



State of Illinois
Illinois Department of Central Management Services

STATE OF ILLINOIS 2019

Hispanic 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 Hispanic 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 Hispanic 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 Hispanic Employment Plan. As reflected herein, the six percent representation of Hispanics/Latinos in the State's workforce remains below that of the group's 16 percent presence in the overall Illinois labor market, yet this year the State is committed to making greater progress toward improving their representation in our workforce.

We are encouraged by some of the indicators year-over-year. In general, the State hires more Hispanics/Latinos than depart our employment. Of those who left the State's workforce last year, only 3 percent were Hispanics/Latinos, while the representation of Hispanics/Latinos in the new-hire pool was more than twice that.

Last year, the State launched its first workforce diversity program through the 2018 Hispanic 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 Hispanic 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 Hispanic Employment Plan and accompanying Diversity Dashboard provide perspective into the State's employment data and places the power of data analytics into the hands of the public.

I invite you to review both the 2019 Hispanic 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 Hispanic Employment Plan

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ILLINOIS

JB Pritzker, Governor

DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Janel L. Forde, Acting Director

2019 Hispanic Employment Plan

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

Governor JB Pritzker

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

2019 Hispanic 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 Hispanic 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 Hispanic 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](#)"² 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 Hispanic 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 Diversity Dashboard, the 6.35 percent representation of Hispanics/Latinos in the State's workforce during fiscal year 2018 remained below that of the representation of Hispanics/Latinos in Illinois' overall labor force of 16.01 percent by 60 percent. CMS and the State intend to aggressively address this disparity in the coming year. However, Hispanics/Latinos comprised six percent or more of the State's applicants or employee population throughout the employee lifecycle and comprised seven percent of those in

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

supervisory, technical, professional, and managerial positions. A smaller proportion of Hispanics/Latinos left the workforce – three percent - during fiscal year 2018 than in fiscal year 2017 when five percent departed, indicating the State is retaining a greater proportion of Hispanic/Latino employees.

In this report, CMS evaluates the structural mechanisms agencies have implemented that support, promote, and reinforce their diversity efforts. It was found that many agencies have already designed practices and approaches that welcome diversity and eliminate potential barriers to employment unrelated to job qualifications. For example, during fiscal year 2018, the number of Rutan interviews nearly doubled, and 35 percent of the 11,582 interview panels in fiscal year 2018 were conducted with a diverse panel, four percent of the State’s Rutan-certified interviewers were Hispanic/Latino, and of the State employees enrolled in a career advancement and/or tuition reimbursement program, seven percent were Hispanic/Latino. Moreover, agencies are beginning to offer unconscious bias training, expand their employment outreach, and dedicate resources towards their 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 Hispanic Employment Plan

GOVERNING AUTHORITY

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

One of Governor Pritzker's highest priorities is to strive for equity within the State's workforce by serving Illinois through a government that is accessible to and representative of the public it serves. 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 Hispanic Employment Plan Advisory Council and other subject matter experts, to increase the number of Hispanics/Latinos employed by State government and at supervisory, technical, professional, and managerial levels.³

B. Hispanic Employment Plan Advisory Council

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

- the prevalence and impact of Hispanics/Latinos employed by State government;
- the barriers faced by Hispanics/Latinos who seek employment or promotional opportunities in State government; and
- possible incentives that could be offered to foster the employment of and the promotion of Hispanic/Latinos in State government.⁴

In fiscal year 2018, the following were members, considered subject matter experts, of the Hispanic Employment Plan Advisory Council:

Roberto Sanabria, Chair
Guadalupe Preston, Vice Chair
Jaime Garcia
Christian Roldán-Johnson
Roberto Sepulveda
Dolores Tapia

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

⁴ *Id.*, at §405-121.

2019 Hispanic Employment Plan

DATA SOURCES AND DIVERSITY DASHBOARD

This 2019 Hispanic Employment Plan draws data from (a) administrative employment-related data and (b) agency responses to the 2019 Hispanic 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.⁵ CMS maintains an administrative database, which includes employee and applicant demographic data.

II. Hispanic Employment Plan Survey

A. Statutory Authority for Hispanic Employment Plan Survey

The Department of Central Management Services is statutorily designated to develop the Hispanic 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 Hispanic Employment Plan Survey to gather the necessary data. CMS has jurisdiction over employees in positions covered by the Personnel Code ("coded positions").⁶

B. Voluntary Participation in 2019 Hispanic 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 Hispanic Employment Plan Survey

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

⁵ See, [CMS' website, Bureau of Personnel](#).

⁶ [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 Hispanic 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 Dashboard⁷ increases the State’s transparency, accountability, and reliance on data-driven strategies. The Diversity Dashboard should be considered a component of this 2019 Hispanic Employment Plan. CMS is in the process of uploading and updating demographic data from its administrative database into the Diversity Dashboard.

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

2019 Hispanic 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 arrive at higher quality decisions.⁸ 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,⁹ even in non-work settings.¹⁰

Businesses that are diverse and inclusive are industry-leading and better able to accomplish their mission.¹¹ Conversely, companies that do not actively pursue workforce diversity not only fail to lead, they lag.¹²

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 drives a higher-functioning organization better positioned to accomplish its goals.¹³

The success of diversity and inclusion can be attributed to biochemistry. The simple act of diversifying a group improves the quality of its work.¹⁴ 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.”¹⁵ Collective brainstorming sessions become more valuable and lead to more useful outcomes, provided the environment invites

⁸ [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).

⁹ [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).

¹⁰ For example, scientific papers written by diverse groups receive more citations and have higher impact factors, and racially diverse juries are better at exchanging information during deliberation, more closely considering facts, making fewer errors recalling relevant information. *Id.*

¹¹ [McKinsey & Company](#), “Why Diversity Matters,” (January 2015).

¹² *Id.*

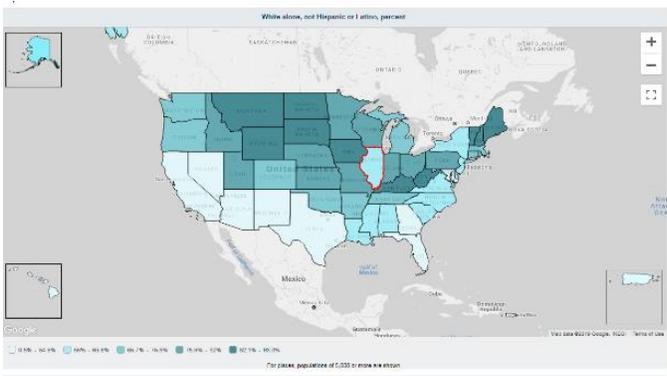
¹³ [Cloverpop](#); [U.S. Department of Veterans Affairs, Office of Diversity and Inclusion](#), “Diversity and Inclusion Strategic Plan: Fiscal Years 2017-2020”.

