80	1,097	7%
HUMAN SERVICES	599	12,583	5%
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Asian-American Representation in State's Workforce by Agency			
AGENCY	Employees		
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TRANSPORTATION	10	2,127	0%
<b>STATE WIDE TOTALS:</b>	<b>1,088</b>	<b>38,505</b>	<b>3%</b>

### III. Asian-American Representation in the Applicant Pool

CMS received fewer employment applications for coded positions during fiscal year 2018 (79,948) than in the prior year (82,321). Of the employment applications, 2,019, or three percent were submitted by Asian-Americans.

#### OPEN COMPETITIVE APPLICANTS FY2018



#### IV. Asian-American Performance on Open Competitive Eligibility Tests

Following submission of the employment application, job candidates are invited to take a test to determine whether they are placed on CMS' open competitive eligibility list, and if so, their rank.

##### A. Asian-American Pass Rate for Open Competitive Eligibility Tests

The pass rate on the open competitive eligibility list during fiscal year 2018 was 73 percent; the pass rate for Asian-Americans was 76 percent. Asian-Americans comprised three percent of the population that passed the test. During fiscal year 2017, the pass rate for all applicants was 72 percent; the pass rate for Asian-Americans was 74 percent and Asian-Americans comprised three percent of the passing population.

Open Competitive Eligibility Tests										
	PASS/FAIL TEST								APPS	
	PASSED TEST				FAILED TEST					
	PASS	% TOTAL Passed Test	% Asian-Americans Passed Test	FAILED	% TOTAL Failed Test	% Asian-Americans Failed Test				
Asian-Americans	1,528	3%	76%	491	2%	24%			2,019	3%
Non-Asian-Americans	56784	97%	73%	21,145	98%	27%			77,929	97%
	58,312		73%	21,636		27%			79,948	

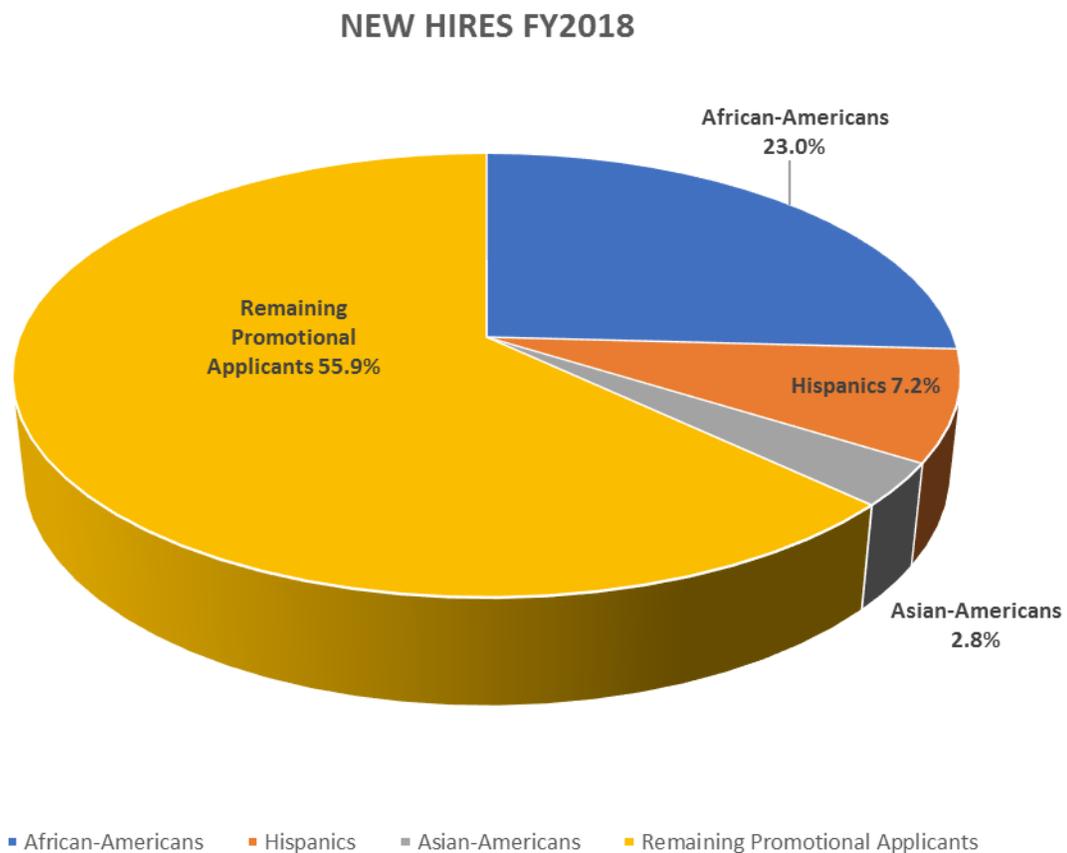
##### B. Asian-American Grades on Open Competitive Eligibility Tests

Of the applicants who passed the open competitive eligibility tests during fiscal year 2018, 37 percent received an A grade, 35 percent for Asian-Americans, down from 36 percent last year, 41 percent received a B grade. The same for Asian-Americans, up from 40 percent last year, and 22 percent received a C grade compared to 24 percent for Asian-Americans, the same rate as last year. Asian-Americans received two percent of the A grades for the open competitive eligibility test, the same as last year.

