



February 6, 2020

Dear Member of the Illinois General Assembly:

I am proud to present the 2020 Hispanic Employment Plan. During fiscal year (FY) 2019, the representation of Hispanics within State government increased to 6.5 percent from 6.4 percent in FY 2018 yet was still considerably below their representation in the Illinois labor market (16 percent). The representation of Hispanics in the State's new hire pool decreased between FY 2018 and FY 2019 from 7.5 percent to 6.6 percent.

Hispanics represented 6.8 percent of employees who reported to the agency Director or Secretary and 5.7 percent of employees in positions requiring Senate confirmation. The representation of Hispanics who received tuition reimbursement as part of a professional development program increased from 5 percent in FY 2018 to 6.5 percent in FY 2019.

We are pleased by these improvements, and ready to shoulder challenges. Leveraging data analysis enabled by our new Hispanic Diversity Dashboard, CMS is advising agencies to better utilize Hispanics as job interviewers. Of the 13,642 interviews conducted across the State in FY 2019, Hispanics participated in 6.6 percent, down from 12.5 percent in FY 2018. Employees in these positions serve as important decision-makers within State employment. Consequently, they must have a heightened sensitivity to diversity if we are to achieve our goals of broadening access to State employment.

Under the leadership of Governor JB Pritzker and Lieutenant Governor Juliana Stratton, CMS is leading the effort to modernize and optimize the State's hiring system. CMS is transforming a complex, paper-based and confusing process into a streamlined, paperless online system in which hiring is prompt, transparent and automated.

CMS is seizing this opportunity to interweave principles of equity and inclusion into the fabric of the State's new hiring process until they become standard operating procedure. In 2019, we launched a pilot program for agencies to post positions through the new system. So far, the results seem promising for supporting and furthering the State's workforce diversity efforts.

Throughout this transition to a new employment selection process, CMS is offering agencies sample language, templates, and training on how to scrutinize their internal employment selection processes through a lens of diversity, equity, and inclusion to overcome various barriers to employment unrelated to job ability.

I look forward to working with all of you in our collaborative effort to improve State government's ability to fully reflect, represent and be responsive to all of Illinois' communities.

Sincerely,

Janel L. Forde  
Acting Director

# 2020 Hispanic Employment Plan

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## **I. Executive Summary**

The Department of Central Management Services (CMS) is committed to establishing State government as the employer of choice in Illinois, delivering to our stakeholders reliably high-quality work, outstanding services, and data-driven expertise. Currently, CMS is leading the effort to comprehensively reform the State's employment application, selection and hiring procedures. The goal is to design an optimized, automated, and prompt approach that enables the State to hire the highest qualified candidates for each vacancy.

It is the infusion of principles of diversity, equity, and inclusion into the State's employment selection system which will best position the State to attract, select, and retain the most highly qualified job candidates. Accordingly, CMS is thoughtfully working to establish a selection system free from barriers to employment unrelated to job ability that adversely affect particular communities. Unnecessarily narrowing the applicant pool frustrates the purpose of reform by decreasing the odds of hiring the highest qualified job candidate. It also restricts equitable access to the State's workforce preventing State government from being truly representative, reflective, and responsive to the people it is there to serve.

CMS is educating agencies how to navigate the redesigned hiring system and presenting them with tools to facilitate the incorporation of diversity principles into the hiring process. This ensures communities across the State have equitable access to State employment.

Another way of broadening access to State government is when there is diversity on job interview panels and within Human Resources personnel. Diversity among job interviewers offers candidate review by a variety of perspectives and improves interview quality by eliminating cultural reservation, enabling greater appreciation of 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.

The State is more likely to hire individuals from communities that have historically been underrepresented in the State's workforce when sensitivity to diversity is heightened among employees. This is critical in positions that serve as gateways to the State's workforce, such as job interviewers and Human Resources staff.

Similarly, the chances of attracting individuals from previously under-tapped communities, such as Hispanic communities, increase when agencies dedicate staff as liaisons to build relationships and trust. This will expand the depth of outreach and increase the chances of attracting Hispanic job candidates. CMS is guiding agencies with questions to consider, templates, and training.

CMS has worked in collaboration with the Hispanic Employment Plan Advisory Council to develop the metrics used herein to measure the strength of the State's workforce diversity programs.

This 2020 Hispanic Employment Plan reviews and analyzes State demographic data for Hispanics during fiscal year (FY) 2019, highlights diversity best practices and makes

recommendations to agencies regarding how to implement hiring practices and procedures that are inclusive and equitable as the means to enriching the diversity of their workforce.