¹⁴ [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).

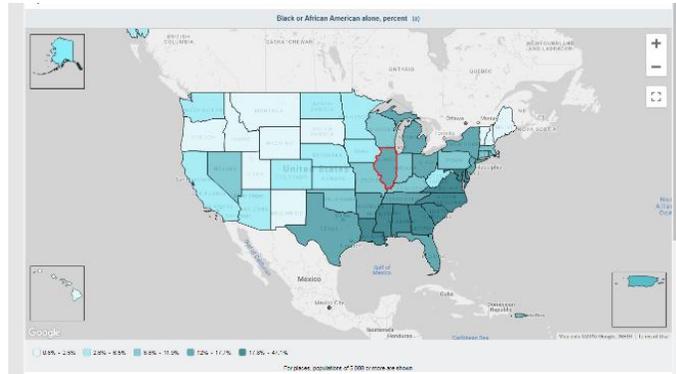
¹⁵ *Id.*

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

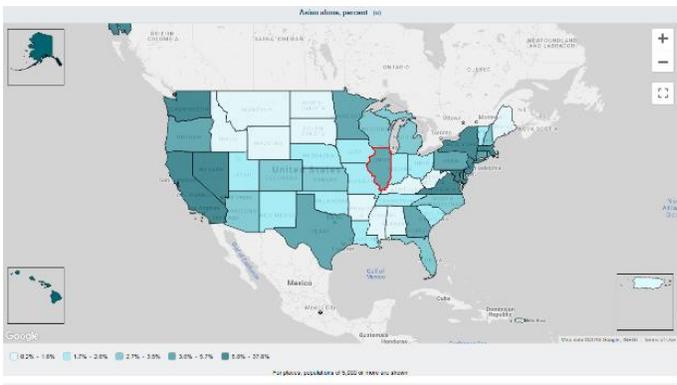
White alone



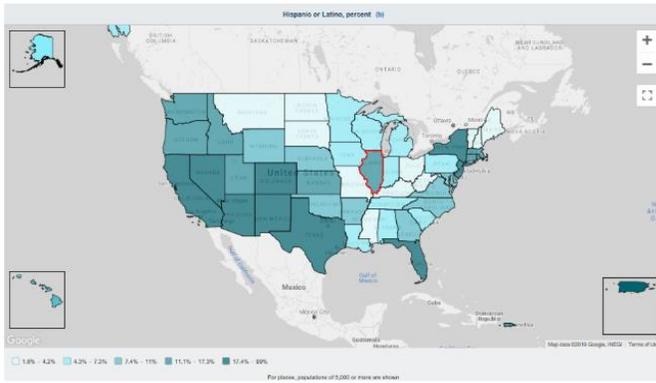
Black or African-American



Hispanic or Latino



Asian alone



Illinois is laying the necessary ground work so the demographics of our workforce and our population evolve concurrently.²³

²³ [U.S. Census Bureau, Quick Facts: Illinois, Population Estimates, July 1, 2017, White alone; Black or African-American, Hispanic or Latino, Asian alone.](#)

2019 Hispanic 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-driven, customized for the State's employment procedures and evaluates diversity not only through numbers, but via policies and practices that apply workforce diversity to the agency's core mission. The State's workforce diversity program is intended to evolve and strengthen over time and through experience.

The workforce diversity program includes initiatives that agencies can adopt to bolster their diversity efforts, falling 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 Hispanic/Latino community.
- (c) Strategic use of agency resources:
 - i. cross-departmental collaboration to maximize the value of recruitment and
 - ii. using underutilization data to drive outreach²⁴

To evaluate the strength of the State's program, CMS first reviewed Hispanic representation within the State's workforce at State-wide and agency levels as well as throughout the employee lifecycle. Evaluating Hispanic within the State's workforce offers a demonstration, though limited, 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 Hispanic 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.

²⁴ Initiatives may overlap categories.

2019 Hispanic Employment Plan

HISPANIC/LATINO REPRESENTATION IN THE STATE’S WORKFORCE

This section of the 2019 State of Illinois Hispanic Employment Plan tracks the representation of Hispanics 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. Hispanics/Latinos Represent 16.01% of the Available Labor Market and 6.35% of the State’s Workforce

The representation of Hispanics/Latinos in the State’s workforce should be comparable to the representation of Hispanics/Latinos in Illinois’ available labor market.²⁵