Asian-Americans and Testing FY18									
	TEST GRADE								
	GRADE A			GRADE B			GRADE C		
	% Asian-Americans on A Grade List	% TOTAL Passed Test A Grade	% Asian-Americans Passed Test A Grade	% Asian-Americans on B Grade List	% TOTAL Passed Test B Grade	% Asian-Americans Passed Test B Grade	% Asian-Americans on C Grade List	% TOTAL Passed Test C Grade	% Asian-Americans Passed Test C Grade
Asian-Americans	539	2%	35%	619	3%	41%	370	3%	24%
Non-Asian-Americans	21,042	98%	37%	23,568	97%	42%	12,174	97%	21%
	21,581		37%	24,187		41%	12,544		22%

## V. Asian-American Representation among New Hires

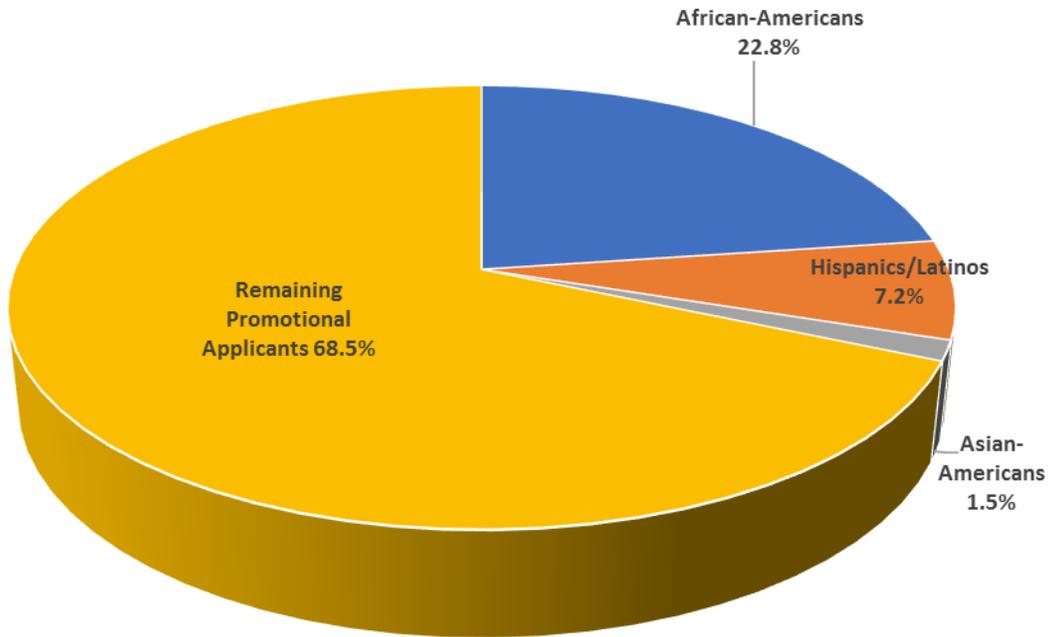
During fiscal year 2018, 4,705 job applicants were hired into coded positions, six percent more than the previous fiscal year. As reflected in the Diversity Dashboard, over the past five years, hiring for all agencies has fluctuated from between 6,500 and nearly 8,000, with high points in fiscal year 2016 and this past fiscal year. Asian-Americans comprised three percent of new hires, one percentage point less than last year. Over the past five years, more employees have entered the State's workforce than have left. The same holds true for Asian-American employees.



## VI. Representation of Asian-Americans in the Promotional Applicant Pool

In calendar year 2018, 26,556 employees submitted applications for promotion, down from last year by 18 percent. Of those, 388, or one percent of the total were submitted by Asian-Americans.

**PROMOTIONAL APPLICANTS FY2018**



■ African-Americans ■ Hispanics/Latinos ■ Asian-Americans ■ Remaining Promotional Applicants

**A. Asian-American Pass Rate for Promotional Eligibility Tests**

Every employee who applied for promotion took a test to be placed on the eligibility list. Sixty-three percent of all applicants passed that test; 73 percent of Asian-Americans did so as well. Asian-Americans comprised two percent of the population that passed the test.

	PASS/FAIL TEST						APPS	
	PASSED TEST			FAILED TEST				
	PASS	% TOTAL Passed Test	% Asian-Americans Passed Test	FAILED	% TOTAL Failed Test	% Asian-Americans Failed Test		
<b>Asian-Americans</b>	285	<b>2%</b>	<b>73%</b>	103	<b>1%</b>	<b>27%</b>	388	<b>1%</b>
<b>Non-Asian-Americans</b>	16,554	<b>98%</b>	63%	9,614	<b>99%</b>	37%	26,168	<b>99%</b>
	<b>16,839</b>	<b>63%</b>		<b>9,717</b>	<b>37%</b>		<b>26,556</b>	