Key findings include:

- There are some improvements in the representation of Hispanics within State government; however, there are also indications that future growth is not sustainable.
- The representation of Hispanics within State government increased from 6.4 percent at the end of FY 2018 to 6.5 percent at the end of FY 2020. Even with this increase, the representation of Hispanics in the State's workforce was still considerably below the representation of Hispanics in Illinois' labor market (16 percent).<sup>1</sup>
- Hispanics were better represented in leadership positions within the State's workforce (7.5 percent) than within the State's entire workforce (6.5 percent). Among employees in positions reporting to the agency Director or Secretary, Hispanics represented 6.8 percent in FY 2019. Among employees in positions requiring Senate confirmation, Hispanics represented 5.7 percent.
- In terms of upward mobility within the State's workforce, the representation of Hispanic State employees who received tuition reimbursement for educational advancement increased in FY 2019 from five percent to 6.5 percent.
- State job interviewers serve powerful roles as gatekeepers to the State's workforce. Hispanics could have been better utilized during FY 2019. Of the 13,642 interviews conducted across the State, Hispanics participated in 9.6 percent, down from 12.5 percent in FY 2018. Approximately half (49.8 percent) of the State's interview panels were entirely White. Hispanics made up 4.6 percent of the State's interviewers and 79 Hispanics sat on an interview panel.
- The representation of Hispanics in the State's new hire pools decreased in FY 2019 from 7.5 percent in FY 2018 to 6.6 percent.
- For agencies that dedicated staff to serve as liaisons to Hispanic communities, those liaisons generally had authority over recruitment, hiring/promotion, interviews, and policy-making. And more agencies are putting their interviewers and Human Resources staff through unconscious bias training, as well as offering all employees some form of diversity training.

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<sup>1</sup> It is worth noting that the former is an absolute number (one person, one category), and the second involves individuals selecting multiple categories.

## Key Goals:

- CMS aims to turn the State of Illinois into Illinois' employer of choice as State government's most valuable recruitment asset utilizing strategic, modern and dynamic approaches facilitated through hiring reform.
- Through training, practical tools, and guidance, CMS hopes to render agency consideration of diversity, equity, and inclusion principles standard operating procedure in the State's employment application, selection, and hiring process.
- CMS will partner with the Hispanic Employment Plan Advisory Council to leverage the data in the Hispanic Diversity Dashboard to identify particular agencies' opportunities for progress and engage these agencies with customized, data-driven guidance.

## II. Governing Authority

### A. Legal Obligations to Strengthen Diversity of State's Workforce

#### 1. Civil Administrative Code

The Civil Administrative Code of Illinois (Department of Central Management Services Law) requires 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 employed by State government and at supervisory, technical, professional, and managerial levels.<sup>2</sup>

#### 2. Hispanic Employment Plan Advisory Council

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

- the prevalence and impact of Hispanics employed in State government;
- the barriers faced by Hispanics seeking employment or promotional opportunities in State government; and,
- possible incentives that may be offered to foster employment and promotion of Hispanics in State government.<sup>3</sup>

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<sup>2</sup> [Civil Administrative Code of Illinois \(Department of Central Management Services Law\)](#), 20 ILCS 405-120.

<sup>3</sup> *Id.*, at §25(c).

During FY 2019, the following individuals were members of the Hispanic Employment Plan Advisory Council:

Roberto Sanabria, Chair  
Guadalupe Preston, Vice Chair  
Christian Roldan-Johnson  
Roberto Sepulveda

There were seven vacancies during fiscal year 2019, which are in the process of being filled.

During meetings, Council members discussed ways in which to address barriers to State employment impacting Hispanics. Such barriers include the volume of outreach to Hispanic communities across the State, specifically including Springfield, and the fact that many people of color are not familiar with the State's structured interview process.

Personnel hiring reform, which enables outreach and recruitment for specific positions, rather than offering education about the State's eligibility list, will increase the effectiveness of outreach. The Council is preparing for an active role assisting the State to better connect with Hispanic communities to find qualified job candidates. Council Members have a wealth of resources that can be leveraged for targeted outreach. The Council is exploring the possibility of holding Council meetings and other events in various Hispanic communities as a way of expanding Hispanic access to State employment.

The Council discussed partnering with the African-American and Asian-American Employment Plan Advisory Councils on a career expo tour to educate communities of color on the State's application and hiring process. Envisioned are centralized opportunities for the public to attend educational workshops on the State's employment selection process, hear from the leadership of various State agencies connecting the agency's mission with public service, describing lesser known jobs within the agency, and offering a glimpse into the agency's culture. CMS outreach staff would offer one-on-one mini counseling sessions and there would be seminars to boost resume writing skills and presentations on the State's interview process.

The Council conferred about the State's structured interview process and the possibility that it could negatively impact Hispanic candidates because (a) they are less likely to be familiar with it and therefore less likely to succeed at it for reasons unrelated to ability to perform the job, and (b) as a generalization, cultural values that discourage behavior perceived as boasting can hinder job interviewers' ability to glean a Hispanic candidate's qualifications without an accompanying resume or employment application. Personnel hiring reform is expected to minimize the impact of these issues.