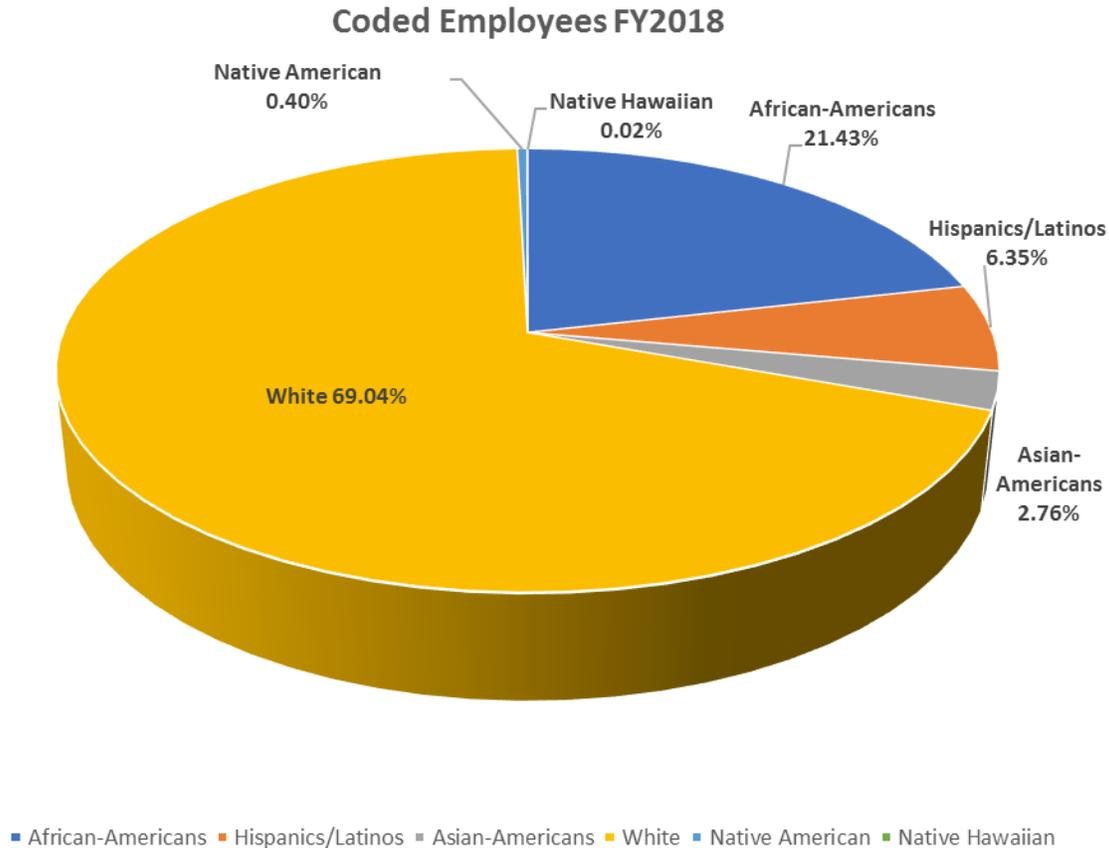
The “Proportions” tab in the Diversity Dashboard includes three heatmaps showing the geographic distribution of Hispanics/Latinos by Illinois county for the State’s workforce, the Illinois labor force, and the general population. The fourth window depicts the percentage of Hispanic/Latinos in the State’s 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 Hispanics/Latinos in the State’s workforce and the Illinois labor market have both increased slowly but steadily. However, currently the representation of Hispanics/Latinos in the State’s workforce is 60 percent less than that of Illinois’ overall labor force.

²⁵ 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. Hispanic/Latino Representation within the State’s Workforce

At the end of fiscal year 2018, 50,049 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 six percent Hispanic/Latino.



A. Hispanic/Latino Representation by State Agency

The chart below reflects the Hispanic/Latino representation within State agencies that have employment positions covered by the Personnel Code.²⁶

²⁶ 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.

Hispanic/Latino Representation in State's Workforce by Agency			
AGENCY	Employees		
	Hispanic/Latino	TOTAL	% Hispanic/Latino
A LINCOLN PRES LIB & MUS	3	82	4%
AGING	15	135	11%
AGRICULTURE	9	370	2%
ARTS COUNCIL	4	14	29%
CAPITAL DEVELOPMENT BD	0	30	0%
CENTRAL MANAGEMENT SVCS	25	845	3%
CHILDREN & FAMILY SVCS	226	2,594	9%
CIVIL SERVICE COMMISSION	0	3	0%
COMM & ECON OPPORTUNITY	14	245	6%
COMMERCE COMMISSION	2	58	3%
CORRECTIONS	443	12,275	4%
CRIMINAL JUSTICE AUTH	4	46	9%
DEAF & HARD OF HEARING COM	0	2	0%
DEV DISABILITIES COUNCIL	0	6	0%
EMERGENCY MGMT AGENCY	0	64	0%
EMPLOYMENT SECURITY	186	1,068	17%
ENVIRONMENTAL PROTECTION	15	604	2%
FIN & PROF REG	38	380	10%
GAMING BOARD	13	148	9%
GUARDIANSHIP & ADVOCACY	8	100	8%
HEALTHCARE & FAMILY SRV	134	1,585	8%
HUMAN RIGHTS COMMISSION	5	14	36%
HUMAN RIGHTS DEPARTMENT	29	119	24%
HUMAN SERVICES	1212	12,583	10%
IL TORTURE INQRY RLF COM	0	3	0%
INDEPENDENT TAX TRIBUNAL	0	1	0%
INNOVATION & TECHNOLOGY	21	1,270	2%
INSURANCE	7	208	3%
INVESTMENT BOARD	0	3	0%
JUVENILE JUSTICE	70	917	8%
LABOR	13	73	18%
LABOR REL BD EDUCATIONAL	1	10	10%
LABOR RELATIONS BD IL	1	13	8%
LAW ENF TRNG & STANDARD BD	1	22	5%
LOTTERY	12	141	9%
MILITARY AFFAIRS	4	133	3%
NATURAL RESOURCES	17	1,277	1%
POLLUTION CONTROL BOARD	1	18	6%

Hispanic/Latino Representation in State's Workforce by Agency			
AGENCY	Employees		
	Hispanic/Latino	TOTAL	% Hispanic/Latino
PRISONER REVIEW BOARD	1	19	5%
PROPERTY TAX APPEAL BD	2	29	7%
PUBLIC HEALTH	61	1,097	6%
RACING BOARD	0	2	0%
REVENUE	49	1,366	4%
STATE FIRE MARSHAL	3	124	2%
STATE POLICE	36	919	4%
STATE POLICE MERIT BOARD	0	7	0%
STATE RETIREMENT SYSTEMS	1	94	1%
TRANSPORTATION	94	2,127	4%
VETERANS AFFAIRS	43	1,263	3%
WORKERS COMPENSATION COM	10	116	9%
STATE WIDE TOTALS:	2,833	44,622	6%

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

Hispanic/Latino Representation in State's Workforce by Agency			
AGENCY	Employees		
	Hispanic/Latino	TOTAL	% Hispanic/Latino
HUMAN RIGHTS COMMISSION	5	14	36%
ARTS COUNCIL	4	14	29%
HUMAN RIGHTS DEPARTMENT	29	119	24%
LABOR	13	73	18%
EMPLOYMENT SECURITY	186	1,068	17%
AGING	15	135	11%
FIN & PROF REG	38	380	10%
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HUMAN SERVICES	1212	12,583	10%
GAMING BOARD	13	148	9%
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CRIMINAL JUSTICE AUTH	4	46	9%
WORKERS COMPENSATION COM	10	116	9%
LOTTERY	12	141	9%
HEALTHCARE & FAMILY SRV	134	1,585	8%
GUARDIANSHIP & ADVOCACY	8	100	8%
LABOR RELATIONS BD IL	1	13	8%
JUVENILE JUSTICE	70	917	8%
PROPERTY TAX APPEAL BD	2	29	7%