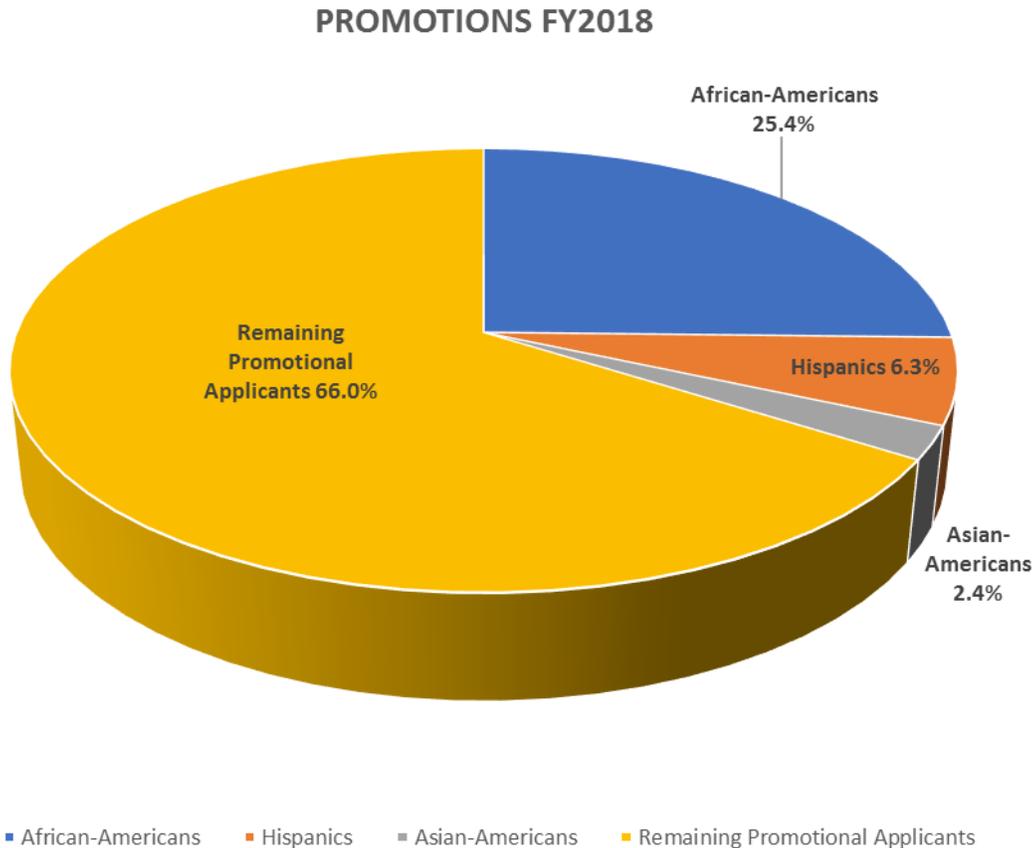
**B. Representation of Asian-Americans on Promotional Eligibility List**

Asian-Americans received eight percent of the A grades for promotional eligibility during fiscal year 2018, six percentage points higher than the previous fiscal year.

Asian-Americans and Promotional Testing										
	TEST GRADE									
	GRADE A			GRADE B			GRADE C			
	% Asian-Americans on A Grade List	% TOTAL Passed Test A Grade	% Asian-Americans Passed Test A Grade	% Asian-Americans on B Grade List	% TOTAL Passed Test B Grade	% Asian-Americans Passed Test B Grade	% Asian-Americans on C Grade List	% TOTAL Passed Test C Grade	% Asian-Americans Passed Test C Grade	
African-Americans	251	8%	88%	31	1%	11%	3	4%		1%
Non-African-Americans	2,958	92%	18%	2,335	99%	14%	66	96%		0%
	3,209		19%	2,366		14%	69		0%	

**C. Representation of Asian-Americans among Promotions**

In fiscal year 2018, the State promoted 5,295 coded employees, five percent more than fiscal year 2017. Two percent were Asian-Americans, representing one percentage point lower than the previous fiscal year.



## **VII. Representation of Asian-Americans in Supervisory, Technical, Professional, and Managerial Positions**

The Civil Administrative Code mandates improved representation of Asian-Americans in supervisory, technical, professional, and managerial positions. However, the Code does not define supervisory, technical, professional, or managerial, and the State does not code positions as “supervisory”, “technical”, “professional” or “managerial.”

In the past, supervisory, technical, professional, and managerial positions were reviewed through the titles of Senior Public Service Administrator (SPSA) and Public Service Administrator (PSA); however, these titles can be inaccurate, given that some supervisory, technical, professional, and managerial employees fall within the PSA umbrella. A more accurate approach is to examine supervisory, technical, professional, and managerial positions through the EEOC Job Categories. The EEOC Job Categories labeled Officials/Managers, Professionals, and Technicians include positions most consistent with supervisory, technical, professional, and managerial positions.

All State jobs are classified into one of eight EEOC Job Categories based on the content and responsibility of the job: Officials and Managers (e.g., department heads),<sup>26</sup> Professionals (e.g., managers), Technicians (e.g., computer programmers, inspectors), Protective Service Workers (e.g., police/correctional officers, fire-fighters), Paraprofessionals (e.g., research assistants, medical aids), Office Clerical (e.g., administrative assistants),<sup>27</sup> Skilled Craft Workers (e.g., mechanics, electricians), and Service Maintenance (e.g., custodial workers).

As reflected in the Diversity Dashboard, for the past four years, approximately four percent of Asian-Americans fell within supervisory, technical, professional, and managerial positions, though Asian-American representation was highest in fiscal year 2018.