In addition, the Council is interested in offering additional training to Hispanic communities regarding the State's structured interview process, including written and digital guidance. This will help equalize the imbalance of awareness regarding State employment among Illinois' communities, thus increasing access to State government.

Council members spent much time focused on the State's bilingual program. Current struggles include that agencies are not consistently and comprehensively tracking bilingual interactions encountered by the State in all forms, including in-person, email and telephone. Accurate tracking is imperative for the State to appreciate the scope of the demand for bilingual resources and the capacity of agencies to satisfy that demand. This is particularly important in an increasingly multi-lingual era.

Another concern of the Council is that the CMS' annual Bilingual Needs and Bilingual Pay survey does not capture the experience of all agency employees. In many agencies, supervisors or others removed from frontline employee's direct experience complete the survey based on estimations.

The Council created a working group to explore sending a mini-bilingual survey directly to all employees. The working group created a template and set up a partnership with the Department of Innovation and Technology to disseminate the survey. The Council plans to continue to pursue this in FY 2020.

### **III. Data Sources and Hispanic Diversity Dashboard**

#### **A. Data Sources**

This 2020 Hispanic Employment Plan draws from (a) computer-generated employment data from the State's Personnel database, (b) United States Census data, and (c) agency responses to the 2020 Hispanic Employment Plan Survey. Data is presented via the on-line Hispanic Diversity Dashboard.

##### **1. Computer-Generated Data from State's Personnel Database**

Demographic statistics regarding the employment lifecycle in this Hispanic Employment Plan derive from the State's Personnel database, including representation within the workforce, new hire pool, veteran hire pool, and some supervisory positions.

##### **2. United States Census Data**

Data on the demographic breakdowns of the Illinois general population and the Illinois labor market were obtained from the [United States Census website](#) and the [Illinois Department of Employment Security, Economic Information and Analysis Division, Workforce Availability Information](#), respectively.

##### **3. Hispanic Employment Plan Survey**

###### **a. Statutory Authority**

CMS is statutorily designated to develop the Hispanic Employment Plan, monitor State agency compliance, and receive agencies' annual reports regarding their efforts to implement the prior

year's Hispanic Employment Plan. CMS sends State agencies an annual Hispanic Employment Plan Survey to gather the necessary data. CMS takes agency responses at face value.

Agency survey responses fuel the visualizations included in the Hispanic Diversity Dashboard and include such metrics as representation in top leadership positions, interview panel diversity, diversity of Human Resources staff, and career development participation rates.

CMS is in the process of expanding the metrics included in the Hispanic Diversity Dashboard. Going forward, CMS expects to further improve the survey to account for internal ambiguity in survey responses.

#### **b. Voluntary Participation**

State agencies with employees exempted from the Personnel Code are encouraged to participate in the State's workforce diversity program by completing the annual Hispanic Employment Plan Survey. CMS commends the Office of the Executive Inspector General's voluntary participation each year.

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

Last year, CMS transformed how it displays and analyzes the State's workforce diversity data. Instead of inserting two-dimensional charts into the annual Hispanic Employment Plan, CMS synthesized agencies' current and previous survey responses and built an informative, visual and interactive Hispanic Diversity Dashboard. This tool allows users to quickly access State-wide and agency-level data, examine yearly trends, and isolate agencies for performance and progress review.

The Hispanic Diversity Dashboard increases the State's transparency, accountability, and motivation to rely on data to drive diversity strategies. The Hispanic Diversity Dashboard can be found at <https://www2.illinois.gov/cms/personnel/DEP/Pages/HEP.aspx> and should be considered part of and examined in connection with this 2020 Hispanic Employment Plan.

### **IV. State of Illinois Personnel Hiring Reform Provides Opportunity to Interweave Diversity, Equity, and Inclusion Principles into Redesigned Procedures**

The State of Illinois is undergoing a restructuring of its employment application and hiring procedures with the goal of converting the current complex, multi-agency hiring process into a streamlined, paperless online system in which algorithms replace human subjectivity. In 2019, the State's efforts were honored with a national award for Innovation in State Government.

One of the primary upgrades is the transition from a paper-driven process to an automated process. The former system of hiring was confusing and did not utilize modern technologies or comport with industry standards. Such barriers to employment hamper the State's efforts to attract job candidates from communities under-represented in the workforce and they increase distrust between the State and communities least familiar with the State's employment selection system. These obstacles also narrow the State's chances of finding the ideal job candidate. To



best serve the people of Illinois, diversity must be actively pursued and there can be no barriers to employment during the selection process that risk losing the ideal job candidate for reasons unrelated to job ability.

Under the Pritzker administration, the State is seizing the opportunity presented by the personnel hiring reform effort to interweave principles of diversity, equity, and inclusion into the fabric of the State's new hiring process. Inviting everyone to participate on equal footing in the selection process to be a State employee is how the State will become an employer of choice and best serve its constituents.