Hispanic/Latino Representation in State's Workforce by Agency			
AGENCY	Employees		
	Hispanic/Latino	TOTAL	% Hispanic/Latino
COMM & ECON OPPORTUNITY	14	245	6%
PUBLIC HEALTH	61	1,097	6%
POLLUTION CONTROL BOARD	1	18	6%
PRISONER REVIEW BOARD	1	19	5%
LAW ENF TRNG & STANDARD BD	1	22	5%
TRANSPORTATION	94	2,127	4%
STATE POLICE	36	919	4%
A LINCOLN PRES LIB & MUS	3	82	4%
CORRECTIONS	443	12,275	4%
REVENUE	49	1,366	4%
COMMERCE COMMISSION	2	58	3%
VETERANS AFFAIRS	43	1,263	3%
INSURANCE	7	208	3%
MILITARY AFFAIRS	4	133	3%
CENTRAL MANAGEMENT SVCS	25	845	3%
ENVIRONMENTAL PROTECTION	15	604	2%
AGRICULTURE	9	370	2%
STATE FIRE MARSHAL	3	124	2%
INNOVATION & TECHNOLOGY	21	1,270	2%
NATURAL RESOURCES	17	1,277	1%
STATE RETIREMENT SYSTEMS	1	94	1%
CAPITAL DEVELOPMENT BD	0	30	0%
CIVIL SERVICE COMMISSION	0	3	0%
DEAF & HARD OF HEARING COM	0	2	0%
DEV DISABILITIES COUNCIL	0	6	0%
EMERGENCY MGMT AGENCY	0	64	0%
IL TORTURE INQRY RLF COM	0	3	0%
INDEPENDENT TAX TRIBUNAL	0	1	0%
INVESTMENT BOARD	0	3	0%
RACING BOARD	0	2	0%
STATE POLICE MERIT BOARD	0	7	0%
STATE WIDE TOTALS:	2,833	44,622	6%

B. Hispanic/Latino 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 that number. Section III of this 2019 Hispanic Employment Plan highlights the diversity programs in six of the 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) Hispanic/Latino representation.

1. Large Agencies: Ranked by Size

Hispanic/Latino Representation in State's Largest Agencies Ranked by Size			
AGENCY	Employees		
	Hispanic/Latino	TOTAL	% Hispanic/Latino
HUMAN SERVICES	1212	12,583	10%
CORRECTIONS	443	12,275	4%
CHILDREN & FAMILY SVCS	226	2,594	9%
TRANSPORTATION	94	2,127	4%
HEALTHCARE & FAMILY SRV	134	1,585	8%
REVENUE	49	1,366	4%
NATURAL RESOURCES	17	1,277	1%
INNOVATION & TECHNOLOGY	21	1,270	2%
VETERANS AFFAIRS	43	1,263	3%
PUBLIC HEALTH	61	1,097	6%
EMPLOYMENT SECURITY	186	1,068	17%
STATE WIDE TOTALS:	2,486	38,505	6%

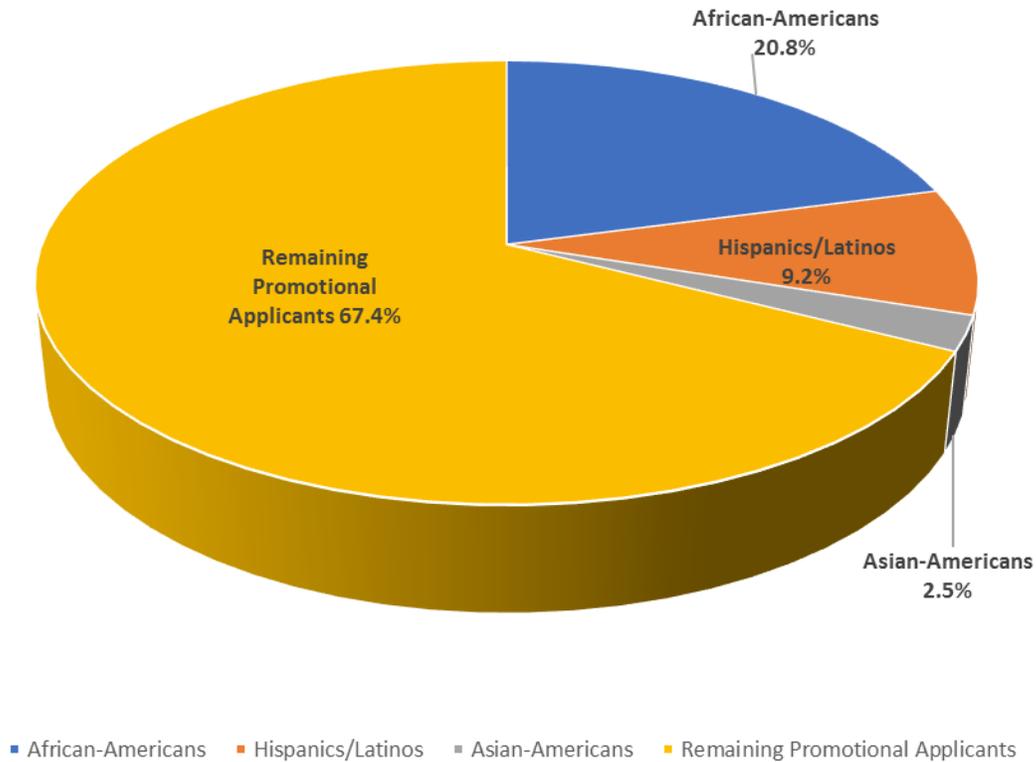
2. Large Agencies: Ranked by Hispanic/Latino Representation

Hispanic/Latino Representation in State's Largest Agencies Ranked by Hispanic/Latino Representation			
AGENCY	Employees		
	Hispanic/Latino	TOTAL	% Hispanic/Latino
EMPLOYMENT SECURITY	186	1,068	17%
HUMAN SERVICES	1212	12,583	10%
CHILDREN & FAMILY SVCS	226	2,594	9%
HEALTHCARE & FAMILY SRV	134	1,585	8%
PUBLIC HEALTH	61	1,097	6%
TRANSPORTATION	94	2,127	4%
CORRECTIONS	443	12,275	4%
REVENUE	49	1,366	4%
VETERANS AFFAIRS	43	1,263	3%
INNOVATION & TECHNOLOGY	21	1,270	2%
NATURAL RESOURCES	17	1,277	1%
STATE WIDE TOTALS:	2,486	38,505	6%

III. Hispanic/Latino Representation in the Applicant Pool

CMS received fewer employment applications for coded positions during fiscal year 2018 (79,948) than the prior year (82,321). Of the employment applications, 7,370, or nine percent, were submitted by Hispanic/Latinos.