## **VIII. Representation of Asian-Americans Among Departures**

In fiscal year 2018, 4,885 employees left their positions due to resignation, retirement, layoff, termination or transfer, 143, or three percent were Asian-American. In fiscal year 2017, two percent were Asian-American.

## **IX. Representation of Asian-Americans in Agency Internship Programs**

During fiscal year 2018, Agencies reported hiring 357 interns, with nine percent being Asian-American, down from 11 percent last year.

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<sup>26</sup> Sometimes referred to as Officials and Administrators. See, [Illinois Department of Human Rights, “Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies.”](#)

<sup>27</sup> Sometimes referred to as Administrative Support (Including Clerical and Sales). See, *id.*

**X. Asian-American Representation Throughout the Employee Lifecycle**

The representation of Asian-Americans throughout the various stages of the employee life-cycle remained stable during 2018.

<b>Employee Lifecycle Event</b>	<b>Asian-American Representation</b>
Applicants	3%
Open Competitive Eligibility Test: Pass	3%
Open Competitive Eligibility Test: A Grade	2%
New Hires	3%
Applicants for Promotion	2%
Promotional Eligibility Test: Pass	2%
Promotional Eligibility Test: A Grade	8%
Promotions	2%
Supervisory, Technical, Professional, and Managerial Positions	4%
Departures	2%
Internships	9%

## *2019 Asian-American Employment Plan*

### **STRUCTURAL SUPPORT FOR DIVERSITY EFFORTS**

Because diversity and inclusion initiatives are unable to sustain themselves, they must be fostered by internal mechanisms that reinforce and promote these efforts.

Support for diversity efforts can take many forms. The following recommendations are intended to be a starting point.

#### **I. Ensuring Full Access to the State's Workforce**

Workforces are commonly plagued with hidden barriers to employment that are unrelated to job qualifications.<sup>28</sup> What follows are five sample approaches to ensuring full and open access to the State's workforce by removing potential barriers that are not related to ability to perform the job.<sup>29</sup>

##### **A. Equal Opportunity to Secure an Employment Interview**

When a State agency is ready to fill a position through a new hire or a promotion, it receives the CMS eligibility list stripped of names but including the A grade. Agencies are tasked with determining how to select candidates from the eligibility list for an employment or promotional interview without background materials to distinguish Grade A candidates. The State's mission is to verify that access to State employment is as open and unobstructed as possible without compromising job qualifications. A vital component is to guarantee that every qualified candidate has an equal opportunity to be selected for employment interviews.

Many agencies have adopted a form of random sampling in an effort to be as fair as possible. The method most often used is to select every X<sup>th</sup> candidate. However, stratified random sampling is more equitable than complete randomization and is recommended for use in the employment setting.<sup>30</sup>

Statistically speaking, simple random sampling is not the most equitable method when the larger population (i.e., the eligibility list) is made up of sub-populations that are significantly different in size (i.e., sub-populations of Caucasians, African-Americans, Latinos, Asian-Americans, and others). Stratified random sampling resolves this discord by a two-step process that first takes a proportional random sample of each sub-population or stratum, offering each sub-population an

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<sup>28</sup> [University of North Carolina Kenan-Flagler Business School, "The Real Effects of Unconscious Bias in the Workplace," Horace McCormick, Program Director, UNC Executive Development \(2015\).](#)

<sup>29</sup> As the State's workforce diversity program evolves, so too will the best practices included in this Asian-American Employment Plan.

<sup>30</sup> [Michael P. Ward, Welch Consulting, "EEO Studies: Statistical Methods and Data Sources,"](#) Paper prepared for the American Bar Association National Conference on Equal Opportunity Law, Session: The Numbers Game: Demystifying the Use of Data in Class Actions, (March 29 – April 1, 2017).

equal opportunity for selection. The second step is to conduct a random sample of the newly created larger population.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Agriculture</i>	Random selection to ensure the underutilized groups are selected, then various randomization methods are applied.
<i>Corrections</i>	Use a random number generator.
<i>Innovation and Technology</i>	All eligible candidate names are placed in an Excel spreadsheet and assigned a number. A custom (random) sort is then performed to scramble the names. A pre-determined number of candidates are invited to interview by order of the scrambled results.
<i>Revenue</i>	EEO Officer has suggested stratified sampling but it has not been implemented at this time.

## **B. Career Advancement Programs**

Career advancement opportunities help retain ambitious and productive employees. Formal programs that publicize, encourage, and assist with career advancement to all employees further and sustain workforce diversity efforts. Many agencies take advantage of the State’s Upward Mobility Program (UMP), which incentivizes, prepares, and assists AFSCME<sup>31</sup> members seeking promotion.<sup>32</sup>

The Diversity Dashboard reflects that during fiscal year 2018, 2,880 State employees received tuition reimbursement and/or were enrolled in the Upward Mobility Program. Of those, 36, or seven percent were Asian-American.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>IDES</i>	Encourages staff training at IDHR and IDHS. Last year, hired a training manager for training from the onset of employment throughout career. This year, increased staff in training unit.
<i>Human Rights</i>	Assists employees match their skills with available promotional opportunities.
<i>Developmental Disabilities Council</i>	Organizes agency-wide training for all employees.
<i>Insurance</i>	Understands that retention of skilled employees is fundamental to its success. Encourages continuing education courses. Increased tuition reimbursement funds and updated professional development policies. Hired a Training and Curriculum Development Coordinator to restart training program.
<i>Executive Ethics</i>	Continuing education training permitted during work hours. Reimburse testing fees for required procurement certification.