In 2019, the State rolled out a pilot program for the modernized and upgraded employment application and hiring system. The results to date are a dramatically enhanced applicant pool. The State's external reach improved significantly, with over 70 percent of the applicant pool originating from those seeking first-time State employment. Under the current system, less than one percent of candidates who are not already State employees are hired.

In addition, the new electronic process has reduced lead time for hiring from 330 days on average to 38 days or less and improved applicant satisfaction due to a revised and more effective online employment application. During 2020, the State intends to complete implementation of the reformed hiring process. In next year's Hispanic Employment Plan, CMS expects to include demographic data from the State's new hiring procedures.

## **V. Statistics: Hispanic Demographic Data from State Database**

Barometers for appraising the representation of Hispanics in the State's workforce are a) the representation of Hispanics in the general population and b) the representation of Hispanics in the relevant available labor market.

The representation of Hispanics in the general population represents how well the workforce reflects the service population. The representation of Hispanics in the relevant labor market represents whether the State is underutilizing Hispanics in its workforce. The representation of Hispanics in both the general population and the labor market should be comparable to the representation of Hispanics in the State's workforce.<sup>4</sup>

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<sup>4</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."](#)

The chart below contains Illinois State employee, general population, and available labor market data for FY 2019.

IL State Employees in FY 2019			IL Population by Race/Ethnicity*		IL Labor Population by Race/Ethnicity*		
Race/Ethnicity	Count	Percent	Race/Ethnicity	Percent	Race/Ethnicity	Count	Percent
Native American	196	0.4%	Native American	0.7%	Native American	15,205	0.2%
Asian-American	1,273	2.8%	Asian-American	5.9%	Asian-American	366,224	5.5%
African-American	9,693	21.5%	African-American	14.6%	African-American	848,754	12.7%
Hispanic	2,940	6.5%	Hispanic	17.4%	Hispanic	1,068,506	16.0%
White	31,052	68.8%	White	76.9%	White	4,931,536	73.9%
<b>Total</b>	<b>45,154</b>	<b>100.0%</b>	White (Non-Hispanic)	61.0%	<b>Total</b>	<b>6,672,963</b>	
			<b>POPULATION TOTAL</b>	<b>12,671,822</b>			

\*Source: US Census Bureau, 2017 American Community Survey

The chart below breaks down by agency the representation of the State's 2,940 Hispanic employees. Readers are invited to review the [Hispanic Diversity Dashboard](#) for agency trends.

Hispanic Representation by Agency			
Agency	Hispanic	Percent	Employee Count
Racing Board	1	33.3%	3
Human Rights Commission	5	29.4%	17
Arts Council	4	28.6%	14
Human Rights Department	28	23.1%	121
Labor	14	18.7%	75
Employment Security	200	18.5%	1,079
Aging	17	12.6%	135
Human Services	1,240	9.9%	12,524
Workers Compensation Commission	10	9.5%	105
Financial & Professional Regulations	36	9.3%	387
Labor Relations Board Educational	1	9.1%	11
Children & Family Services	234	8.9%	2,625
Gaming Board	13	8.8%	148
Lottery	12	8.5%	142
Healthcare & Family Services	127	8.3%	1,523
Guardianship & Advocacy	8	8.2%	98
Criminal Justice Authority	4	7.7%	52
Juvenile Justice	69	7.5%	921
Pollution Control Board	1	6.7%	15
Commerce & Economic Opportunity	12	5.8%	208
Property Tax Appeal Board	2	5.6%	36
Public Health	61	5.5%	1,111
Law Enforcement Training & Standards Board	1	5.0%	20
Prisoner Review Board	1	4.5%	22

Hispanic Representation by Agency			
Agency	Hispanic	Percent	Employee Count
State Police	42	4.4%	947
Transportation	104	4.4%	2,387
Commerce Commission	2	3.8%	52
Corrections	493	3.8%	12,838
Agriculture	13	3.8%	340
Veterans Affairs	44	3.7%	1,201
Revenue	52	3.6%	1,455
Insurance	7	3.4%	203
Military Affairs	4	2.9%	137
Central Management Services	22	2.6%	833
State Fire Marshal	3	2.3%	128
Environmental Protection	13	2.2%	591
Innovation & Technology	22	1.9%	1,178
Natural Resources	16	1.4%	1,157
Abraham Lincoln Presidential Library & Museum	1	1.3%	76
State Retirement Systems	1	1.0%	96
Independent Tax Tribunal	0	0.0%	1
IL Torture Inquiry And Relief Commission	0	0.0%	3
Deaf & Hard Of Hearing Commission	0	0.0%	3
Labor Relations Board	0	0.0%	4
Civil Service Commission	0	0.0%	4
Emergency Management Agency	0	0.0%	5
Capital Development Board	0	0.0%	6
State Police Merit Board	0	0.0%	14
Developmental Disabilities Council	0	0.0%	34
Investment Board	0	0.0%	69
<b>Statewide</b>	<b>2,940</b>	<b>6.5%</b>	<b>45,154</b>

### A. Representation of Hispanics in Supervisory, Technical, Professional, and Managerial Positions

The Hispanic Employment Plan Act mandates improved representation of Hispanics in supervisory, technical, professional, and managerial positions. However, the Act does not define supervisory, technical, professional, or managerial. Nor does the State code positions as those categories.