OPEN COMPETITIVE APPLICANTS FY2018



IV. Hispanic/Latino Performance on Open Competitive Eligibility Tests

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

A. Hispanic/Latino 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 Hispanics/Latinos was 71 percent. Hispanics/Latinos comprised nine 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 Hispanics/Latinos was 71 percent and Hispanics/Latinos comprised nine percent of the population that passed the test.

Open Competitive Eligibility Tests									
	PASS/FAIL TEST								
	PASSED TEST				FAILED TEST				APPS
	PASS	% TOTAL Passed Test	% Hispanics/Latinos Passed Test	FAILED	% TOTAL Failed Test	% Hispanics/Latinos Failed Test			
Hispanics/Latinos	5,216	9%	71%	2,154	10%	29%	7,370	9%	
Non-Hispanics/Latinos	53096	91%	73%	19,482	90%	27%	72,578	91%	
	58,312	73%		21,636	27%		79,948		

B. Hispanic/Latino 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, while that number for Hispanics/Latinos was 26 percent, the same as last year, 41 percent overall received a B grade while Hispanics/Latinos registered 41 percent versus 43 percent last year, and 22 percent overall received a C grade and 33percent for Hispanics/Latinos compared to, 32 percent last year. Hispanics/Latinos received six percent of the A grades for the open competitive eligibility test, the same as last year.

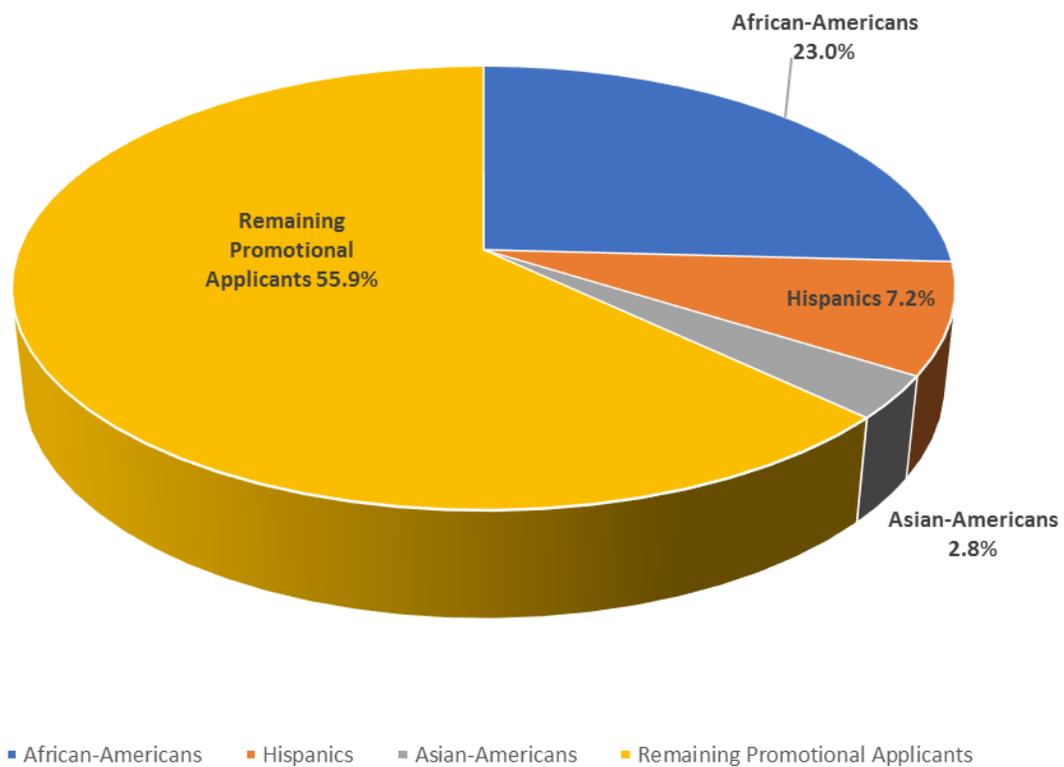
Hispanics/Latinos and Testing FY18									
	TEST GRADE								
	GRADE A			GRADE B			GRADE C		
	% Hispanics/Latinos on A Grade List	% TOTAL Passed Test A Grade	% Hispanics/Latinos Passed Test A Grade	% Hispanics/Latinos on B Grade List	% TOTAL Passed Test B Grade	% Hispanics/Latinos Passed Test B Grade	% Hispanics/Latinos on C Grade List	% TOTAL Passed Test C Grade	% Hispanics/Latinos Passed Test C Grade
Hispanics/Latinos	1,374	6%	26%	2,144	9%	41%	1,698	14%	33%
Non-Hispanics/Latinos	20,207	94%	38%	22,043	91%	42%	10,846	86%	20%
	21,581	37%		24,187	41%		12,544	22%	

V. Hispanic/Latino 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 a little over 3,500 to nearly 8,000, with high points in fiscal year 2016 and this past fiscal year. Hispanics/Latinos comprised seven 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 Hispanic/Latino employees, yet at higher rates.

% More Hires than Vacancies		
	Overall	Hispanics/Latinos
2019	38%	54%
2018	21%	45%
2017	20%	45%
2016	36%	63%
2015	50%	55%