<sup>31</sup> The Association of Federal, State, County, and Municipal Employees, Council 31.

<sup>32</sup> The Upward Mobility Program was unfunded recently when Illinois did not have a budget.

<i>Commission</i>	
<i>Transportation</i>	Continuing Professional Education Training strongly encouraged. Mentoring program scheduled for 2019 for professional development and employee retention. Diversity and Recruitment Section will explore diversity training.
<i>Innovation and Technology</i>	Training Manager and EEO/AA Officer provide information on training opportunities from Illinois Statewide Training Clearinghouse, IDHR Institute for Training and Development and others for career enhancement/advancement.
<i>Guardianship and Advocacy Commission</i>	Director of Training provides professional development training.

### C. Embedding Sensitivity to Diversity Among Employment Selection Decision-Makers

An advantage of the State’s structured Rutan<sup>33</sup> interview process is that interviews are consistent and standardized, diminishing the opportunity for bias. Even so, sensitivity to the State’s goal of a diverse and inclusive workforce is crucial among those who serve as the gateway to State employment; i.e., staff involved in various aspects of the decision-making process.

Diversity training can be a successful way of refreshing the benefits of diversity as well as elevating awareness of the unconscious biases that exist within all of us and influence our decisions.<sup>34</sup> It also can improve interview performance among candidates from underrepresented communities, eliminating a potential barrier to employment unrelated to job qualifications.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Innovation and Technology</i>	Unconscious bias training provided during Rutan training.
<i>Human Services</i>	All Bureau of Recruitment and Selection staff are assigned 3 articles per year addressing unconscious bias in the workplace.
<i>Human Rights</i>	The Department's Institute for Training and Development provide regular and ongoing classes to all staff (including Rutan interviewers) on the effects of unconscious bias in the workplace, self-awareness and effective communication. The Department also trains other public and private entities on unconscious bias.

<sup>33</sup> For further information, see *Rutan v. Republican Party of Illinois*, 497 U.S. 62 (1990), and its progeny, as well as Administrative Orders No. 1 (1990) and No. 2 (1990), No. 1 (1991), No. 2 (2009), and related rules, regulations, and procedures.

<sup>34</sup> Unconscious bias is hard-wired into the human brain and cemented by years of exposure to subtle societal influences (e.g., media, social and professional environments, lack of familiarity with different cultures). Multiple unconscious biases subtly guide our behavior, despite best intentions, and counteract diversity efforts, shape company culture, and bear a cost for businesses. [Harvard Business Review, “How Diversity Can Drive Innovation,” \(December 2013\)](#); [University of North Carolina Kenan-Flagler Business School, “The Real Effects of Unconscious Bias in the Workplace.”](#) Horace McCormick, Program Director, UNC Executive Development (2015).

Agency	Highlighted Practices
<i>Guardianship and Advocacy Commission</i>	Two Rutan certified interviewers participated in external unconscious bias training last fiscal year.
<i>Public Health</i>	A recorded webinar entitled “How our Unconscious Minds Lead Us Astray” is accessible to all employees via intranet. Webinar covers identifying implicit bias, recognizing microaggression, microassaults, microinsults, and microinvalidations, and mitigating implicit bias with debiasing techniques.
<i>Healthcare and Family Services</i>	Unconscious bias training being developed for staff, including Rutan interviewers.

Another effective method of increasing diversity awareness is when employment decision-makers are comprised of a diverse group of individuals. Diversity among decision-makers involved in the employment selection process produces varying perspectives that challenge assumptions embedded in the status quo and minimizes “group-think.”<sup>35</sup>

Employment decision-makers can be Rutan interview panelists and Human Resources personnel. Diversity among Rutan interviewers offers candidate review by a variety of perspectives and improves interview quality by eliminating cultural reservation, enabling us to fully appreciate a candidate’s talents. Diversity among Human Resources personnel invites perspectives regarding employment recruitment and selection from members of communities with which the State strives to connect.

### 1. Asian-American Diversity Among Rutan Interviewers

As reflected in the Diversity Dashboard, in fiscal year 2018 there were 5,256 Rutan interviewers in the State’s workforce, nine percent being Asian-American, down from 13 percent the previous fiscal year.

### 2. Diversity<sup>36</sup> on Rutan Interview Panels

As reflected in the Diversity Dashboard, during fiscal year 2018 8,951 Rutan interviews were conducted State-wide, down from 7,436 the previous fiscal year; 44 percent were conducted with a diverse interview panel. Last year, 42 percent of Rutan interviews were conducted with a diverse Rutan interview panel.

<sup>35</sup> “Group-think” occurs when the desire for harmony prevents critical evaluation of alternative viewpoints. See, “[Groupthink](#),” [Merriam-Webster.com](#) (updated March 6, 2018).