For comparable information, this Employment Plan examines supervisory, technical, professional, and managerial positions through the Equal Employment Opportunity Commission (EEOC) Job Categories. 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>5</sup> Professionals (e.g., managers), Technicians (e.g., computer programmers, inspectors), Protective Service Workers (e.g., police/correctional officers, fire-fighters), Paraprofessionals (e.g.,

<sup>5</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."](#)

research assistants, medical aids), Office Clerical (e.g., administrative assistants),<sup>6</sup> Skilled Craft Workers (e.g., mechanics, electricians), and Service Maintenance (e.g., custodial workers).

The EEOC Job Categories labeled Officials/Managers, Professionals, and Technicians include positions most consistent with supervisory, technical, professional, and managerial positions. The chart below reflects that 7.5 percent of employees in supervisory, technical, professional, and managerial positions during FY 2019 were Hispanic.

Employees in Supervisory, Technical, Professional, and Managerial Roles by Race/Ethnicity as of 6/30/2019						
Position	Native American	Asian-American	African-American	Hispanic	White	Total
Supervisory	120	1,101	7,083	1,966	15,824	26,094
% Of Supervisory Total	0.5%	4.2%	27.1%	7.5%	60.6%	100.0%
Non-Supervisory	76	172	2,610	974	15,228	19,060
% Of Non-Supervisory Total	0.4%	0.9%	13.7%	5.1%	79.9%	100.0%

### B. Representation of Hispanics among New Hires

As reflected below, Hispanics represented 6.6 percent of employees hired during FY 2019.

State Employees Hired in FY 2019			
Agency	# Hispanic	% Hispanic	Total
Racing Board	1	100.0%	1
Labor	2	33.3%	6
Employment Security	11	27.5%	40
Commerce & Economic Opportunity	3	18.8%	16
Aging	1	12.5%	8
Children & Family Services	18	12.1%	149
Lottery	1	10.0%	10
Human Services	78	9.0%	871
Transportation	14	7.3%	191
Public Health	4	7.1%	56
Healthcare & Family Services	6	5.8%	103
State Police	3	5.6%	54
Corrections	55	5.2%	1,050
Environmental Protection	1	4.0%	25
Juvenile Justice	4	3.8%	104
Agriculture	1	3.3%	30
Financial & Professional Regulations	1	3.1%	32
Veterans Affairs	2	2.7%	74
Natural Resources	3	2.6%	114
Revenue	3	2.5%	120
Central Management Services	1	2.3%	43
Criminal Justice Authority	0	0.0%	1
Labor Relations Board	0	0.0%	1

<sup>6</sup> Sometimes referred to as Administrative Support (Including Clerical and Sales). See, *id.*

State Employees Hired in FY 2019			
Agency	# Hispanic	% Hispanic	Total
Workers Compensation Commission	0	0.0%	1
Gaming Board	0	0.0%	1
State Retirement Systems	0	0.0%	1
Human Rights Commission	0	0.0%	2
Commerce Commission	0	0.0%	2
Guardianship & Advocacy	0	0.0%	2
Human Rights Department	0	0.0%	5
Property Tax Appeal Board	0	0.0%	5
Military Affairs	0	0.0%	8
Abraham Lincoln Presidential Library & Museum	0	0.0%	8
State Fire Marshal	0	0.0%	8
Emergency Management Agency	0	0.0%	9
Insurance	0	0.0%	20
<b>Statewide</b>	<b>213</b>	<b>6.6%</b>	<b>3,217</b>

### C. Representation of Hispanics among Veteran New Hires

Under State law, qualified veterans are entitled to bonus points and appointment preferences during the employment selection process.<sup>7</sup> During FY 2019, of the new hires who were veterans, 4.3 percent were Hispanic.

Veterans Hired in FY 2019 by Race/Ethnicity			
Agency	# Hispanic	% Hispanic	Total
Commerce & Economic Opportunity	1	100.0%	1
Employment Security	2	33.3%	6
Lottery	1	25.0%	4
Agriculture	1	20.0%	5
State Police	1	12.5%	8
Corrections	9	6.0%	150
Natural Resources	1	4.8%	21
Human Services	2	2.9%	70
Transportation	2	1.9%	108
Labor	0	0.0%	1
Insurance	0	0.0%	1
Human Rights Department	0	0.0%	1
Labor Relations Board	0	0.0%	1
State Retirement Systems	0	0.0%	1
Aging	0	0.0%	2
Financial & Professional Regulations	0	0.0%	2
Environmental Protection	0	0.0%	2
Revenue	0	0.0%	3
Emergency Management Agency	0	0.0%	3
State Fire Marshal	0	0.0%	3

<sup>7</sup> See, [CMS' Personnel website](#).