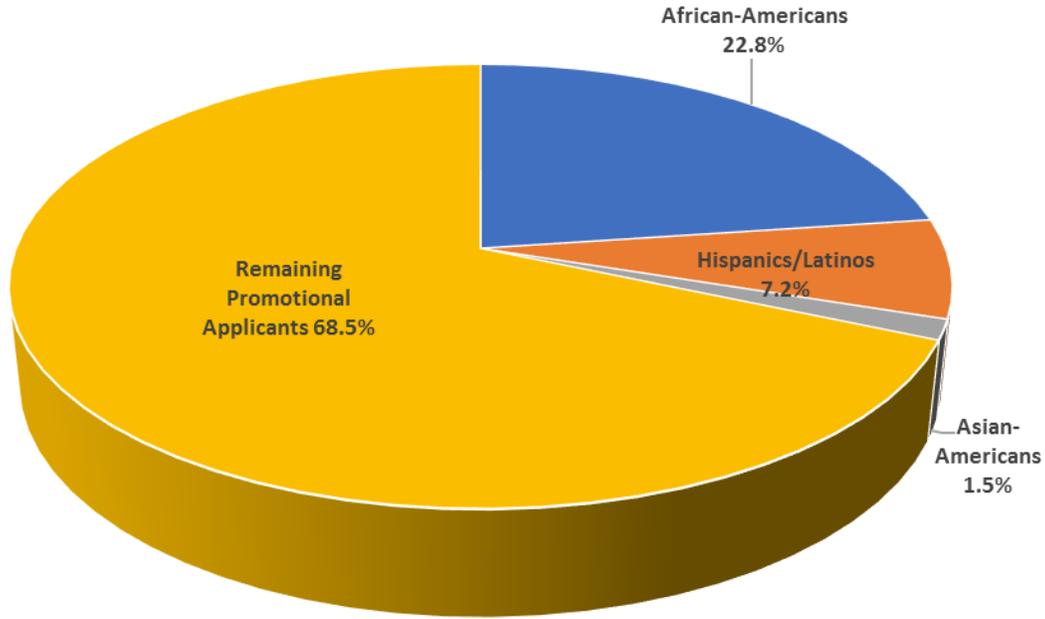
NEW HIRES FY2018



VI. Representation of Hispanics/Latinos in the Promotional Applicant Pool

In calendar year 2018, 26,556 employees applied for promotion, down from last year by 18 percent. Of those, 1,913, or seven percent were submitted by Hispanics/Latinos.

PROMOTIONAL APPLICANTS FY2018



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

A. Hispanic/Latino Pass Rate for Promotional Eligibility Tests

Every employee who submitted an application for promotion tested for being included on the eligibility list. Sixty-three percent of all applicants passed their test; 62 percent of Hispanics/Latinos did so as well. Hispanics/Latinos comprised seven percent of the population that passed the test.

Hispanics/Latinos and Promotional Testing								
	PASS/FAIL TEST							APPS
	PASSED TEST			FAILED TEST				
	PASS	% TOTAL Passed Test	% Hispanics/Latinos Passed Test	FAILED	% TOTAL Failed Test	% Hispanics/Latinos Failed Test		
Hispanics/Latinos	1,186	7%	62%	727	7%	38%	1,913	7%
Non-Hispanics/Latinos	15,653	93%	64%	8,990	93%	36%	24,643	93%
	16,839	63%		9,717	37%		26,556	

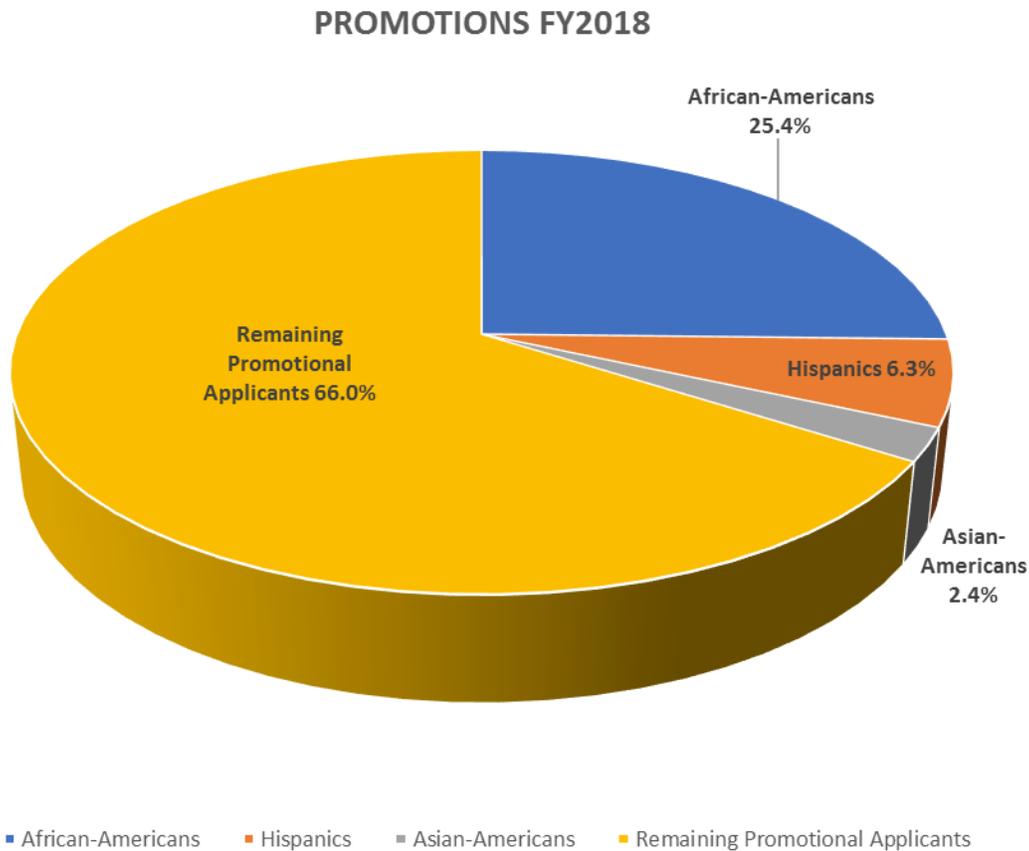
B. Representation of Hispanics/Latinos on Promotional Eligibility List

Hispanics/Latinos received seven percent of the A grades for the promotional eligibility list during fiscal year 2018, one percentage point higher than the previous fiscal year.

Hispanics/Latinos and Promotional Testing										
	TEST GRADE									
	GRADE A			GRADE B			GRADE C			
	% Hispanics/Latinos on A Grade List	% TOTAL Passed Test A Grade	% Hispanics/Latinos Passed Test A Grade	% Hispanics/Latinos on B Grade List	% TOTAL Passed Test B Grade	% Hispanics/Latinos Passed Test B Grade	% Hispanics/Latinos on C Grade List	% TOTAL Passed Test C Grade	% Hispanics/Latinos Passed Test C Grade	
Hispanics/Latinos	1,014	7%	85%	153	6%	13%	19	28%	2%	
Non-Hispanics/Latinos	13,390	93%	86%	2,213	94%	14%	50	72%	0%	
	14,404		86%	2,366		14%	69		0%	

C. Representation of Hispanics/Latinos among Promotions

In fiscal year 2018, the State promoted 5,295 coded employees, five percent more than fiscal year 2017, and six percent were Hispanic/Latino, one percentage point higher than the previous fiscal year.