<sup>36</sup> The 2019 Asian-American Employment Plan Survey sought data on Rutan interview panels that included a member of a “minority” as defined by the [State Employment Records Act](#), one of the laws governing the State’s Employment Plans: Black or African-American, Asian-American or Latino, Asian, American Indian or Alaska Native who maintains tribal affiliation or community attachment, or Native Hawaiian or Other Pacific Islander. 5 ILCS 410/10(d).

One percent of the State's Rutan interviews were conducted with Asian-American diversity on the interview panel, the same as the previous year.

Fifty-five percent of all of the State's Rutan interviews were conducted with no diversity on the panel.

### **3. Diversity Among Human Resources Personnel**

The Diversity Dashboard reflects that 24 percent of the State's Human Resources personnel are minorities, the same percentage as the previous fiscal year.

#### **D. Broad Employment Outreach**

Employment outreach is crucial. It shapes the applicant pool and improves diversity. Broad, strategic outreach effectuates diversity goals of attracting a diverse, highly-qualified group of candidates for the State workforce and helps continue and improve service to the people of Illinois.

Widespread outreach is especially important to Illinois government because it offers the opportunity to notify the public about the idiosyncrasies of the employment selection process (e.g., the importance of securing a place on the open competitive eligibility list before a job is posted, the nature and format of Rutan<sup>37</sup>-structured interview process) to prevent these selection mechanisms from excluding highly-qualified candidates for reasons unrelated to job performance.

Many agencies rely on CMS' Diversity Enrichment Program (DEP) for diversity outreach. DEP employs career counselors who help job seekers navigate the State's employment selection system through job fairs, employment workshops, and one-on-one counseling sessions.

DEP is a valuable resource yet restricted in its capabilities due to limited resources. Accordingly, CMS is working to magnify DEP's range through online video training sessions and live, interactive webinars which can provide access to regions and populations that the State has struggled to reach.

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<sup>37</sup> For further information, see *Rutan v. Republican Party of Illinois*, 497 U.S. 62 (1990), and its progeny, as well as Administrative Orders No. 1 (1990) and No. 2 (1990), No. 1 (1991), No. 2 (2009), and related rules, regulations, and procedures.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Revenue</i>	Number of Asian-American staff increased to highest percentage in at least five years. EEO officer strategically recruited in Asian-American communities for most frequently filled position.
<i>Corrections</i>	Recruiters active with a variety of resources statewide.
<i>Gaming Board</i>	Started participating in recruitment events.
<i>Human Services</i>	Have a Bureau of Recruitment and Selection participates in job fairs and recruitment efforts across the State that target Asian American recruitment.
<i>Housing Development Authority</i>	Leverages LinkedIn.
<i>Innovation and Technology</i>	Recruitment personnel and EEO/AA Officer active with outreach.
<i>Juvenile Justice</i>	Active outreach.
<i>Transportation</i>	There is a Diversity and Recruitment office with written procedures and an annual recruitment plan. Currently leverage LinkedIn, Facebook and Twitter, and working on Instagram and increasing Facebook presence.
<i>Human Rights</i>	Leveraging its website and continually reviews the quality of its outreach.

## **II. Dedicated Resources to Complement and Invigorate Diversity Efforts**

Diversity strategies require a holistic approach. What follows are five examples that reflect how diversity enables successful outcomes.

### **A. Engagement of Senior Leadership**

The single most effective technique for successful execution of diversity and inclusion is when it is visibly prioritized by the organization’s leadership.<sup>38</sup> Without leadership’s active support and engagement, diversity initiatives will fail.

### **B. Budget Allocation**

Dedicated resources often take the form of budget allocation, and the Asian-American Employment Plan Act requires each agency to report their Asian-American employment budget allocations as part of their annual reports on their Asian-American workforce diversity strategies.<sup>39</sup> Even small budgets improve an agency’s ability to further its diversity efforts

<sup>38</sup> [U.S. Office of Personnel Management, Office of Diversity and Inclusion, “Governmentwide Inclusive Diversity Strategic Plan” \(July 2016\).](#)

<sup>39</sup> [The Asian-American Employment Plan Act](#), 20 ILCS 30/20(b).

through registration fees for job fairs, amenities to attract candidates to job fair booths, travel for outreach staff, trainings, and more. Nevertheless, much can be accomplished with non-monetary resources.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>DCFS</i>	Limited budget for recruitment.
<i>Transportation</i>	Diversity and Recruitment section has a budget.

### **C. Dedicated Liaisons to Asian-American Communities**

Designating liaisons who can build relationships and trust in underrepresented communities expands the depth of our outreach, thereby increasing our chances of attracting the best qualified candidates with diverse backgrounds.

During fiscal year 2018, 11 agencies (22%) had designated staff as liaisons to Asian-American communities.

<b>Agency</b>	<b>Dedicated Liaison?</b>
<i>Arts Council</i>	Yes
<i>Children and Family Services</i>	Yes
<i>Corrections</i>	Yes
<i>DCEO</i>	Yes
<i>Financial and Professional Regulation</i>	Yes
<i>Gaming Board</i>	Yes
<i>Guardianship and Advocacy Commission</i>	Yes
<i>Human Rights</i>	Yes
<i>Juvenile Justice</i>	Yes
<i>Revenue</i>	Yes
<i>State Police</i>	Yes

### **D. Agency-wide Diversity Training**

Diversity trainings normalize diversity, familiarize employees with its strengths and advantages, offer strategies for handling unconscious bias, and demonstrate organizational commitment.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Illinois Criminal Justice Authority</i>	Mandatory Civility Training required for all ICJIA employees which included diversity and cultural sensitivity training.
<i>Employment Security</i>	Information on cultural and diversity training opportunities is continuously shared with employees.