Veterans Hired in FY 2019 by Race/Ethnicity			
Agency	# Hispanic	% Hispanic	Total
Public Health	0	0.0%	4
Juvenile Justice	0	0.0%	4
Military Affairs	0	0.0%	5
Central Management Services	0	0.0%	8
Innovation & Technology	0	0.0%	8
Children & Family Services	0	0.0%	10
Veterans Affairs	0	0.0%	11
Healthcare & Family Services	0	0.0%	19
<b>Statewide</b>	<b>20</b>	<b>4.3%</b>	<b>462</b>

## VI. Statistics: Hispanic Demographic Data from Agency Survey Responses

In FY 2019, as reflected in the chart below, of State-wide Human Resources staff, 20 percent were people of color and 6.5 percent were Hispanic. Across the State, 13,642 interviews were conducted. People of color in general served as interviewers on 5,858 panels (43 percent) and Hispanics on 1,309 panels (6.5 percent). Agencies reported approximately half of the State's interview panels were entirely White.

Of the State's interviewers, 4.6 percent were Hispanic and 79 participated on at least one interview panel during FY 2019.

Diversity / Diversity Expertise Among Gatekeepers to State Employment in FY 2019			
		Count	Percent
<b>Human Resources</b>	# HR Staff	418	
	# and % HR Staff who were people of color	85	20.3%
	# and % HR Staff who were Hispanic	27	6.5%
<b>Interview Panels</b>	# Rutan Panels	13,642	
	# and % Panels with at least one person of color	5,858	42.9%
	# and % Panels with at least one Hispanic person	1,309	9.6%
	# and % Panels Entirely White	6,800	49.8%
<b>Interviewers</b>	# Certified Interviewers	3504	
	# and % Hispanic Interviewers	160	4.6%
	# and % Hispanic Interviewers on a Panel in FY19	79	2.3%
<b>Customized Unconscious Bias Training</b>	# Agencies with Unconscious Bias Training for Interviewers	7	
	# Agencies with Unconscious Bias Training for HR Staff	6	

**Diversity / Diversity Expertise Among Gatekeepers to State Employment in FY 2019**

The most senior positions in agencies behind the agency Director or Secretary are those that either report to the Director or Secretary or require Senate confirmation. The chart below reflects that 6.8 percent of employees who reported to the agency Director or Secretary in FY 2019 were Hispanic as were 5.7 percent of employees in positions requiring Senate confirmation.

<b>Hispanics in Leadership Positions in FY 2019</b>		
	<b>Count</b>	<b>Percent</b>
# and % Hispanics Reporting to Agency Director/Secretary	43	6.8%
# and % of Hispanics in Positions Requiring Senate Confirmation	4	5.7%

In many agencies that have dedicated staff to serve as liaisons to Hispanic communities such employees had authority over recruitment, hiring/promotion, interviews, and policy-making.

<b>Liaisons to Hispanic Communities in FY 2019</b>	
# Agencies with Liaison to Hispanic Communities	16
	<b># Agencies with Decision-Making Authority</b>
Recruitment	11
Hiring/promotion	6
Interviews	6
Creating policies	5

Sixteen agencies reported conducting diversity training in FY 2019 and six specifically conducted unconscious bias training for job interviewers and Human Resources staff.

<b>Agency Diversity Trainings in FY 2019</b>	
# Agencies with Unconscious Bias Training for Interviewers and Human Resources Personnel	6
# Agencies with Diversity Training	16

**VII. Analysis**

During FY 2019, the proportion of State employees who were Hispanic (6.5 percent) was considerably smaller than the proportion of Hispanics in Illinois' labor market (16 percent).<sup>8</sup> Yet between the end of FY 2018 and the end of FY 2019, the proportion of Hispanics in the State's workforce rose from 6.4 to 6.5 percent.

The representation of Hispanics in the State's new hire pools decreased from 7.5 percent to 6.6 percent, and the proportion of Hispanic veterans who were new hires decreased from 7.7 percent to 4.3 percent.

<sup>8</sup> It is worth noting that the former is an absolute number (one person, one category), and the second involves individuals selecting multiple categories.

Hispanics were better represented in positions reporting to the agency Director or Secretary (6.8 percent) than they were in the State's overall workforce (6.5 percent). In positions requiring Senate confirmation, Hispanics represented 5.7 percent of employees. The representation of Hispanic State employees who received tuition reimbursement for educational advancement increased in FY 2019 from five percent to 6.5 percent.

In FY 2019, 20 percent of the State's Human Resources staff were people of color; 6.5 percent were Hispanic. There were 13,642 interviews conducted across the State. People of color served on 43 percent of the interview panels as did 79 Hispanics.