VII. Representation of Hispanics/Latinos in Supervisory, Technical, Professional, and Managerial Positions

The Civil Administrative Code mandates improved representation of Hispanics/Latinos 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),²⁷ 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),²⁸ 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, seven percent of Hispanics/Latinos fell within supervisory, technical, professional, and managerial positions.

VIII. Representation of Hispanics/Latinos Among Departures

In fiscal year 2018, 4,873 employees left their positions due to resignation, retirement, layoff, termination or transfer, 983, or 20 percent were Hispanic/Latino. In fiscal year 2017, 19 percent were Hispanic/Latino.

IX. Representation of Hispanics/Latinos in Agency Internship Programs

During fiscal year 2018, Agencies reported hiring 372 interns, of whom 17 percent were Hispanic/Latino, down from 21 percent last year.

X. Hispanic/Latino Representation Throughout the Employee Lifecycle

The representation of Hispanics/Latinos throughout the various stages of the employee life-cycle remained stable during 2018.

²⁷ 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.”](#)

²⁸ Sometimes referred to as Administrative Support (Including Clerical and Sales). See, *id.*

Employee Lifecycle Event	Hispanic/Latino Representation
Applicants	9%
Open Competitive Eligibility Test: Pass	9%
Open Competitive Eligibility Test: A Grade	6%
New Hires	7%
Applicants for Promotion	7%
Promotional Eligibility Test: Pass	7%
Promotional Eligibility Test: A Grade	7%
Promotions	6%
Supervisory, Technical, Professional, and Managerial Positions	7%
Departures	5%
Internships	9%

2019 Hispanic 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 barriers to employment that are unrelated to job qualifications.²⁹ 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.³⁰

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 have the difficult task of determining how to select candidates from the eligibility list for an employment or promotional interview with no 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 get 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 Xth candidate. However, stratified random sampling is more equitable than complete randomization and has been recommended for use in the employment setting.³¹

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

²⁹ [University of North Carolina Kenan-Flagler Business School, "The Real Effects of Unconscious Bias in the Workplace," Horace McCormick, Program Director, UNC Executive Development \(2015\).](#)

³⁰ As the State's workforce diversity program evolves, so too will the best practices included in this Hispanic/Latino Employment Plan.

³¹ [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).

Agency	Highlighted Practices
<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 AFSCME³² members seeking promotion.³³

The Diversity Dashboard reflects that during fiscal year 2018, 2,879 State employees received tuition reimbursement and/or were enrolled in the Upward Mobility Program. Of those, 189, or seven percent were Hispanic/Latino.

Agency	Highlighted Practices
<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 Commission</i>	Continuing education training permitted during work hours. Reimburse testing fees for required procurement certification.
<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.

³² The Association of Federal, State, County, and Municipal Employees, Council 31.

³³ The Upward Mobility Program was unfunded recently when Illinois did not have a budget.

Agency	Highlighted Practices
<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 Rutan³⁴ 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.³⁵ It also can improve interview performance among candidates from underrepresented communities, eliminating a potential barrier to employment unrelated to job qualifications.

Agency	Highlighted Practices
<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.
<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

³⁴ 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.

³⁵ 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
	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”.³⁶

Two examples of groups of employment decision-makers are 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 we strive to connect.

1. Hispanic/Latino Diversity Among Rutan Interviewers

As reflected in the Diversity Dashboard, in fiscal year 2018 there were 5,302 Rutan interviewers in the State’s workforce, up from last year by 70 percent. The number of Hispanic/Latino Rutan interviewers increased by 15 percent, however, since the overall number of Rutan interviewers increased, Hispanics/Latinos comprised the same proportion of Rutan interviewers as last year; four percent.

2. Diversity³⁷ on Rutan Interview Panels

As reflected in the Diversity Dashboard, during fiscal year 2018 11,505 Rutan interviews were conducted State-wide, up from 6,505 the previous fiscal year; 35 percent were conducted with a diverse interview panel. Last year, 42 percent of Rutan interviews were conducted with a diverse Rutan interview panel; however, both the number of interviews and the number conducted with a diverse interview panel increased.

Thirteen percent of the State’s Rutan interviews were conducted with Hispanic/Latino diversity on the interview panel, down from 23 percent last year. However, the number of State-wide Rutan interviews increased by 52 percent since last year.

Nearly half of all of the State’s Rutan interviews were conducted with no diversity on the panel.

³⁶ “Group-think” occurs when the desire for harmony prevents critical evaluation of alternative viewpoints. See, “[Groupthink.](#)” [Merriam-Webster.com \(updated March 6, 2018\).](#)

³⁷ The 2019 Hispanic 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, Hispanic 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).

3. Diversity Among Human Resources Personnel

The Diversity Dashboard reflects that 24 percent of the State’s Human Resources personnel are Hispanic/Latino, the same percentage as last 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 Rutan³⁸-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.

Agency	Highlighted Practices
<i>Revenue</i>	Number of Hispanic/Latino staff increased to highest percentage in at least five years. EEO officer strategically recruited in Hispanic/Latino 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>	Has a Bureau of Recruitment and Selection which participates in job fairs and recruitment efforts across the State that target Hispanics/Latinos.
<i>Housing Development Authority</i>	Leverages LinkedIn.
<i>Innovation and Technology</i>	Recruitment personnel and EEO/AA Officer active with outreach.

³⁸ 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.

Agency	Highlighted Practices
<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. Increased Hispanic/Latino staff every year for past four years.
<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

Prioritization by the organization’s leadership is the single most effective technique for successful execution of diversity and inclusion efforts.³⁹ Without leadership’s active support and engagement, diversity initiatives fail.

B. Budget Allocation

Dedicated resources often take the form of a budget allocation, and the Hispanic/Latino Employment Plan Act requires each agency to report their Hispanic/Latino employment budget allocations as part of their annual reports on their Hispanic/Latino workforce diversity strategies.⁴⁰ Even small budgets improve an agency’s ability to further its diversity efforts 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.

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

C. Dedicated Liaisons to Hispanic/Latino 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.

³⁹ [U.S. Office of Personnel Management, Office of Diversity and Inclusion, “Governmentwide Inclusive Diversity Strategic Plan” \(July 2016\).](#)

⁴⁰ [The Hispanic/Latino Employment Plan Act](#), 20 ILCS 30/20(b).

During fiscal year 2018, 13 agencies or 26 percent had designated staff as liaisons to Hispanic/Latino communities. For 77 percent of those, the liaison was a member of the agency’s senior staff.