### III. Strategic Integration of Diverse Expertise

Workforce diversity performs best when the employment selection process is enlightened by different fields of expertise. Coordination and collaboration across various fields of expertise allows for maximum input, investment, and idea generation, increasing the likelihood that the diversity program will be feasible, agency-tailored, sustainable and successful.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Guardianship and Advocacy Commission</i>	The agency, by way of weekly executive team meetings and monthly management meetings, focuses on hiring priorities and hiring practices as a recurring agenda item.
<i>DCFS</i>	DCFS convenes a Diversity Employment and Recruitment Planning meeting with the Office of Employee Services, Communications, Racial Equity, and Office of Affirmative Action to discuss upcoming employment postings and underutilization per IDHR region. The committee discusses and develops recruitment strategies as well as outreach activities and outreach messages to encourage Asian Americans to apply for positions within DCFS.
<i>Human Services</i>	Recruitment, Hiring and Retention Committee conducts quarterly meetings to review staffing patterns and identify strategies for improving underutilization.
<i>Agriculture</i>	All human resources staff responsible for hiring, interviewing, recruiting, and EEO are given the Asian-American Employment Plan and the department's underutilization report to be used for recruitment, outreach, and selection for interviewing processes. Additionally, the department's EEO officer participates in 99 percent of the job interviews.
<i>Human Rights</i>	All staff responsible for interviewing and recruiting. work closely with the EEO/AA Officer and Human Resource office to ensure that they have underutilization information. The EEO/AA Officer and Human Resource office speak regularly to managers and executive staff regarding underutilization and actions and steps to be take in an attempt to rectify it.
<i>Corrections</i>	EEO/AA Administrator meets with department heads of Employee Services, Training Academy, Labor Relations and Personnel to develop methods and strategies for hiring.
<i>Insurance</i>	EEO Officer/Acting Human Resources Manager educates all staff involved in Interview and Selection about underutilization.
<i>State Police</i>	All Field Recruiters receive annual training by the EEO Officer on underutilization.
<i>Healthcare and Family Services</i>	The EEO Office monitors and informs those involved in the competitive hiring process of all areas of underutilization. Regular updates are provided to the Selection bureau to ensure that Human Resources Representatives are familiar with areas which need to be addressed. The process is then thoroughly monitored throughout from interview through selection.
<i>Corrections</i>	Recruiters are also trained to focus on underutilization in targeted areas.
<i>Natural</i>	EEO briefs the Director, and the executive staff on all matters pertaining to

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Resources</i>	IDNR underutilization bi-monthly.
<i>Environmental Protection Agency</i>	EEO Office provides underutilization information to Human Resources (HR) and hiring units.

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**EVALUATING AGENCIES’ WORKFORCE DIVERSITY PROGRAMS**

To make the large volume of information available in the Diversity Dashboard more useful, below are examples of how agencies can translate their workforce diversity data into diversity initiatives. Users can concentrate on whichever data points they choose to select, but the examples below can be used as a starting point for ways to scrutinize the data to identify opportunities to strengthen their diversity initiatives by modifying strategies that do not produce results and reinforcing strategies that do.

<b>Asian-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b>Employees</b>		
	<b>Asian-American</b>	<b>TOTAL</b>	<b>% Asian-American</b>
INNOVATION & TECHNOLOGY	97	1,270	8%
PUBLIC HEALTH	80	1,097	7%
HUMAN SERVICES	599	12,583	5%
REVENUE	58	1,366	4%
EMPLOYMENT SECURITY	36	1,068	3%
HEALTHCARE & FAMILY SRV	42	1,585	3%
CHILDREN & FAMILY SVCS	53	2,594	2%
VETERANS AFFAIRS	25	1,263	2%
NATURAL RESOURCES	10	1,277	1%
CORRECTIONS	78	12,275	1%
TRANSPORTATION	10	2,127	0%
<b>STATE WIDE TOTALS:</b>	<b>1,088</b>	<b>38,505</b>	<b>3%</b>

CMS isolated the following six agencies: Children and Family Services, Human Services, Healthcare and Family Services, Public Health, Revenue Natural Resources.

Diversity Dashboard data supports the finding that the agencies with the richest diversity have adopted several of the diversity initiatives recommended in last year’s Asian-American Employment Plan and agencies with the least diversity have not. Many had adopted them before the Employment Plan was published. While there is not yet enough information available to make a determination of causation, correlation is sufficient to reasonably conclude that agencies should adopt these and other diversity initiatives to increase Asian-American representation in the workforce.

This year, for the first time, we also analyzed the rate for all employees and the rate for Asian-Americans during the tail end of the selection process: determining which candidates selected

from the CMS open competitive eligibility list for an interview and which of the interviewed candidates to extend offers of employment.