Approximately half (49.8 percent) of the State's interview panels were entirely White during FY 2019. Hispanics made up 4.6 percent of the State's interviewers and 79 sat on an interview panel.

For agencies that dedicated staff to serve as liaisons to Hispanic communities, those liaisons generally had authority over recruitment, hiring/promotion, interviews, and policy-making. And more agencies are putting their interviewers and Human Resources staff through unconscious bias training, as well as offering all employees some form of diversity training.

## **VIII. Best Practices**

### **A. Commitment of Senior Leadership**

The single most effective technique for successful execution of diversity and inclusion initiatives is when they are visibly prioritized by the organization's leadership. Without leadership's active support and engagement, diversity initiatives fail.

### **B. Broad Employment Outreach**

Employment outreach is crucial. It shapes the applicant pool and improves diversity. Broad, strategic outreach increases access to State employment and thereby effectuates the State's goals of attracting a diverse, highly-qualified group of job candidates.

### **C. Intentionality**

Diversity efforts must be intentional and deliberate; diversity and inclusion do not occur by happenstance. Dedicating resources to diversity and inclusion initiatives reflects priority and enables success. Dedicated resources often take the form of a budget allocation, and the Civil Administrative Code of Illinois requires each agency to report their Hispanic employment budget allocations as part of their annual reports on their Hispanic workforce diversity strategies.<sup>9</sup>

### **D. Diversity Training**

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<sup>9</sup> [Civil Administrative Code of Illinois](#), §125.



Diversity trainings normalize diversity, familiarize employees with its strengths and advantages, offer strategies for handling unconscious bias, and demonstrate organizational commitment. Diversity training can elevate awareness of the unconscious biases that exist within every person and subtly guide us to conclusions.<sup>10</sup>

## **IX. Recommendations**

CMS offers the following examples of how State agencies can begin or continue to incorporate principles of diversity, equity, and inclusion into their workforces and hiring policies both now and after the transition to the upgraded employment selection system.

As a general best practice, agencies should investigate their internal hiring procedures and practices through a lens of diversity, equity, and inclusion. They should examine areas in which highly qualified candidates could be inadvertently omitted or eliminated from consideration for employment.

### **A. Incorporate Diversity Principles into Agency Hiring Teams**

Sensitivity to the State's goal of a diverse and inclusive workforce is crucial among those who serve as gateways to State employment; i.e., staff involved in various aspects of the decision-making process. Agencies should ensure all teams involved in employment-related decisions are diverse and inclusive.

Sensitivity to diversity can come from a team comprised of individuals with differing perspectives and also through diversity training. The consequences of the decisions reached by the State's employment gatekeepers will have a powerful impact on the demographic makeup of the State's new hire pool and workforce. Equity and operational excellence demand that hiring decisions be as free as possible from bias.

### **B. Maximize Value of Employment Outreach**

#### **1. CMS Developing New Model for Employment Outreach and Recruitment for State of Illinois**

Personnel hiring reform creates exponential opportunities to maximize the value and return on investment in the State's recruitment efforts. The transition from hiring off of an eligibility list to position-specific hiring will increase the effectiveness and value of recruiting for that position.

CMS is preparing the State to become proactive rather than reactive. As new, more diverse generations enter the workforce, the State must be poised to attract them away from other

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<sup>10</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 \(2015\)](#).

opportunities. Social media, mobile applications and virtual tours are some of the modernized methods for the State to appeal to today's technologically savvy job candidates, including millennials and post-millennials.

## **2. Take Advantage of Underutilization Data to Drive Outreach**

On a quarterly basis, agencies submit to the Department of Human Rights their underutilization data; e.g., data reflecting whether and in what quantities the representation of Hispanics in the State's workforce is lower than the representation of Hispanics in the relevant labor market.<sup>11</sup>

When agencies are crafting outreach plans before posting employment opportunities, they should consult the underutilization data from the previous quarter for Hispanics and take steps to dispatch outreach resources to Hispanic communities in the surrounding area.

CMS created a template for agencies to use that guides agencies through the process of leveraging underutilization information for targeted recruitment.

## **3. Dedicate Authoritative Liaisons to Hispanic Communities**

Designating liaisons who can build relationships and trust in Hispanic communities expands the depth of outreach, increasing the chances of attracting qualified candidates with diverse backgrounds. To be effective, liaisons must operate with the credibility of decision-making authority over the employment selection process, including recruitment, hiring, promotion, interviews, and policy-creation.

### **C. Continuously Consult Data for Informed Decisions**

Agencies should familiarize themselves with the Hispanic Diversity Dashboard and learn to compare their diversity metrics against those of other agencies, the State as a whole, and their own prior performance. These metrics offer agencies a high-level perspective on the ways in which various business decisions can impact their diversity efforts. Agencies can conduct self-evaluations and adjust their approaches accordingly.