Agency	Dedicated Liaison?	Senior Staff?
<i>Labor Relations Board – Educational</i>	Yes	Yes – Executive Director
<i>Capital Development Board</i>	Yes	Yes
<i>Corrections</i>	Yes	Yes
<i>DCEO</i>	Yes	Yes
<i>Gaming Board</i>	Yes	Yes
<i>Guardianship and Advocacy Commission</i>	Yes	Yes
<i>Human Rights</i>	Yes	Yes
<i>Human Services</i>	Yes	Yes
<i>Juvenile Justice</i>	Yes	Yes
<i>Natural Resources</i>	Yes	Yes
<i>Revenue</i>	Yes	Yes
<i>Children and Family Services</i>	Yes	No
<i>Workers Compensation</i>	Yes	Yes
<i>State Police</i>	Yes	No

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.

Agency	Highlighted Practices
<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.

Agency	Highlighted Practices
<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.

Agency	Highlighted Practices
<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 Hispanics and Latinos 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 Hispanic/Latino 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, recruiting, etc. 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 Resources</i>	EEO briefs the Director, and the executive staff on all matters pertaining to IDNR underutilization bi-monthly.
<i>Environmental Protection Agency</i>	EEO Office provides underutilization information to Human Resources (HR) and hiring units.

2019 Hispanic Employment Plan

EVALUATING AGENCIES’ WORKFORCE DIVERSITY PROGRAMS

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

For the examples below, agencies were selected with over 1,000 employees with rich representation of Hispanics, moderate representation, and minimal representation.

Hispanic/Latino Representation in State's Largest Agencies Ranked by Hispanic/Latino Representation			
AGENCY	Employees		
	Hispanic/Latino	TOTAL	% Hispanic/Latino
EMPLOYMENT SECURITY	186	1,068	17%
HUMAN SERVICES	1212	12,583	10%
CHILDREN & FAMILY SVCS	226	2,594	9%
HEALTHCARE & FAMILY SRV	134	1,585	8%
PUBLIC HEALTH	61	1,097	6%
TRANSPORTATION	94	2,127	4%
CORRECTIONS	443	12,275	4%
REVENUE	49	1,366	4%
VETERANS AFFAIRS	43	1,263	3%
INNOVATION & TECHNOLOGY	21	1,270	2%
NATURAL RESOURCES	17	1,277	1%
STATE WIDE TOTALS:	2,486	38,505	6%

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

Diversity Dashboard data indicates that agencies with the richest diversity have adopted several of the diversity initiatives recommended in last year’s Hispanic Employment Plan, and many had adopted them before the Employment Plan was published, and agencies with the least diversity have not. While there is not yet enough information available to determine causation, correlation is sufficient to reasonably conclude that agencies should adopt these and other diversity initiatives to increase Hispanic/Latino representation in the workforce.

This year, for the first time, CMS also analyzed the pass rate for all employees as well as the pass rate for Hispanics/Latinos during the end of the selection process. It determined which candidates were selected from the CMS open competitive eligibility list for an interview, and which of the interviewed candidates were extended 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 Hispanics/Latinos than it was for the overall population. The overall rate for selection from the eligibility list for interview was 37 percent; the rate for Hispanics/Latinos was 42 percent. The overall rate for selection of an offer of employment from the candidates who interviewed was eight percent, while for Hispanics/Latinos that figure was 11 percent.

I. Children and Family Services

Children and Family Services had diversity on its interview panels 94 percent of the time, while 26 percent of the panels had Hispanic/Latino diversity, and its Human Resources staff is 32 percent Hispanic/Latino. The overall rate for selection from the eligibility list for interview was 71 percent, while the rate for Hispanics/Latinos was considerably greater at 93 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was nine percent; for Hispanics/Latinos, it was 14 percent.

II. Human Services

Human Services had diversity on its interview panels 37 percent of the time, while 22 percent of the panels had Hispanic/Latino diversity, and its Human Resources staff is 30 percent Hispanic/Latino. The overall rate for selection from the eligibility list for interview was 85 percent; the rate for Hispanics/Latinos was 100 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was 31 percent and Hispanics/Latinos received job offers 17 percent of the time.

III. Healthcare and Family Services

Healthcare and Family Services had diversity on its interview panels 29 percent of the time, while 17 percent of the panels had Hispanic/Latino diversity, and its Human Resources staff is 28 percent Hispanic/Latino. The overall rate for selection from the eligibility list for interview was 19 percent, while the rate for Hispanics/Latinos was 20 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was four percent and for Hispanics/Latinos that number was 10 percent.

IV. Public Health

Public Health had diversity on its interview panels 46 percent of the time, while eight percent of the panels had Hispanic/Latino diversity, and its Human Resources staff is 10 percent Hispanic/Latino. The overall rate for selection from the eligibility list for interview was 14 percent; the rate for Hispanics/Latinos was eight percent. The overall rate for selection for an offer of employment from the candidates who interviewed was two percent; no Hispanics/Latinos were extended offers of employment.

V. Revenue

Revenue had diversity on its interview panels just three percent of the time, while none of its panels included Hispanic/Latino diversity. Its Human Resources staff has no Hispanic/Latino representation. The overall rate for selection from the eligibility list for interview was 28 percent; the rate for Hispanics/Latinos was 41 percent. The overall rate for selection for an offer of employment from the candidates who interviewed was seven percent, the same for Hispanics/Latinos.

VI. Natural Resources

Natural Resources did not provide information as to the diversity of its interview panels. The overall rate of selection from the eligibility list for interview was 71 percent, with no Hispanics/Latinos represented. The overall rate for selection of an offer of employment from the candidates who interviewed was 16 percent and no Hispanics/Latinos were extended job offers.

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AGENCY BEST PRACTICES

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

I. Agencies with Zero Underutilization⁴¹ for Hispanics/Latinos

Agency	Agency	Agency	Agency
<i>Arts Council</i>	<i>Employment Security</i>	<i>Illinois Criminal Justice Information Authority</i>	<i>Workers Compensation Commission</i>

II. Commitment to Diversity and Inclusion Exemplified through Voluntary Participation in the 2018 Hispanic Employment Plan Survey

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

III. Visibility of Diversity Efforts

Agency	Best Practices: Outreach
<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.

⁴¹ See, footnote 24 for an explanation of “underutilization.” “Zero underutilization” means the representation of Hispanic/Latinos 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 Hispanic 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 Hispanic 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 Hispanic Employment Plan and accompanying Diversity Dashboard serve as valuable resources for State agencies, members of the General Assembly, members of the Hispanic 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 or (312) 814-8213.