The Hiring Funnel tab in the Diversity Dashboard reflects that in fiscal year 2018 the rate through these selection stages was higher for Asian-Americans than it was for the overall population. The overall rate for selection off of the eligibility list for interview was 37 percent; the pass rate for Asian-Americans was 50 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was 42 percent; while Asian-Americans received offers at 40 percent.

### **I. Children and Family Services**

Children and Family Services had diversity on its interview panels 94 percent of the time, while three percent of the panels had Asian-American diversity, and 32 percent of its Human Resources staff were minorities. The overall rate for selection from the eligibility list for interview was 71 percent; the rate for Asian-Americans was 60 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was nine percent, while no Asian-Americans received an offer.

### **II. Human Services**

Human Services had diversity on its interview panels 61 percent of the time, yet no panels had Asian-American diversity, and 30 percent of its Human Resources staff were minorities. The overall rate for selection from the eligibility list for interview was 85 percent, while the rate for Asian-Americans was 100 percent. The overall rate for selection of an offer of employment from the candidates who interviewed was 31 percent; for Asian-Americans it was 67 percent.

### **III. Healthcare and Family Services**

Healthcare and Family Services had diversity on its interview panels 29 percent of the time, while no panels contained Asian-American diversity, and 28 percent of its Human Resources staff are minorities. The overall rate for selection from the eligibility list for interview was 19 percent; the rate for Asian-Americans was 56 percent. The overall rate for selection of an offer of employment from the candidates who interviewed was four percent; for Asian-Americans it was 22 percent.

### **IV. Public Health**

Public Health had diversity on its interview panels 46 percent of the time, while 10 percent of the panels had Asian-American diversity, and 10 percent of its Human Resources staff are minorities. The overall rate for selection from the eligibility list for interview was 25 percent; the rate for Asian-Americans was 56 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was five percent; for Asian-Americans the rate was 22 percent.

## **V. Revenue**

Revenue had diversity on its interview panels three percent of the time, while one percent of the panels contained Asian-American diversity, and no Human Resources staff were minorities. The overall rate for selection from the eligibility list for interview was 28 percent, while the rate for Asian-Americans was 48 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was five percent and for Asian-Americans it was four percent.

## **VI. Natural Resources**

Nearly all - 92 percent - of Natural Resources' Human Resources staff were minorities. The overall rate for selection from the eligibility list for interview was 71 percent; no Asian-Americans were selected from the list. The overall rate for selection for an offer of employment from the candidates who interviewed was 16 percent, while no Asian-Americans were tendered an offer.

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**AGENCY BEST PRACTICES**

This section highlights best practices not mentioned earlier in this Employment Plan.

**I. Agencies with Zero Underutilization<sup>40</sup> for Asian-American**

Agency
<i>Arts Council</i>

**II. Commitment to Diversity and Inclusion Exemplified through Voluntary Participation in the 2018 Asian-American Employment Plan Survey**

Agency	
<i>Executive Ethics Commission</i>	Voluntarily participates in Asian-American Employment Plan survey.
<i>Office of the Executive Inspector General</i>	Voluntarily participates in Asian-American Employment Plan survey.
<i>Procurement Policy Board</i>	Voluntarily participates in Asian-American Employment Plan survey.

**III. Visibility of Diversity Efforts**

Agency	Best Practices: <i>Outreach</i>
<i>Human Rights</i>	All staff have been made aware of DHR's efforts to ensure a diverse workforce.
<i>Tax Tribunal</i>	Circulated annual Affirmative Action/EEO plan to entire staff.

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<sup>40</sup> See, footnote 24 for an explanation of “underutilization.” “Zero underutilization” means the representation of Asian-American s within an agency is at parity with their representation in relevant sectors of Illinois labor force.

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### **RECOMMENDATIONS**

In addition to the diversity initiatives described herein, we offer the following recommendations.

#### **I. Diversity Dashboard**

Agencies should conduct self-evaluations of their diversity programs using the Diversity Dashboard and modify their approaches accordingly.

#### **II. Agency Experimentation**

Agencies should experiment with the diversity initiatives described herein after making a data-based determination regarding areas to target for improvement. Particular attention should go to initiatives that unblock barriers hidden in the application and/or selection process, dedicate resources towards advancing diversity efforts, and make strategic use of agency resources.

#### **III. Agency Innovation**

Agencies are encouraged to develop additional methods of measuring, evaluating, and advancing their diversity and inclusion goals. Success stories are welcome.

#### **IV. Agency Information Exchange**

Agencies should collaborate and learn from each other. They should review this 2019 Asian-American Employment Plan for ideas and borrow or modify others' practices, tailoring them to the agency's specific needs and culture.

Agencies should send representatives to attend meetings of the Asian-American Employment Plan Council to take advantage of the Council's collective knowledge and experience.

### **CONCLUSION**

It is the State's and CMS's sincere hope that this 2019 Asian-American Employment Plan and accompanying Diversity Dashboard serve as valuable resources for State agencies, members of the General Assembly, members of the Asian-American Employment Plan Advisory Council, and the public. Feedback is welcomed and encouraged.

### **CMS CONTACT**

For questions, suggestions, concerns, or comments, contact the Deputy Director of Diversity and Inclusion for CMS at [Lisa.g.williams@illinois.gov](mailto:Lisa.g.williams@illinois.gov) or (312) 814-8213.