Agencies should also run regular statistical analyses of screening mechanisms throughout the employment selection process (e.g., interview selection, interview scores, hire) to identify any potential adverse impact on Hispanics, promptly take steps to investigate, and resolve the concern before the final hiring decision.

### **D. Be Innovative**

Agencies are experts on their internal procedures and practices. Diversity initiatives are creative and those most effective are customized to the specific work environment. Agencies, therefore, are in opportune positions to explore ideas based on their unique operating procedures and cultures.

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<sup>11</sup> See, footnote 4 for more information on underutilization.

Many agencies are beginning, and others are encouraged, to actively develop additional methods of measuring, evaluating, and advancing their diversity and inclusion goals. Success stories are welcome.

**E. Attend Hispanic Employment Plan Advisory Council Meetings**

Agencies are invited to benefit from the collective knowledge and experience of the Governor-appointed subject matter experts selected to serve as members of the Hispanic Employment Plan Advisory Council.

The Hispanic Employment Plan Advisory Council meets quarterly in Chicago, Springfield and via WebEx to discuss agencies' progress and challenges in implementing the Hispanic Employment Plan. Agencies will have the chance to share best practices and lessons learned, advance diversity initiatives through working groups, and provide input into the following year's Hispanic Employment Plan.

**X. Goals for Enriching the Diversity of the State's Workforce**

- A.** CMS strives to make agency consideration of diversity, equity, and inclusion principles standard operating procedure in the State's employment application, selection, and hiring process. Agencies have been provided tangible tools in the form of sample language, templates, and training regarding how to overcome various barriers in their employment selection processes with inclusion in mind.
- B.** Due to CMS' newly-formed Data Practice, diversity metrics can be publicly measured for progress and data collection and analysis will be sharpened. The Hispanic Diversity Dashboard is expected to serve as the data engine fueling agency-level and State-wide employment decisions.
- C.** CMS is poised to become the State's most valuable recruitment asset with the goal of turning the State of Illinois into Illinois' employer of choice. Utilizing strategic, modern and dynamic approaches facilitated through hiring reform, CMS will endeavor to capitalize on previously untapped resources to propel the State forward to attract the brightest and best qualified candidates to the workforce through a transparent and effective selection system that offers all communities equitable opportunities to compete.
- D.** By law, CMS supports the Hispanic, African-American, and Asian-American Employment Plan Advisory Councils. Collaborating with the Chairs of each Council, CMS will forge innovative ideas for the Councils to partner over regarding employment outreach and deeper community engagement.

## **XI. Conclusion**

The representation of Hispanics in the State's workforce was considerably smaller than the representation of Hispanics in Illinois' labor market in FY 2019, as in FY 2018.<sup>12</sup> In FY 2019, the proportion of Hispanics in the State's workforce rose from 6.4 to 6.5 percent and Hispanics represented a greater proportion of those entering the State's workforce (6.6 percent) than in the State's entire workforce (6.5 percent). Even so, there was a decrease in the representation of Hispanics in the State's new hire pools from FY 2018.

Hispanics were better represented in positions reporting to the agency Director or Secretary (6.8 percent) than they were in the State's overall workforce (6.5 percent). In positions requiring Senate confirmation, Hispanics represent 5.7 percent of employees. In terms of upward mobility within the State's workforce, the representation of Hispanic State employees who received tuition reimbursement for educational advancement increased in FY 2019 from 5 percent to 6.5 percent.

The proportion of the State's Human Resources staff that was Hispanic in FY 2019 (6.5 percent) was the same as the Hispanic representation in the State's entire workforce (6.5 percent). However, of the 13,642 interviews conducted across the State in FY 2019, Hispanics made up 4.6 percent of the State's interviewers and 79 sat on interview panels. Approximately half (49.8 percent) of the State's interview panels were entirely White.

For agencies that dedicated staff to serve as liaisons to Hispanic communities, those liaisons generally had authority over recruitment, hiring/promotion, interviews, and policy-making. And more agencies are putting their interviewers and Human Resources staff through unconscious bias training, as well as offering all employees some form of diversity training.

Survey data reflect that agencies are granting authority over recruitment, hiring/promotion, interviews, and policy-making to their liaisons to Hispanic communities rather than using staff with no influence. Also, agencies are introducing and expanding diversity trainings for employees, specifically unconscious bias training for interviewers and Human Resources staff; gateways to the State's workforce.

As the State begins a new chapter through personnel hiring reform, opportunities for revamped or new diversity initiatives and metrics will present themselves. CMS looks forward to working with the Hispanic Employment Plan Advisory Council, agency staff, elected officials, the public, and all other stakeholders to develop customized, data-driven, and creative strategies to continue enriching the diversity of the State's workforce to the benefit of all the people of Illinois.

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<sup>12</sup> It is worth noting that the former is an absolute number (one person, one category), and the second involves individuals selecting multiple categories.

## **XII. Contact**

Feedback, questions, and suggestions are invited and should be directed to:

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